



Strategy for Communication Abroad 2021–24

Switzerland is...



- 🔍 ... an innovation hub
- 🔍 ... a strong commercial partner
- 🔍 ... a country that shares common interests with its neighbours
- 🔍 ... a leading financial centre
- 🔍 ... committed to reaching the Sustainable Development Goals



Foreign Policy Strategy
2020–23



Strategy for
Communication
Abroad 2021–24

The present Strategy for Communication Abroad 2021–24, which was approved by the Federal Council on 18 December 2020, is a thematic follow-up strategy to the Foreign Policy Strategy 2020–23. According to Article 3 of the Ordinance on the Cultivation of Switzerland's Image Abroad (SR 194.11), the Federal Council adopts a Strategy for Communication Abroad for a period of four years at a time.

Foreword



The Austrian psychologist Paul Watzlawick said that even silence is communication. What is true for humans also applies to groups, organizations, and states. Communication is the indispensable engine that drives our relationships forward, forges links, and lets people know we are here. It is a *sine qua non* of human life and social order. That is why communication abroad is an essential element of foreign policy.

Like other countries, Switzerland has a strong interest in actively shaping the way it is perceived abroad and optimising its positioning on the world stage. It has done so in the traditional manner through its diplomatic communication and commercial activities. Now, in the age of the digital revolution and intensive media coverage, the competition for attention has increased dramatically. Communication must therefore be adapted to become more targeted, incisive and effective.

Twenty years ago, Switzerland set out to achieve this by passing a law to professionalise its communication abroad. It was a prudent decision that now allows the country to act in line with its objectives. Switzerland is continually analysing its international image, planning its communication, and sending messages tailored to its target audiences. Every four years, it sets its strategic focus.

The Federal Council is doing so once again with the publication of the present strategy for 2021–24, which defines its priorities, determines objectives and lists the measures required to achieve them. At the end of this period it will evaluate the goals it has set, allowing it to gauge the effectiveness of its communication.

The strategy must also allow a certain flexibility to respond to unforeseen events. Take the COVID-19 pandemic for example, which has sown uncertainty and threatened our prosperity. The strategy had to be swiftly adapted, particularly to reinforce communication on innovation, the economy and the financial centre. Communication on Switzerland's relationship with Europe was also bolstered by additional dimensions such as epidemiological cooperation and, more generally, Switzerland's contribution to the joint management of the crisis.

This blend of proactive and reactive elements is the key to any foreign policy strategy. It is a philosophy that is perfectly suited to communication abroad: our actions must show the ability to establish priorities while ensuring the flexibility necessary to tackle challenges in a targeted manner as and when they arise. This strategy reflects that philosophy.

I hope you enjoy reading it.

A handwritten signature in red ink, appearing to read 'Cassis', with a long horizontal stroke extending to the right.

Ignazio Cassis
Head of the Federal Department of Foreign Affairs

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Summary

Today's international environment is becoming increasingly competitive and interconnected. Switzerland cannot leave it to chance or external players to decide how it is perceived or if it is noticed at all. Communication abroad allows Switzerland to actively shape the way the country is viewed. It uses targeted communication activities to explain the country's strengths, positions and actions and to promote its interests. Ensuring Switzerland enjoys a positive image abroad is not an end in itself: it affects factors such as diplomatic room for manoeuvre, tourism, and the attractiveness of Switzerland as a business location and economic and scientific hub. In this sense, communication abroad helps ensure that foreign policy is effective.

The country's image is a key asset in the global competition for attention, influence and appeal. It allows Switzerland to optimise its positioning on the world stage and creates a favourable climate for Switzerland's interests and concerns abroad. In an environment shaped by the COVID-19 pandemic and its consequences, communication plays an especially important role, while new hybrid forms of communication are becoming increasingly significant.

The Foreign Policy Strategy 2020–23 (FPS 2020–23), with its four thematic focus areas and three geographical priorities, is the guiding framework of the present strategy. The purpose of Switzerland's communication abroad is derived from the Federal Act and the Ordinance on the Cultivation of Switzerland's Image Abroad: Communication abroad encourages a positive and nuanced perception of Switzerland and helps safeguard Switzerland's interests abroad using public relations tools.

The Strategy for Communication Abroad 2021–24 focuses on five priorities:

1. Innovation
2. Economy
3. Swiss-European relations
4. Swiss financial centre
5. Sustainability

These priority areas demonstrate a greater need for communication, but also offer up attractive content and the potential to improve how Switzerland is viewed. Campaigns on these themes can strengthen the perception of Switzerland as an innovative and competitive country with a sense of solidarity and responsibility, as well as an attractive business environment.

These campaigns will combine various communication measures that will strengthen Switzerland's image. The campaigns will be implemented in collaboration with public and private partners who are able to influence how Switzerland is perceived, notably in areas such as politics, industry, education, research and innovation (ERI), and tourism, sport, and culture. Collaborations with sponsors from the head office and from representations abroad are also part of this strategy. This co-operation will be governed by new Federal Department of Foreign Affairs (FDFA) guidelines for this area ([link](#)).

1 Introduction

Switzerland's international environment is in a state of constant change. The FPS 2020–23, which was approved by the Federal Council on 29 January 2020, identified political, ecological, technological, economic and social factors as the drivers of this change. Since spring 2020, Switzerland has also been confronted with the task of managing the COVID-19 pandemic and its repercussions. The core mission of Swiss foreign policy is to promote the country's interests and values as laid out in the Federal Constitution, and to the fullest extent possible in this challenging context.

areas: 1) Peace and security, 2) Prosperity, 3) Sustainability, and 4) Digitalisation. From a geographical perspective, it also explains that these priorities are to be implemented in parallel in the European Union (EU), Switzerland's priority countries around the world, and at the multilateral level. The Federal Council has thus established a coherent guiding framework for implementing foreign policy and harmonising foreign and domestic policy. The FPS 2020–23 therefore serves as a point of reference for its thematic follow-up strategy, the present Strategy for Communication Abroad 2021–24.

