Destination Packaging

Switzerland Tourism and Partners

September 2016
1. DESTINATION PACKAGING CONTEXT

Traditionally, the creation and sales of ‘packages’ was the preserve of the tour operator, who had direct access to airline seats via the Global Distribution Systems and inventory allocations or free sale arrangements from accommodation a car rental suppliers, enabling instant booking via travel agents or, to a lesser extent, tour operators direct.

The advent of the low cost airlines and of the web as a medium for marketing and sales had a fundamental impact on the extent and nature of travel trade packaging. Consumers were willing and able to make their own bookings direct, at equally good or better prices. However, many destination products and services have been difficult or time consuming to book directly online. Consequently, some major suppliers and destinations have attempted to gain competitive advantage, by making it easier for consumers to create their own destination packages - either by providing easy access to a range of components or, in some cases, by dynamic packaging.

The main focus of this case study is a set of interrelated booking and packaging initiatives of Switzerland Tourism, accessible through its website, MySwitzerland.com. We also take a brief look at initiatives taken by several national train operating companies to offer easy booking of attractions and events, as an add-on to their core rail transport services.

Train company sales of destination services

Some train companies offer dynamic packaging, adding the possibility to add hotels or events and attractions tickets to their train journey aiming at the growing market for short breaks, often relating to events.

Perhaps the best example is an initiative of SNCF, the French train company. Its subsidiary, Voyages-sncf.com Group, a specialist in French destinations, is perhaps the main player in the digital distribution of European rail travel. In 2014, it launched ‘Les Instants V’, combining events + train. When it was launched, the objectives for the ‘Instants V’ was to reach 50 partners event organisers by 2015 and a 10% increase in number of packages booking by 2017 and extend ‘Instants V’ to European clients. However, at the time of writing in September 2016, SNCF is in the process of ‘repositioning’ this offer.

Voyages-sncf.com ‘Les Instants V’

Users can book online for shows / concerts / sport events / festivals / theme parks with train tickets to go there. This product is aimed at the growing short stay event related tourism market. The ‘Instants V’ were launched with a digital communication campaign (see video here). The ‘Instants V’ offer an easy and intuitive online booking in 5 clicks for a ticket for an event and a train ticket in the same basket. Once the event ticket has been selected and added to the basket, it is held until you choose your train ticket to add to the basket. The online functionality is combined with customer service with customer expert advisors available 7 days a week by email or phone before or after the purchase. A video illustrating how ‘Instants V’ works is available here.

In association with France Billet, Voyages-sncf.com proposes to the events professionals, Sports federations and associations, museums, festivals, theme parks etc. a platform allowing them to reach more customers. Voyages-sncf.com also provides a variety of products, including packages such as train/flight + hotel, Train + Car rentals, Train + parking, etc. See https://uk.voyages-sncf.com/en/?redirect=yes/ or http://www.voyages-sncf.com/ (French version). They claim to facilitate travel ‘to the heart of your destination’.

In Spain, Renfe, via [ocio.renfe.com](http://ocio.renfe.com), managed by Viajes Reina, provide the facility to book online leisure activities (tours, museums, water/amusement/theme parks, tourist cards etc.) at a destination of choice. However, this is not dynamic packaging as the transaction is done separately to the train tickets online booking. They do however, provide a train + hotel booking facility.

In Belgium, SNCB Holding (Belgian Rail) has developed the ‘B-Excursions’, a range of all-in tickets for train + nature and animal parks / parks and adventure / culture and science attractions. They also promote the ‘E-train ticket to Ancienne Belgique’ (a concert venue in Brussels), consisting of a reduced train fare for people who have purchased a concert ticket to see a show at Ancienne Belgique.

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2. SWITZERLAND TOURISM AND PARTNERS

1. Overview

- **What is the case study?**

This case study reviews a set of interrelated booking and packaging initiatives of Switzerland Tourism (ST), and its partners, accessible through its website, MySwitzerland.com. ST, the national marketing and sales organisation for Switzerland has developed a simple and easy-to-use platform for bookings via the Switzerland Travel Centre (STC), a separate vacation specialist company established by ST. The STC is responsible for the e-commerce aspect of the joint web platform - i.e. selling services and processing bookings (fulfilment). ST provides the destination content that stimulates and guides customers to use the STC booking service.

