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A colourful tradition: Chästeilete, a cheese festival in the Justis valley, Bernese Oberland.

## 2003 indicators.

Performance against target indicators was plainly influenced by the unexpected and tragic events of 2003. The outbreak of the war in Iraq and the SARS epidemic led to a logical decline in the largest indirect visitor markets (Asia and the US), which is reflected in the number of guest nights influenced by Switzerland Tourism's key account management. Happily, numbers fell at a rate below the effective market decline, indicating a high degree of loyalty among directly served tour operators. Our focus on global promotion work was further expanded. With some 6.5 billion marketing and media exposures, a formidable Switzerland Tourism message was sent all over the world. Switzerland Tourism's worldwide media staff were able to generate 5 700 articles and television reports.

The use of the Internet for information gathering is on the advance, and the shift away from the telephone to the Internet continues apace. With 8.8 million people using it to search for holiday information, the internet has become the first source of information for our country. In funding 40% of our total expenditure through contributions from partners in the tourism and private sectors, Switzerland Tourism remains very well placed in comparison with other European tourism organisations. Considerable savings were achieved through selective insourcing (brochure production), though this impacted negatively on the indicators "Marketing costs as a percentage of total expenditure" and "Staff costs as a percentage of total expenditure".

Membership of Switzerland Tourism continued to rise in 2003, an unequivocal indication of our high and broad-based acceptance within the industry.

Switzerland Tourism Indicators	2002	2003
Exposures worldwide (marketing and media exposures)	5 458 000 000	6 500 000 000
Directly influenced guest nights (through key account management resulting tourism revenues in CHF)	3 540 000 814 200 000	3 400 000 787 000 000
Web visitors	6.2 Mio	8.8 Mio
Marketing costs as a percentage of total expenditure (incl. staff costs)*	85.12%	83.67%
Level of self-financing	41.0%	40.0%
Staff costs as a percentage of total expenditure *	27.93%	29.35%
Members	549	601

\*Selective insourcing (brochure production) enabled us to reduce our production costs – but this had a negative impact on indicators.