In the FPS 2020–23, the Federal Council outlines Switzerland's interests and principles and defines four thematic focus

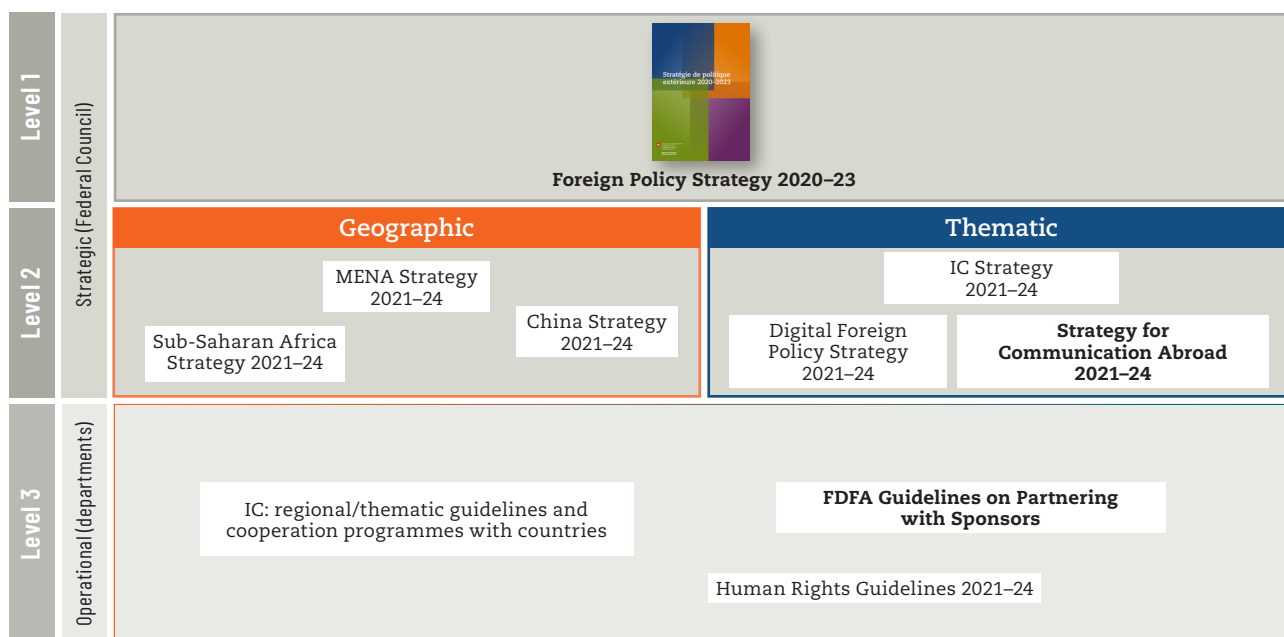


Figure 1: Cascade of foreign policy strategies to strengthen coherence (Source: FDFA – illustrative selection of documents).

1.1 The mandate of Switzerland's communication abroad

In the FPS 2020–23, the Federal Council emphasises the importance of communication abroad as a tool for safeguarding Switzerland's interests. This is the mandate of Switzerland's communication abroad. It focuses particularly on key areas where there is an increased need for more communication, and where targeted communication activities directed at other countries can generate added value by achieving better results for Switzerland.

The present strategy establishes five priorities, explaining the action required for each of them, as well as their objectives, measures, geographical focus and target groups. It also explains how Switzerland's communication abroad is coordinated and evaluated.

Communication abroad helps to actively shape the way Switzerland is perceived in foreign countries. Switzerland's

image is a key asset in the global competition for attention, influence and appeal and allows it to optimise its positioning on the world stage. Today's international environment is characterised by growing competition and expanding communication networks: Switzerland cannot leave it to chance or external players to decide how it is perceived or if it is noticed at all. Targeted communication activities can be used to showcase the country, its strengths and positions, explain its domestic and international actions, and promote its interests. Ensuring Switzerland enjoys a positive image abroad is not an end in itself: it affects factors such as diplomatic room for manoeuvre, tourism, and the attractiveness of Switzerland as a business location and economic and scientific hub. Switzerland's communication abroad creates a supportive climate for the country's interests and concerns in other countries by improving the understanding of selected key topics and of the way in which Switzerland works.

1.2 The legal basis

The Federal Act on the Cultivation of Switzerland's Image Abroad (SR 194.1, in french [link](#)) and the Ordinance on the Cultivation of Switzerland's Image Abroad (SR 194.11, in french [link](#)) on the Cultivation of Switzerland's Image Abroad form the legal basis for Switzerland's communication abroad. According to the Federal Act, the Swiss Confederation – and particularly the FDFA – provide general information about Switzerland, generate approval for the country and present it as a diverse and attractive nation.

According to Article 1 of the Ordinance, the key mission of Switzerland's communication abroad is to help safeguard the country's interests abroad using public relations tools. The Ordinance then defines the tasks that communication abroad must fulfil. They include:

- promoting the visibility of Switzerland abroad;
- presenting Switzerland's political concerns and positions to a foreign public;
- expanding and nurturing Switzerland's network of contacts with decision makers and opinion leaders abroad;
- monitoring and analysing the perception of Switzerland abroad, and reporting on this to the Federal Council and the bodies with responsibility in specific fields;

- managing Switzerland's presence at major international events (e.g. at World Expos, the Olympic Games);
- submitting communication concepts and messages to the Federal Council in the event of threats to Switzerland's image or crises affecting it.

Article 3 of the Ordinance specifies that the focus of Switzerland's communication abroad is fixed for a four-year period in the Strategy for Communication Abroad, which is approved by the Federal Council. The activities carried out for Switzerland's communication abroad are financed via the FDFA's ordinary budget, and by funds that are requested separately for appearances at World Expos and the Olympic Games.

Depending on the theme for communication abroad, the legal and strategic basis and the thematic responsibility and priorities of the partners should be considered. The partners can contribute to the costs of the communication measures within the framework of their own budgets and legal bases. Possible financial contributions from the other actors (the cantons, private sector, etc.) will also be examined, again depending on the theme of the measure in question. The FDFA Guidelines on Partnering with Sponsors ([link](#)), which were developed as part of this strategy, now provide a framework for examining the risks and opportunities of such collaborations.

2 Perception of Switzerland

2.1 Switzerland's image abroad

Understanding Switzerland's current image, its strengths and its weaknesses is an important factor in determining the focus of the Strategy for Communication Abroad. Switzerland's image among the general public abroad is fundamentally positive and stable, and is not generally subject to any short-term fluctuations. In areas such as good governance, the beauty of its landscape, and the quality of its products, Switzerland's reputation is second to none. This is evidenced by Switzerland's own image studies¹ as well as comparative international studies². The Swiss financial centre has also improved its reputation after several periods of heavy criticism. Switzerland is also favourably viewed abroad as a destination for research and education. However, the perception of Switzerland's innovative capability could be further developed, particularly with regard to the discrepancy between its actual and perceived innovative capabilities.³

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- 1 Presence Switzerland (2018), Presence Switzerland Image Monitor 2018. The perception of Switzerland abroad (in German [link](#)), Bern.
 - 2 Anholt, Simon and Ipsos (2020), Anholt-Ipsos Nation Brands Index 2020, New York.
 - 3 Switzerland occupies first place in both the Global Innovation Index 2020 ([link](#)) and the European Innovation Scoreboard 2020 ([link](#)). For information on how it is perceived, see the Presence Switzerland Image Monitor 2018 (in German [link](#)) or the Anholt-Ipsos Nation Brands Index 2020.