ST is also one of the founders of Swiss Travel System Ltd (STS), along with the Swiss Federal Railways (SBB) and public transport providers throughout the country. STS’s mission is the joint international marketing of Switzerland's comprehensive public transport network, including STS’ range of travel tickets and passes, as well as the promotion of cross-border travel to neighbouring countries.

Traditionally, the creation and sales of ‘packages' was the preserve of the tour operator, who had direct access to airline seats via the Global Distribution Systems and inventory allocations or free sale arrangements from accommodation and car rental suppliers, enabling instant booking via travel agents or, to a lesser extent, tour operators direct. However technology has played a leading role in changing this traditional model and enabling the approach adopted by ST.

- **Key factors**

  - **An integrated approach to booking and marketing**: The integrated online booking system on Switzerland Tourism website (MySwitzerland.com) allows users to book hotels, apartments and holiday rentals, trains or combined public transport and leisure offers (art and museums, fun, sports and recovery). STS’s aim was to pool and purposefully direct marketing efforts outside Switzerland in order to promote Swiss public transport services abroad.

  - **Destination packaging and effective partnership**: the Swiss experience demonstrates that through effective partnerships between transport providers and the tourism sector, it is possible to develop booking solutions which provide integrated experience and travel itineraries for visitors.

- **Budget and sources of funds**

  - ST is a public organisation with an annual budget of CHF 100 million. About 60% of the budget is provided by the federal government, whilst the remaining 40% is met by membership fees and marketing fees.

  - The share capital of STC at its inception was around CHF 5m. Running costs and investments stand at around CHF 1.6m per year.

  - STS’s annual budget for global marketing activities stands at about CHF 7 million. 80% as an overall mandate come from the participating Swiss transport companies, 15% to promote crossborder traffic from SBB and 5% from third-party marketing contributions.
2. History, development and performance

- **Project history**

Switzerland Tourism (ST), the national marketing and sales organisation for Switzerland has developed a simple and easy-to-use platform for bookings via the Switzerland Travel Centre (STC), a separate vacation specialist company established by ST.

‘Dream – Plan – Go’ is the underlying philosophy of Switzerland’s web presence. The idea is to ‘guide visitors to the ST website step-by-step from general beauties of the holiday destination Switzerland via concrete information and offers through to booking’.

- **Dream:** Visitors to the ST website are enticed to consider Switzerland as a destination, with attractive images (videos, panorama views, etc) and emotionally stimulating texts.
- **Plan:** The site provides a wide range of information (travel tips, event calendar, winter sports reports, infrastructure, current news and offers, links to partner sites, brochure order service, bookable offers etc.) to enable potential visitors to plan the details of their visit.
- **Go:** The site enables booking of ready-made packages, individual services or last-minute offers on the booking platform of the STC, to which it is seamlessly linked.

ST’s primary aim is to increase demand for Swiss tourist services. Thus the (indirect) triggering of a booking direct to the service provider is as good an outcome as a (direct) booking through the STC. It is this openness which makes the ST/STC web platform fundamentally different from purely commercial travel sites on the internet.

ST does not actively encourage the industry to use their branding, although the whole sector is allowed to use the ‘Golden Flower’ to strengthen the brand Switzerland. The only company that is using their branding is STS (see section below).

The integrated online booking system allows users to book hotels, apartments and holiday rentals, trains or combined public transport and leisure offers (art and museums, fun, sports and recovery). Bookings are paid for separately via the partners (for example Swiss Air for flights, hotel rooms via Swisshotels.com, train tickets via Swiss Travel System, and the online leisure shop in collaboration with SBB Railway).
The following images illustrate various aspects of the functionality of MySwitzerland.com.
The STC is the sales organisation for Swiss tourism founded in 1998 by ST, the Swiss Hotel Association, Swissair, GastroSuisse (another hotel association), Swiss Railways SBB and Europcar who all wanted to have a hotel distributor close to their own product/service. The STC is responsible for the e-commerce aspect of the joint web platform - i.e. selling services and processing bookings (fulfilment). Switzerland Tourism provides the destination content that stimulates and guides customers to use the STC booking service.