Switzerland's sense of responsibility and international solidarity enjoys relatively little attention among the public abroad, as does its contribution to European prosperity. The systematic evaluation of media coverage on Switzerland shows that the country is generally viewed a little more critically by foreign media than by the general public.

Along with the overwhelmingly positive areas of Switzerland's image mentioned above, there are still a number of sensitive areas with the potential to draw negative attention. Among them are headline-grabbing events relating to the financial centre and tax issues. Other relevant issues for foreign observers are Switzerland's potential vulnerability as a business location due to increased competition, the strong Swiss franc, and uncertainty around the longer-term consolidation of bilateral relations with the EU. Switzerland is also viewed negatively in areas such as commodities trading, and has attracted criticism due to some of the international sports associations that are based in the country (primarily FIFA), as well as the way various issues in this context have been handled by the Swiss judicial authorities.

2.2 Effects of the COVID-19 pandemic

How has Switzerland's image been affected by the COVID-19 pandemic and what influence has this had on its communication abroad? Switzerland was one of the first European countries to be severely affected by the COVID-19 pandemic. However, the global scale of the crisis meant that it was never at the centre of international attention during Europe's first wave of infections. Nonetheless, the Swiss approach to the situation did attract attention at certain points during the spring of 2020. After some initial doubts about how ready it was to manage the crisis, Switzerland was seen by international observers to have quickly built on its recognised strengths. During the first wave, it was perceived as a country that cares for its people with effective economic and healthcare provisions. The speed and efficient implementation of measures to support Swiss businesses and workers

affected by the crisis were viewed in a very positive light.⁴ Gestures of solidarity with other severely affected states also garnered international attention.

International perceptions of Switzerland's management of the pandemic grew more critical when the country was severely affected during Europe's second wave from autumn 2020 onwards. Observers abroad, particularly in countries bordering Switzerland, sometimes felt the Swiss healthcare system was reaching its limits, that the country had not struck the right balance between economic and health-related concerns, and that this might have a negative impact on public health and the economy in Switzerland's neighbouring

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- 4 Jones, S. 'Coronavirus pandemic: Swiss lead way with crisis loans to small businesses.' *Financial Times*, 6.4.2020; Livini, E. 'La Svizzera stravinca la gara europea per i prestiti (veloci) alle imprese.' *La Repubblica*, 6.5.2020.

countries in particular.⁵ As the COVID-19 pandemic is still ongoing, it is not yet possible to conclusively say if or how it will affect perceptions of Switzerland in the longer term.⁶ This will primarily depend on how well foreign observers believe it has managed the social, economic and health-related aspects of the crisis in comparison to other countries around the world. Perceptions of Switzerland's solidarity with other countries during the COVID-19 pandemic will also have a bearing on its image.

The COVID-19 pandemic has clearly had repercussions domestically and around the world that affect the focus of Switzerland's communication abroad. This is particularly true of the economy. The health policy measures enacted around the world and the continuing sense of uncertainty have had an almost unparalleled negative impact on the economic development of key markets and people's willingness to invest, as well as on international tourism and exchanges in the fields of technology, science and culture. There has also been an increase in criticism of globalisation, as well as demands for protectionist measures and stronger control of value and supply chains to ensure access to the critical goods a country needs to function. As a heavily export-based and globally connected economy, Switzerland has been particularly affected by this aspect of the pandemic's consequences. The international environment is growing more competitive and global market access more challenging.

It is becoming apparent that these changes will lead to tougher economic competition for the demand and investments that

remain. In this context, Switzerland's communication abroad has become even more important. It will work to improve Switzerland's positioning abroad, support its economy, and call attention to its sense of solidarity, thereby helping to manage the repercussions of the pandemic. Specific platforms and activities can be used within this strategy period to meet the increased need for communication, helping to safeguard Switzerland's political, economic and domestic interests.

It is important to bear in mind here that the pandemic has also led to a change in the way people communicate. Firstly, the use of digital communication methods has greatly increased, with the importance of virtual communication rising sharply in comparison to direct, physical meetings. This has made the use of digital communication much more common and a great deal more professional. Secondly, events that are based on direct communication with a large and physically present target audience, such as major sporting fixtures and trade fairs, have been confronted with significant challenges in the pandemic. Experience has shown that while digital communication has enormous potential, human beings are still fundamentally social creatures with a strong need for direct contact and in-person exchanges. The pandemic has therefore demonstrated the value of direct, personal exchanges as well as delivering a boost to digitalisation. The consequence of this development is that communication abroad must develop new approaches for its physical events and combined hybrid activities, as well as mastering the full spectrum of digital communication methods.

5 De Weck, J.: Switzerland Is Choosing Austerity Over Life. *Foreign Policy*, 10.11.2020; Der lachende Dritte. *Süddeutsche Zeitung*. 27.11.2020; Jetzt muss von der Leyen den Skistreit in Europa schlichten. *Die Welt*. 28.11.2020.

6 Editorial work on the present strategy was completed at the beginning of December 2020.

3 The objective of communication abroad

The legal and political mission of Switzerland's communication abroad remains unchanged in the present strategy:

Communication abroad contributes to a positive and nuanced perception of Switzerland and helps safeguard Switzerland's interests abroad using public relations tools.

In this sense, communication abroad acts as a catalyst: it helps to achieve foreign policy objectives in the four focus areas by creating a positive atmosphere in which Switzerland can communicate its concerns.

Four questions offer guidance when deciding whether a communicative measure should be implemented or supported:

- Does the topic align with the priorities of the FPS 2020–23?
- Is there an increased need for communication in this area?
- Do the associated communication activities have the potential to improve the perception of Switzerland?
- Is the content attractive to the target audience?

Diagram 2 illustrates the fields of activity of Switzerland's communication abroad:

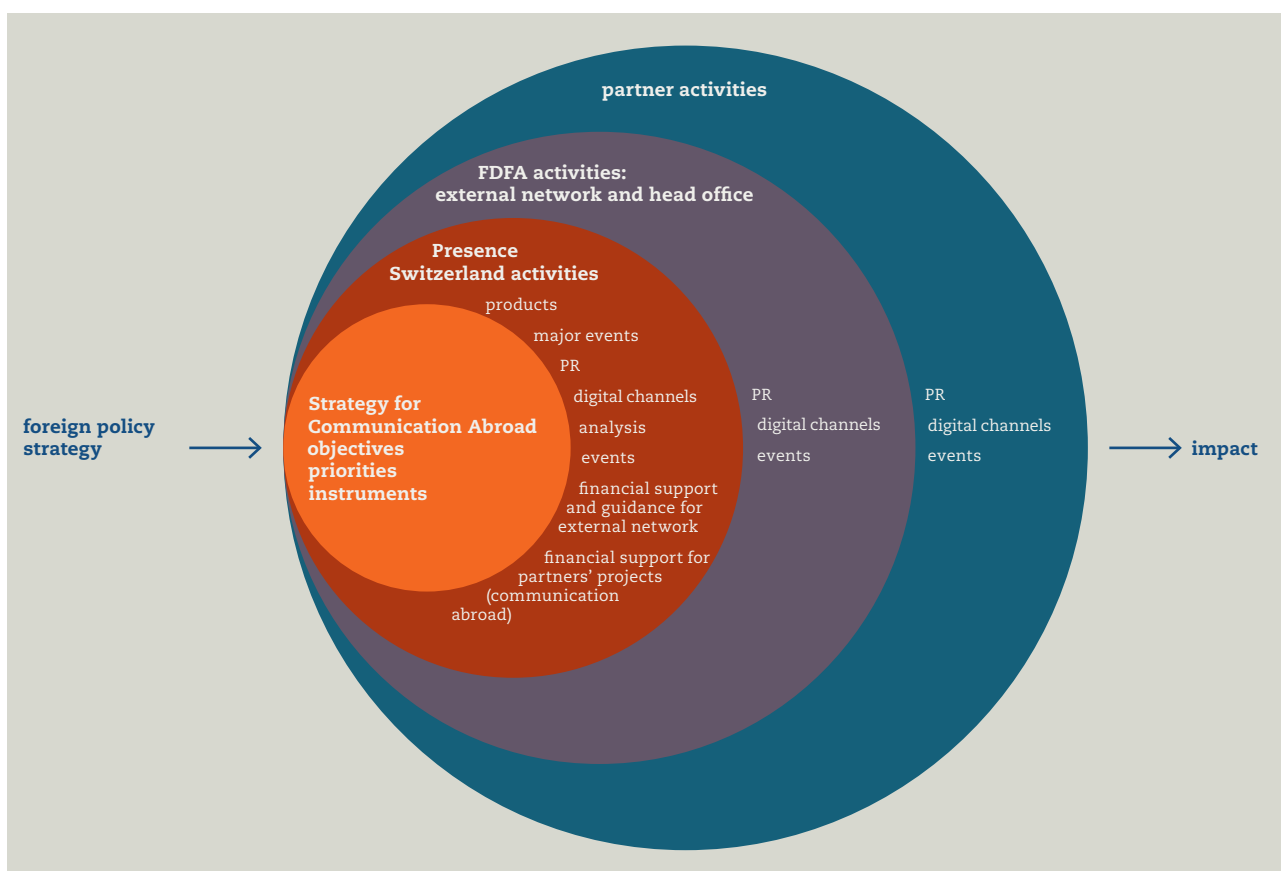


Diagram 2: The activities carried out under Switzerland's communication abroad are derived from the FPS 2020–23 and contribute to effective foreign policy (source: FDFA).

4 Campaigns on five priorities

If we analyse the four foreign policy focus areas for 2020–23 based on the criteria above and on Switzerland’s international profile, we can determine how communication abroad can

offer specific support in promoting Switzerland’s interests in these areas. The following five thematic priorities can be identified and allocated as part of this analysis:

5 priorities of the strategy for communication abroad	4 thematic focus areas of the FPS 2020–23
innovation	prosperity + sustainability + digitalisation
economy	prosperity + sustainability + digitalisation
swiss–european relations	peace and security + prosperity + sustainability
swiss financial centre	prosperity + sustainability + digitalisation
sustainability	sustainability

Diagram 3: The five priorities of communication abroad can be allocated to the foreign policy focus areas for 2020–23. (Source: FDFA).

These five priorities cover all four themes of the foreign policy focus areas for 2020–23, demonstrating the considerable potential for adding value to communicative measures aimed at safeguarding Switzerland’s interests.

A campaign will be launched for each priority. The five planned campaigns are multifaceted and bolster the perception of Switzerland as an innovative, competitive country with a sense of solidarity and responsibility, as well as high quality of life and an attractive business environment. A positive and stable image is also a valuable and versatile asset. If a strategic need for communication on other themes emerges in this strategy period, then the strong profile Switzerland has built will be of benefit in those areas too.

In the coming years, therefore, more work will be done via campaigns, which allow a range of communication measures to be combined. A stronger focus on selected thematic areas will increase the impact of these measures, with clear messages being sent consistently and repeatedly via target group-specific channels. Furthermore, systematically including the various stakeholders will improve the coherence of the communication. The campaigns and their

messages will follow a clear brand strategy. Branding bolsters Switzerland’s image, deploys the Confederation’s specialised promotional instruments to address the target audience in a flexible and differentiated manner, and considers the needs of the partners involved.

Campaigns will generally be implemented within a specified time frame, in collaboration with other departments, the Federal Chancellery, and public and private actors who can influence the way Switzerland is viewed abroad – for example in areas such as politics, industry (including export and location promotion), ERI, tourism, sport and culture. Together with the campaign partners, the respective managing bodies will establish the target audience as well as the specific goals, measures, and indicators for determining target attainment and effectiveness. Depending on the theme in question, different instruments and communication channels will be selected during the implementation process and suitable physical or virtual platforms made available. Switzerland’s presence at major international events and at Swiss events with an international dimension can also be considered in the implementation of the campaigns (see diagram 4).

The geographical focus of Switzerland's communication abroad is also derived from the FPS 2020–23. Europe, Switzerland's priority countries in other regions, and multilateral relations are the key considerations during implementation – particularly with regard to the campaigns. More specific geographical priorities will arise depending on the content, where the interest lies, the specific communication needs

and the opportunities that present themselves (e.g. venues of major international events). In addition, the priorities of partners from the Federal Administration and elsewhere will also be considered. The following sub-chapters will introduce the campaigns for the five priorities of Switzerland's communication abroad.