STC is Switzerland’s Destination Management Company for hotels, rail, FIT packages, outdoor activities, groups and MICE. It has a team of around 100 Switzerland specialists and offices in Zurich, London and Stuttgart. It enables both direct clients and tour operators to plan and book visits to and travels in Switzerland. From their Zurich perspective, STC is an incoming operator; from the perspective of its offices in Germany and UK, it is an outbound operator from those markets. It specialises in Swiss hotels and rail products, working with over 2,000 Swiss hotels and all major Swiss railway and mountain railway companies. Through its subsidiary company e-domizil.ch, it also gives access to more than 300,000 holiday rentals in Switzerland and abroad.

STC, a member of the Swiss Federation of Travel Agencies, works exclusively with quality assured partners who contractually guarantee to fulfil booked services. The STC booking engine can be found on over 300 partner sites, including sbb.ch (website of the Swiss Federal Railways), swisshotels.com and MySwitzerland.com. My Switzerland.com use STC booking engine on their website for hotels in source markets worldwide and Swiss Travel Passes in European market. STC pays market rates to be present on MySwitzerland platform.
STC has been present in the UK and Germany, its two main source markets, for almost 20 years. During this time, they have built good relationships with trade partners, maintained through regular visits, meetings at travel fairs etc..

STC has been present in other markets for less time (around 8 years) but followed a similar approach, with:

- Sales visits, attendance travel fairs (ITB; WTM, ATM etc.)
- Participation in trade activities of Switzerland Tourism.

Swiss Travel System Ltd (see section below) integrates the STC booking engine on its site for European markets and STC provides its contact centre for customer requests. STC also pays market rates and are only one of STS’s distributing partners.

Hotel providers can join the STC distribution network and pay STC a commission of 10% of gross revenue + VAT - the customer pays in the hotel. The only requirements are to have internet access, to be willing to manage room allocations in-house and to accept credit card payment. They then benefit from:

- The strong marketing network of tour operators and end customers
- Simple online management of room allocations
- Centralised management of all sales channels
- Free help desk, consulting and training
- Opportunities for promotions
- Booking engine for their own website.

Switzerland Travel Centre (STC) - https://switzerlandtravelcentre.ch/en/
The share capital of STC at its inception was around CHF 5m. Running costs and investments stand at around CHF 1.6m per year. STC constantly invests in all booking engines. The initial setting up costs were not available, but it is estimated that they would have been far more that the current running costs. STC made roughly CHF 70m turnover this year, with a profitable outcome.

**Swiss Travel System Ltd (STS)**

Switzerland Tourism is also one of the founders of Swiss Travel System Ltd, along with the Swiss Federal Railways (SBB) and public transport providers throughout the country. STS AG, founded in 2011, is a company whose mission is the joint international marketing of Switzerland's comprehensive public transport network, including STS' range of travel tickets and passes, as well as the promotion of cross-border travel to neighbouring countries². Their core business is in the planning of the customer journey ‘Dream, Plan, Go’. STS does not handle the sale of passes and seeks to remain neutral about distribution channels. International distribution and reservations of tickets is effected via the sales networks of SBB, European railways and several other priority distributors worldwide. It includes STC and any relevant market specific distribution partners. STC is only one distribution channel.

Their key travel offer themes are:
- Grand train tour of Switzerland
- Premium panoramic trains
- Mountain tops
- Theme routes
- Cross-border traffic.

They promote all type of public transport and have a range of tickets: Swiss Travel Pass (unlimited travel with train, bus and boat), Swiss Transfer Ticket, Swiss Half Fare card, Swiss Family Card and other public transport tickets.

STS target mainly individual travellers with the following customer segments:
- Attractions Tourer
- Nature lover
- Snow lover
- City breaker.

In terms of STS’s partners, SBB focuses on Product, Place and Pricing of the Swiss Travel Passes and Switzerland Tourism (ST) is key on the Promotion side. STS uses the same brand for incoming tourism as ST – the golden flower of Switzerland because it is well known and recognised, but instead of ‘Switzerland, Get Natural’, they use ‘Switzerland, by Train, Bus and Boat’. For B2C communication STS and ST use the same platform. STS manages the transport hub on MySwitzerland.com. In March 2017, STS will launch mystsnet.com for media and trade, containing information such as product and sales details as well as corporate communication.

Brand architecture.

Example advertisement.

Switzerland by train, bus and boat.

Enjoy stress-free travel by road, rail and waterway throughout Switzerland – with the Swiss Travel System. Take advantage of our special service for guests from abroad, including exclusive tickets, fare reductions on mountain railways and panorama routes, as well as many attractive extras.