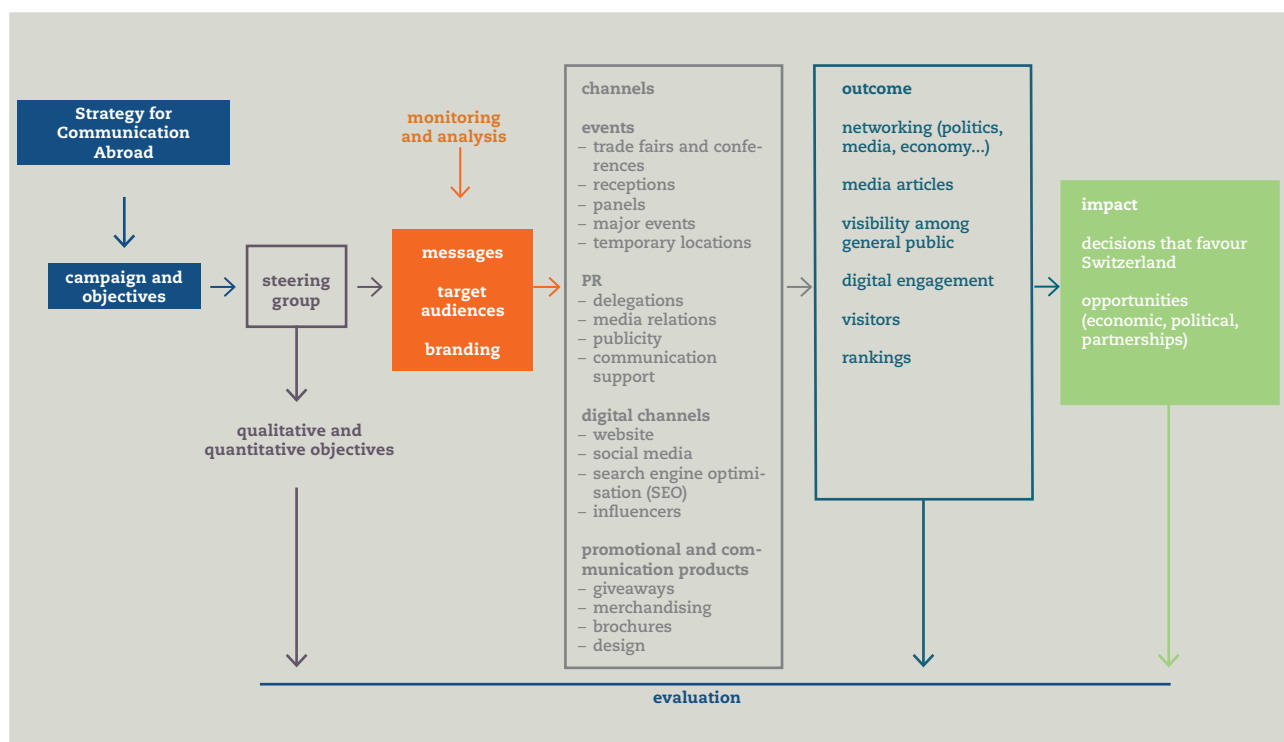


Diagram 4: Illustration of how a communication campaign works (source: FDFA).

4.1 Innovation

Perception and need for communication

Switzerland's profile in the field of innovation is not as strong as its achievements in the sector might suggest. This is evident when one compares its rankings in innovation indexes to the results of various image studies.⁷ This campaign aims to improve Switzerland's visibility as a high-performing, competitive and leading hub of innovation and technology, including in the context of digitalisation and future-oriented technologies.

Objectives

1. Increase the visibility and improve the profile of Switzerland's achievements in the field of innovation among opinion leaders and the media.
2. Promote the visibility of Swiss companies (multinational companies, SMEs, start-ups) and ERI actors (Innosuisse, higher education institutions, the Swiss National Science Foundation (SNSF), digitalswitzerland, start-ups, etc.).

⁷ Switzerland occupies first place in both the Global Innovation Index 2020 ([link](#)) and the European Innovation Scoreboard 2020 ([link](#)). For information on how it is perceived, see the Presence Switzerland Image Monitor 2018 (in German [link](#)) or the Anholt-Ipsos Nation Brands Index 2020.

Measures

Take part in major events, contact leading foreign media, employ digital channels in a targeted manner and carry out a series of events in Switzerland's external network with a focus on the message *'Switzerland as a leading innovation hub'*.

Geographical focus

The focus is determined by the communication requirements of the Confederation and the private partners, from the communication opportunities offered by the subject matter, and from the potential of the markets in question.

Cooperation

For the implementation of the 'Svisstech' campaign, Presence Switzerland is working with the State Secretariat for Education, Research and Innovation (SERI) and its swissnex

network, with Switzerland Global Enterprise (S-GE) and the external network (Swiss Business Hubs), and with Innosuisse, the SDC (including in the field of Tech4Good) digitalswitzerland, the cantons, the Swiss Federal Institute of Technology Zurich (ETHZ), the Swiss Federal Institute of Technology Lausanne (EPFL), other universities and higher education institutions, and Swiss companies and start-ups. Collaborations with renowned international organisations (e.g. CERN) that have a positive impact on Switzerland's image are also possible during the implementation of the campaign.

Indicators

The indicators for impact assessment (or target attainment) will be defined and reviewed annually with the partners in the campaign's steering committee.

4.2 Economy

Perception and need for communication

Swiss industry requires international visibility. The COVID-19 pandemic and its consequences are having a negative impact on Swiss companies, both domestically due to the fall in production and private consumption, and in the export sector due to the global economic downturn and restrictions on international trade. Economic recovery will be constrained by uncertainty over the development of the pandemic, increased competition and the protectionist reflexes of states. In this climate, strengthening Switzerland's brand would support the economy by demonstrating confidence in the quality and reliability of the products and services on offer.

Objective

1. Increase the international visibility of Swiss industry and its strengths, which will help to promote the industry and increase its share of the market.

Measures

Communication and networking platforms will be made available, with Europe as a priority. A 'nation brand management' campaign will be developed in collaboration with the companies to strengthen Switzerland's brand and image in foreign markets. This could, for example, be done using the Pop-up House of Switzerland (see Chapter 7.1), which would be deployed in key cities of the regions bordering

Switzerland. The campaign will also be supported by the Swiss Pavilion at Expo 2021 Dubai, the House of Switzerland at the Summer Olympic Games in Tokyo in 2021, and the House of Switzerland at the 2022 Winter Olympic Games in Beijing. In these uncertain times, Switzerland's storytelling will build on the celebrated strengths of its brand: resilience, stability, reliability, quality, sustainability and innovative capability.

Geographical focus

The focus is on Europe, and particularly on the countries and regions that share a border with Switzerland. The focus can be adjusted based on the communication requirements of the Confederation and the private partners, the opportunities offered by the subject matter, and the respective market potential.

Cooperation

The use of specific platforms will be planned and coordinated with the relevant economic promotion actors (in particular with the State Secretariat for Economic Affairs (SECO), S-GE, Switzerland Tourism, umbrella organisations and the cantons).

Indicators

Indicators for measuring target attainment will be determined separately for each platform and with the partners involved.

4.3 Swiss–European relations

Perception and need for communication

Switzerland is deeply rooted in Europe. Its close relationship with the EU is founded on a series of common rules in various key areas of activity. For years, this approach has brought concrete advantages to the populations of Switzerland and Europe. But these benefits are not perceived well enough in European countries – nor is Switzerland’s solidarity with Europe and the stabilising influence the country’s close relations with the EU bring to the continent as a whole. These issues are confirmed by image surveys carried out in this field.⁸ Switzerland’s economic strength, innovative capability, and sense of solidarity and responsibility are an asset to the whole of Europe. Both EU member states and the countries bordering the EU benefit from interactions between Switzerland and Europe. This campaign aims to show that relations between Switzerland and Europe are founded on common interests.

Objectives

1. Increase the visibility and raise awareness of the common benefits of relations between Switzerland and other European countries, especially among opinion leaders and the media.
2. Emphasise the importance of coordinating the use of tools for safeguarding common interests and benefits in an increasingly uncertain geopolitical situation.
3. Promote the interests of participating partners in their respective fields.

⁸ Presence Switzerland (2018), Presence Switzerland Image Monitor 2018. The perception of Switzerland abroad (in German [link ↗](#)), Bern.

Measures

Develop and communicate positive narratives using concrete examples from the areas of industry, education, research and innovation (ERI), security, migration, sustainable development, international cooperation, culture and tourism. Current events such as the COVID-19 pandemic will be considered as part of this and communication adjusted accordingly. This will weave a ‘communicative tapestry’ that improves awareness of common benefits and helps create an atmosphere that safeguards Switzerland’s interests and facilitates cooperation with neighbouring European countries.

Geographical focus

The initial priority will be on Switzerland’s neighbouring countries, particularly the regions along the border, where Switzerland’s strategic interests are concentrated. The campaign will be based on the Pop-up House of Switzerland (see Chapter 7.1), and will also boost its impact using favourable opportunities arising in other European countries and as part of Switzerland’s relationship with the EU. The content and form of the communication campaign will be adjusted based on the context and where the focus lies – for example on the EU and Brussels, Switzerland’s neighbouring countries, other EU states, or the United Kingdom.

Cooperation

To ensure it is both coherent and relevant, the campaign will be carried out in collaboration with the responsible departments, the Federal Chancellery, the cantons, and public and private actors.

Indicators

The objectives and indicators for target attainment will be defined and reviewed annually with the campaign partners.

4.4 Swiss financial centre

Perception and need for communication

The financial centre, its actors, and the Confederation's financial market policy greatly influence Switzerland's image and the way the country is perceived, as the occasionally strong criticism from abroad has shown in the past. This is an opportune moment for active communication measures on the financial centre: over the past few years there has been a paradigm shift in the fight against tax evasion that has yielded significant results. However, awareness of these developments abroad is still too low, and negative clichés from the past continue to circulate. In addition to this, the innovative role played by the Swiss financial centre with regard to new financial technologies and Switzerland's commitment to sustainable finance present further communication opportunities to be seized.

Objective

1. Increase the visibility of the Swiss financial centre's values, strengths, and characteristics and raise awareness of them among the international target audience.

Measures

The 'finance.swiss' promotional campaign will emphasise values and strengths including excellence, innovation, stability, responsibility, integrity, and readiness for the future, as well as the competitiveness of the actors.⁹ The promotional campaign will also support and adapt its content to the Federal Council's financial market policy, with a particularly strong focus on fintech and sustainable financial services.¹⁰ The key elements of the campaign are the development of

an overall brand (i.e. branding strategy) for the Swiss financial centre and the creation of a digital communication platform (web portal including social media) for target groups abroad, similar to those employed by other financial centres (e.g. Luxembourg for Finance). Switzerland's presence at major international events provides another valuable channel of communication.

Geographical focus

The focus is determined by the communication needs of the Confederation and the private partners. Switzerland's priority countries and specific target groups will be clarified during the organisation of the campaign.

Cooperation

The campaign will be planned and implemented in close collaboration with the State Secretariat for International Finance (SIF), who will be taking the lead on content. Potential synergies with S-GE on the implementation of promotional activities will also be examined. Private actors in the financial sector (primarily banks, trade associations and insurance companies) will also be among the sponsors of the communication platform, providing both content and funding. The platform thus enjoys a broad base of support and its launch is planned for the end of 2020.

Indicators

The indicators for measuring target attainment will be defined and reviewed annually with the partners in the campaign's steering committee.

⁹ finance.swiss platform ([link](#)).

¹⁰ Report by the Federal Council (2020): Leading worldwide, anchored in Switzerland: Policy for a future-proof Swiss financial centre. ([link](#)).

4.5 Sustainability

Perception and need for communication

The challenge of crafting a sustainable development strategy that pays equal consideration to the environment, the economy and society is an issue of global concern. Nowadays, international observers scrutinise how a country and its economy position themselves with regard to sustainability and support for the 2030 Agenda for Sustainable Development, and take note of the progress they achieve. Switzerland's international profile shows weaknesses here and there is not enough awareness of its commitment to solving global problems. Switzerland's Sustainable Development Strategy ([link](#)) is not well known, and this should be remedied. The country's international profile in the area of sustainability should be enhanced and refined in the long term.

Objective

1. Increase the visibility and media awareness of Switzerland's achievements and positioning in the field of sustainability, particularly with regard to innovative solutions based on Swiss expertise.

Measures

Use suitable platforms to raise the profile of Switzerland's 2030 Sustainable Development Strategy ([link](#)) and its activities as part of the 2030 Agenda. The focus will be on sustainable consumption and production, the climate, biodiversity, energy, and equal opportunities. The campaign will also include selected elements of the International

Cooperation Strategy 2021–24 (IC Strategy [link](#)), notably the SDC's Global Programmes on Climate Change and Environment, Water, Food Security, and Health, as well as bilateral programmes and humanitarian operations with media appeal. Switzerland's contribution to solving global problems will be systematically highlighted in communications. Elements of other campaigns – for example the sustainable finance aspect of the Swiss financial centre campaign – and measures by other promotional bodies such as Switzerland Tourism also include potential for communicating on the topic of sustainability as well.