SWITZERLAND TRAVEL SYSTEM - WWW.SWISSTRAVELSYSTEM.COM/
STS’s annual budget for global marketing activities stands at about CHF 7 million. 80% comes as core funding from the participating Swiss transport companies, 15% from SBB, specifically to promote cross-border traffic and 5% from third-party marketing contributions. Each year, STS operates at break-even since it spends the agreed budget on staff, marketing communications and product development. All revenues from sales go to the travel companies.

STS has little customer data as the customer transactions are handled by the trade. Customers buying a pass often do not know exactly where they are travelling in Switzerland. Every four years, STS undertakes a survey on the trains, with conductors asking travellers what tickets they have and what their travel plans are. This data is consolidated in a report and travel companies receive their share of the Swiss Travel Passes revenues out of these surveys. The survey is a large and representative survey and forms the basis of their share in the following four years.

- **Expectations in establishing the structure**

ST’s main requirements from its web presence were:

- Establishment of a portal for Switzerland as a travel, holiday and congress destination, to act as a unique worldwide distribution channel for Switzerland information and for Swiss products, with market-specific offers for over 26 markets in 16 Languages.
- Quick access to information on partners through an open site structure and optimum navigation.
- Integration and distribution of data from tourist industry suppliers and service providers via a high-performance data networking system.
- Establishment of links which lead straight to tourist industry partners, their offers and finally bookings.
- Distribution of up-to-date news from destinations and service providers.
- Opening up of other channels via the internet thanks to co-operation agreements with strong distribution partners worldwide.

The original ambition for STC was to provide an online hotel and Swiss Rail Pass solution as well as offering contact centre services for Switzerland Tourism.

The original aim for STS was to pool and purposefully direct marketing efforts outside Switzerland in order to promote Swiss public transport services abroad and thereby increase revenues.
- **Measurement of success**

The number of visits to MySwitzerland has been steadily increasing year by year.

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of visits to MySwitzerland.com</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>1,673,525</td>
</tr>
<tr>
<td>2005</td>
<td>10,539,375</td>
</tr>
<tr>
<td>2010</td>
<td>24,300,000</td>
</tr>
<tr>
<td>2015</td>
<td>26,800,000</td>
</tr>
</tbody>
</table>

STS does not handle booking itself but is set a goal by its shareholders of revenue to be achieved through the sale of Swiss Travel Passes by distribution partners. The more revenue STS produced through its distribution partners, the more successful STS is considered to be. The graph below illustrates the huge increase in revenue in the sale of passes since the foundation of STS AG.

**Development of revenue 2010 to 2015.**

The greatest increases in revenue to its partners in the last year have been from Greater China (+36.8%), India (+29.1%) and South Korea (+19%).
**Project achievements**

**Switzerland Tourism**
- Google Page Rank: 8/10
- Languages: 16
- Different Content Pages: 15’000 per language
- Bookable Hotels: 2,350
- Newsletter subscribers: 850,000
- App Downloads: 2.53m
- Social Media Contacts: 2.7m

**Switzerland Travel Centre**
STC is an SME, so its turnover is small in relation to the Swiss economy. However, STC appears to have increased turnover every year, most years also with positive net earnings. The company was subsidised in the early years, but definitely stood on its own feet from 2005 onwards, though performance has varied according to market / trend changes.

Today STC is focusing more on bundled products (rail/hotel) for B2C and B2B customers or specific hotel offers including dinner etc., whereas it was more B2C hotel only in the first 10 – 12 years.

**Swiss Travel System – Highlights 2015**
- Brochures and maps: 878,420
- Web clicks: 1,011,848
- Revenue from STS tickets: CHF 93.9 million
- Facebook fans: 8,098
- Media reports: 3,196

**Prospects and projections**

**Switzerland Travel Centre**
- Planning to grow year by year.
- Higher growth anticipated in bundled specialised and tailor-made products,
- Lower growth in ‘hotel only’ sales, as global competition with Priceline and Expedia is too strong.

**Swiss Travel System**
- Plans to continue the streamline of the communication and focus on media and trade partners. March 2017 – MySTS.net.com would focus on media and travel trade.
- Plans to establish the Grand Train Tours of Switzerland further.
3. Key learnings

- **Success factors**

  The key success factor has been the successful collaboration between Switzerland Tourism, Swiss Railways SBB and the hotel associations.