Geographical focus

The focus is on Europe, Switzerland's priority countries and the multilateral level. More specific details will be based on the content and themes of the campaign in question, and will be adapted to the needs of the relevant partner organisations.

Cooperation

The campaign will be carried out in cooperation with representatives from the Confederation (including: ARE, FOEN, SFOE, SDC, Innosuisse, DP/SFPD, SERI, SIF, the external network), industry, civil society and the scientific community.

Indicators

The indicators for measuring target attainment will be defined and reviewed annually with the partners in the campaign's steering committee.

4.6 Other themes relevant to communication abroad

These five thematic priorities are the focus of Switzerland's communication abroad. In the event of relevant political decisions, opportunities, threats or crises affecting the country's image, or for other reasons that might suddenly create an increased need for communication abroad, further campaigns or communication activities in other areas can be launched with due consideration of the resources available.

An example of this is the effort to support Switzerland's candidacy for a non-permanent seat on the UN Security Council for the period 2023–24. Communication opportunities and requirements also continue to emerge in the context of Switzerland's popular votes. Such activities are discussed and coordinated with the bodies that have overall responsibility.

5 Target groups

The target group definitions included in the previous strategy have proved effective and will be retained. The activities of Switzerland's communication abroad are aimed at foreign decision makers, opinion leaders, media, disseminators

of information and the general public. The priority and weighting of individual elements of this communication activity are adjusted depending on the objective, theme, context and core message.

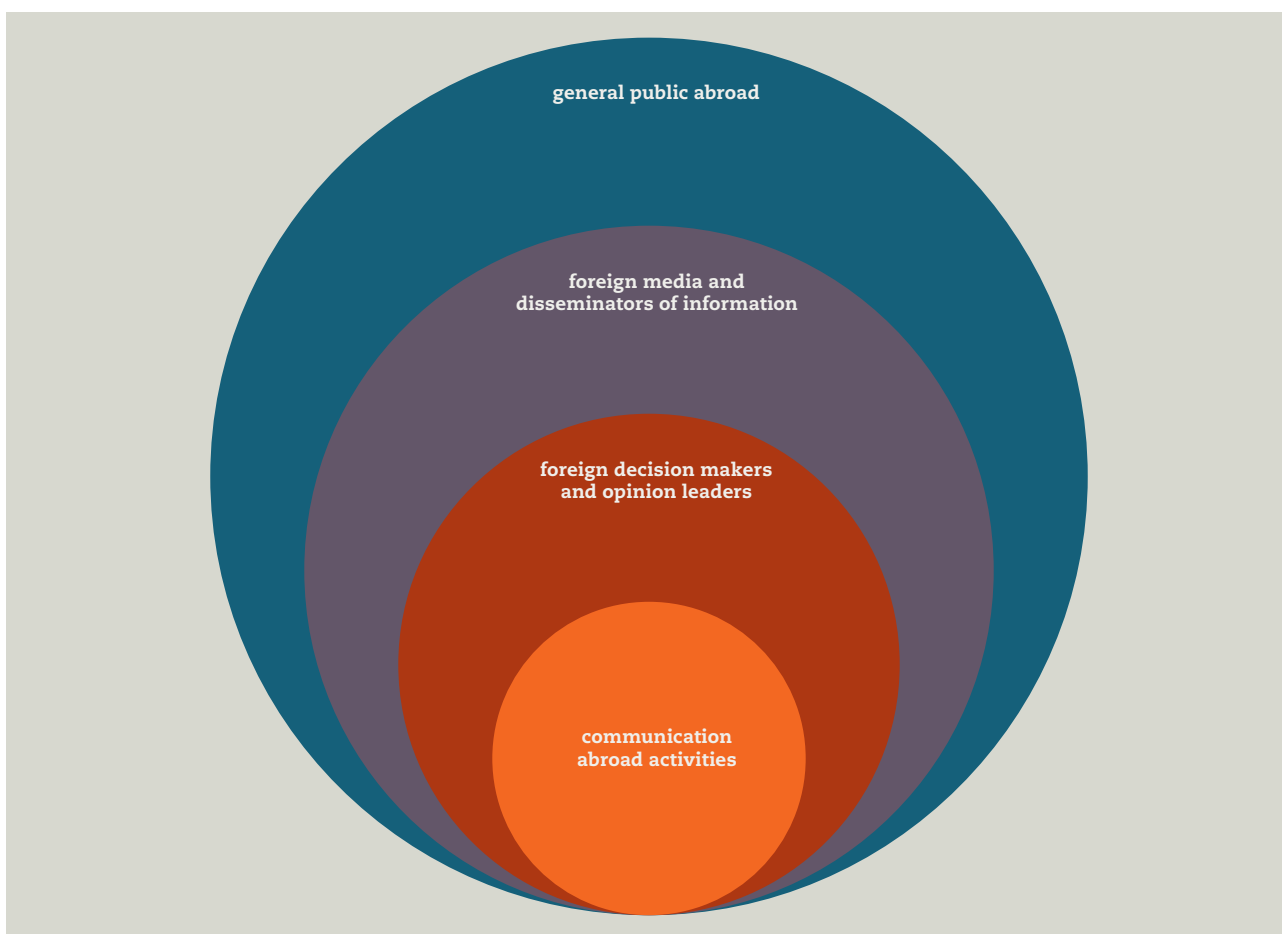


Diagram 5: Communication abroad target groups (source: FDFA).

6 Coordination of Switzerland's communication abroad

Close collaboration with various partners from the public and private sectors is vital, and is the key to ensuring Switzerland's communication abroad is effective and serves the country's interests. It is primarily these partners who can contribute interesting content to the activities of Switzerland's communication abroad. This is why Presence Switzerland continues to cooperate with all interested parties who have a substantial influence on how Switzerland is viewed abroad, and expands these partnerships if the need arises. When such common interests arise, Presence Switzerland coordinates with the other departments and offices, the Federal Chancellery, the cantons, cities and communes, as well as public and private actors from a variety of fields – politics, ERI (e.g. universities and other higher education institutions), industry sectors such as export and location promotion (including companies and start-ups), tourism, sport, culture, and society. This collaboration with sponsors is based on the newly prepared FDFA guidelines ([link](#)).

Strategic coordination at the federal level takes place in the Interdepartmental Working Group (IDWG) on Communication Abroad. It is jointly led by the General Secretary of the FDFA and the Vice Chancellor (spokesperson for the Federal Council). All of the departments are represented in the IDWG on Communication Abroad, as are the Federal Chancellery and any organisations linked to the Confederation who have a substantial influence on how Switzerland is viewed abroad.