  Other key factors are:

  - Adoption of clean, clear and efficient appealing, modern web design
  - Focus on customer benefits delivering the essentials
  - User-centred functions rather than rigid, complex structures
  - Search instead of complex navigation structures
  - Magazine and map view to provide inspiration
  - Creation of ambassadors for Switzerland
  - Sharing of everything on Facebook, Twitter, Instagram, etc.
  - Adoption of the corporate design of Switzerland Tourism
  - Integration of the Switzerland Travel Centre booking platform, with a high level of permeation between the ST site and the STC site.
  - Access to information by geography or theme from the portal page
  - Geographically-defined access leads to ever more specific, closely product-related destination or offer pages.

**Switzerland Travel Centre**

The key factors underlying STC’s success were the timing of their creation. The company was one of the first to distribute hotels online and had steady growth, managing to bypass market difficulties and survive.

The key technological and business issues for packaging different products revolve around the question of whether to decide to make or buy the system:

  - **Make it** – develop your own with enormous costs and risks
  - **Buy it** – lower cost and risk, but probably not the best for fulfilling all the requirements nor matching up against global competitors.

STC has had a mix of these two approaches since its inception in 1998.

**Swiss Travel System AG**

Success in international marketing in markets such as China has been the result of working closely with strong local partners in these markets. STS’s market managers visit the partners regularly, accompanying them for sale calls etc.

- **Challenges**

**Switzerland Travel Centre**

  - STC is successful but competition is fierce and a large proportion of business to Switzerland by-passes them through other companies such as Booking.com, Expedia, TUI, Thomas Cook and so on. STC is fully exposed to the market.
Switzerland is organised in a much more federal way than the UK with a central government. In Switzerland, each canton, each community has its government, its tax authority etc. Engaging a critical mass players in a common effort is difficult. The main tourist regions do not follow the geographical borders of the cantons – e.g. Canton Berne is divided in two different main regions, while Canton Jura & Three Lakes covers parts of Canton Jura, Vaud and Berne. To overcome the challenges faced by coordinating the different cantons and make collaboration successful, the directors of the touristic regions meet on a regular basis, are in close touch with Switzerland Tourism and have also a seat on the Switzerland Tourism board.

Swiss Travel System AG

- It is challenging to achieve collaboration between various railways partners who like to work independently. STS has regular meetings and tries to encourage them to share their market knowledge and activities in order to maximise synergies. They are invited to STS marketing steering board meeting (represented by most important shareholders) at which STS presents its marketing activities so they can in turn share with their own marketing departments. This communication between all parties is essential for everybody to consolidate their activities in an efficient way.

- It is difficult to keep a focus on visitors’ experiences and perceptions and avoid ‘political’ distractions. When developing the ‘Grand Train Tours of Switzerland’ they designed the tour from the customer perspective (as recommended by their distribution partners) and not from the supplier or destination perspective which can be very different.

**Implications for the projects delivered through the Discover England Fund?**

STC highlighted the fact that market circumstances are now very different than at the time they were founded. The global competition is much stronger, consumers are accustomed to using the big brand OTA sites, and marketing, IT and other costs are much higher. Their view is that, as a result, a DMO seeking now to establish its own booking system and service, in the way that STC has done, would struggle to succeed in generating substantial new business cost-effectively.

At the same time, there are still some key learnings from their experience for those engaged in product development:

- To be successful, the whole operation must be very customer driven, and avoid the temptation to take the supplier view

- In their experience, DMOs are good at bundling products, but these are not always easy to sell, for a variety of reasons – e.g. because they are too specific, too expensive, too difficult to promote etc.- making it vital to identify products that appeal to key market segments

- Promotion is key – the collaboration and packaging by industry can be superb, but advertising and promotion need to be considered in parallel.
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Appendix 1 - Switzerland Tourism³

Switzerland Tourism (ST) is a federal public corporation. Its mission, as decreed by a Federal Resolution of 16 December 1994, is to promote Switzerland as a holiday, travel and conference destination both at home and abroad. ST’s principal activity is to develop and implement effective marketing programmes, as well as to position Switzerland in international markets as a strong, modern but timeless brand. The company is managed according to business criteria focused on markets’ needs and clients’ satisfaction. The Board comprises 13 representatives from the tourism sector, and from business and political circles. Worldwide, ST employs about 230 staff in 26 countries.

These basic activities include the web presence, which currently accounts for 12% of the total ST budget is channelled. The main requirements from the web presence are:

- Establishment of a portal for Switzerland as a travel, holiday and congress destination, to act as a unique worldwide distribution channel for Switzerland information and for Swiss products, with market-specific offers for over 26 markets in 16 languages.
- Quick access to information on partners through an open site structure and optimum navigation.
- Integration and distribution of data from tourist industry suppliers and service providers via a high-performance data networking system.
- Establishment of links which lead straight to tourist industry partners, their offers and finally bookings.
- Distribution of up-to-date news from destinations and service providers.
- Opening up of other channels via the internet thanks to co-operation agreements with strong distribution partners worldwide.

The national marketing organisation Switzerland Tourism (ST) was among those organisations in the area of tourism which knew how to use the electronic media to their advantage very early on. This is true both at national and international level. Very first steps – not yet based on internet technology – were already taken in 1993. These were followed by the web presence of Switzerland Tourism in 1995.

STC is the sales organisation for Swiss tourism founded by Switzerland Tourism and other partner in the tourist industry. Within the organisation’s web activities, STC is responsible for the e-commerce side of things, that is selling services, processing bookings (= fulfilment). Switzerland Tourism forms the e-business umbrella and by providing comprehensive information guides customers to the STC booking service.

³ Switzerland Tourism (2016), Switzerland Tourism – MySwitzerland.com, material provided by Thomas Winkler in September 2016.
Appendix 2 - Swiss Travel System AG

Swiss Travel System AG (STS AG) is a marketing company founded in 2011 by Swiss Federal Railways (SBB), Switzerland Tourism (ST) and several Swiss transportation companies. It is their task to pool and purposefully direct marketing efforts outside Switzerland, in order to promote Swiss public transport services abroad.

Development history.

1989: Launch of incoming brand «Swiss Travel System» with flagship product «Swiss Pass» under the leadership of SBB passenger traffic division in Berne
1991: Introduction of an incoming services position at Zurich Airport as operative marketing support
2005: Separation of responsibilities
   – SBB passenger traffic division: incoming overseas markets
   – RailAway: incoming Europe
2009: Start of Project WINCO «Weiterentwicklung Incoming» (further development incoming)
2010: Decision to found Swiss Travel System AG for comprehensive incoming marketing as of 1 January 2011

STS AG has been entrusted with two main mandates by Swiss public transport and SBB:

- To undertake international promotion of Swiss public transport (Swiss Travel System)
- To increase cross-border incoming traffic.

Beyond that, additional incoming marketing mandates may be added, providing they serve the interest of Swiss public transport.

The main mandates.

**Public transport mandate**
Focus: Increase of revenue for Swiss public transport
Markets: international
Budget: CHF 5.8 million/year
Lead: VR STS AG

**SBB IP mandate**
Focus: Promotion of cross-border incoming traffic
Markets: primarily neighbouring countries
Budget: CHF 1.1 million/year
Lead: SBB IP (international passenger traffic division)

Their marketing communication include:

- **Key media management:**
  - active and reactive support of important media professionals
  - supplying relevant stories, pictures, videos and interview partners
  - preparation of facts & figures
  - coordination and accompanying of roughly 120 media travels per year
  - placement of main message ‘The best way to experience Switzerland’.

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4 Swiss Travel System AG (July 2016), Let us introduce ourselves.
• Offline:
  o inspiration of end customer segments via print products by Switzerland Tourism (summer, winter, cities)
  o Swiss Travel System Map for information during the planning phase, the sales process and the journey through Switzerland
  o Various market specific brochures and flyers geared to the target group’s requirements.

• Online:
  o inspiration, planning and booking of Swiss public transport
  o addressing end customers via partner websites mys.com, sbb.ch, raileurope.com, etc.
  o corporate website mystsnet.com for travel trade, media and corporate communication
  o storytelling and inspiration via social media.

• Key account management:
  o active support of current and potential point-of-sales in target markets
  o expecting and promoting training and motivation
  o main objective: harnessing multiplying factors and focusing on increase of turnover.

Channels and instruments.
Appendix 4 - Sources

https://stc.ch/en/or-hotels/#holiday-type-cooperation


Material provided by Thomas Winkler, Head of Digital Management, on the Digital Management of Switzerland Tourism and by his colleague Pascal Bieri.

Material provided by and discussion with Andreas Niederhauser, Head of Marketing of Swiss Travel System.