- **EAER:** GS-EAER, SECO, SERI, Innosuisse;
 - **DETEC:** GS-DETEC, ARE, FOT, FOEN, SFOE;
 - **External:** Switzerland Tourism, Switzerland Global Enterprise (S-GE), Pro Helvetia.
- At the operational level, and particularly during the implementation of the campaigns, Presence Switzerland's cooperation with the bodies represented in the IDWG on Communication Abroad and with other participating public and private actors will be coordinated in project-specific steering groups or at the bilateral level. Close collaboration with Switzerland's representations abroad (embassies, general and honorary consulates, IC cooperation offices, swissnex antennae, Swiss Business Hubs and cultural antennae of the Confederation) remains vital in ensuring the coherence of communication abroad. If the need or opportunity arises, communication activities for Switzerland's communication abroad can also be implemented in cooperation with other suitable organisations and persons at home or abroad.
- The Federal Council has leadership responsibility in exceptional situations. Overall responsibility for communication lies with the Federal Council, the responsible department and the Federal Chancellery. The spokesperson for the Federal Council coordinates the information activities of the Federal Council, the departments and the Federal Chancellery in line with Article 10a of the Government and Administration Organisation Act (RS 172.010 [link](#)), Presence Switzerland plays a role in early warning ('issue monitoring') and crisis prevention through its monitoring and analysis capabilities. It is able to analyse how communication develops in these situations, offer guidance on communication that is relevant to how Switzerland is perceived abroad, and contribute to the development of communication concepts. Presence Switzerland can also make available its platforms, communication channels, communication activities and contacts.
- **FDFA:** GS-FDFA / PRS (joint leadership);
 - **FCh:** Vice Chancellor (joint leadership);
 - **FDHA:** GS-FDHA, FOC, FOPH, FSIO;
 - **FDJP:** GS-FDJP, SEM;
 - **DDPS:** GS-DDPS, FOSPO;
 - **FDF:** GS-FDF, SIF;

7 Instruments, platforms and channels

The following sub-chapters provide a brief introduction to the suite of proven instruments, platforms and channels available for Switzerland's communication abroad. The various restrictions linked to the COVID-19 pandemic mean that Switzerland's communication abroad has also been confronted with new challenges, as well as the question of how its messages and activities can be conveyed to the

target audience in the best and most attractive manner. The increased use of digital channels is a key element here, as is the development of hybrid platforms with complementary digital and physical formats. The 2021–24 strategy period will therefore also be an experimental phase in which new instruments are launched and tested.

7.1 Pop-up House of Switzerland

The COVID-19 pandemic has clarified Switzerland's requirements in the economic promotion sector. In the current situation, Switzerland needs greater visibility and attention for products in its most important export markets. The significance of digital channels and virtual platforms in communication has also increased rapidly. However, it has become clear that digital solutions cannot completely replace in-person encounters and physical experiences. The future of Switzerland's communication abroad will involve a delicate balance of digital and physical meetings – one of a number of challenges it must face in the coming years.

Presence Switzerland is introducing a new kind of platform to meet the needs outlined above: the Pop-Up House of Switzerland. For a few months at a time, this temporary event location will provide a physical venue where people can get to know Switzerland. It will act as a basis for economic promotion campaigns, a platform for exchange, and a public meeting place. It will be temporarily set up in a central and popular neighbourhood of the respective major city and feature an attractive design both inside and out. Through its content and style the Pop-up House of Switzerland will tell an appealing, coherent story about Switzerland and the host country. It will be in operation for a maximum of six months at a time – enough time for it to establish itself as a popular venue and still retain the charm of being fleeting in nature. A digital representation ('digital twin') of the Pop-up House of

Switzerland will be set up alongside the physical presence and allow it to duplicate its content via digital channels. To achieve this, a digital studio will be installed at the heart of the Pop-up House of Switzerland, allowing it to offer digitally accessible activities to a wide audience and remain operational if public health orders are introduced.

This new platform is inspired by the concept of pop-up stores, which are currently very popular among younger generations (e.g. millennials). The Pop-up House of Switzerland will showcase Swiss industry and communicate messages in a creative manner, thereby strengthening and enhancing the country's brand. Its main objective is to promote Swiss companies, particularly in regions along the border, which are strategically important to the country's interests. The Pop-up House of Switzerland is conceived as a roadshow, and is scheduled to begin in 2021 with a pilot project in southern Germany. Further visits to France, Italy, and perhaps other European countries are planned, depending on the results of the analysis carried out after the pilot project and on the development of Switzerland's requirements. The needs of the Swiss economy are the driving force behind appearances by the Pop-up House of Switzerland. Depending on the context, though, there is also room to accommodate the remaining focuses of the present Strategy for Communication Abroad (Swiss-European relations, innovation, the financial centre and sustainability).

Presence Switzerland will plan and manage appearances by the Pop-up House of Switzerland in cooperation with partners from Swiss industry, particularly those who are active in the

country in question. The scale and duration of the respective appearances will be closely based on industry interest in the new platform.

7.2 Monitoring and analysis

Monitoring and analysis of how Switzerland is viewed in other countries is used to develop the strategic basis for Switzerland's communication abroad. It also serves to anticipate potential threats to Switzerland's image and identify themes that might attract considerable positive or negative attention, or which demonstrate an increased need for communication. The instruments used to achieve this are: the systematic monitoring of media reporting abroad, the monitoring of social media relating to perceptions of Switzerland,

proprietary surveys on the development of Switzerland's image abroad (e.g. the Presence Switzerland Image Monitor), and the evaluation of international studies. The results are then processed in the form of analyses. For specific themes and events which may have a significant influence on how Switzerland is perceived, Presence Switzerland can create special analyses for the responsible bodies of the Federal Administration if required.

7.3 Events with an international dimension

Presence Switzerland organises Switzerland's presence at major international events, for example at World Expos (Swiss Pavilion) and the Olympic Games (House of Switzerland). These kinds of traditional events provide public and media-friendly platforms for reaching a wide audience. This makes them attractive channels for communication campaigns too. The Federal Council and Swiss Parliament are responsible for decisions on the use of World Expos and the Olympic Games for Switzerland's communication abroad. It is not yet clear what effect the COVID-19 pandemic will have on the character, format and profile of these major international events. In anticipation of possible developments of this nature, internal discussions are being carried out to

determine how Switzerland's presence at such events can be made more agile and dynamic, and potentially less resource intensive in terms of its communication at international level.

These reflections will also consider other international events and occasions in Switzerland that have an international dimension, for example in the fields of politics, economics, sports and culture. Greater use can be made of these platforms based on their attractiveness for communication purposes and their respective thematic context, with a particular focus on how well they support the implementation of the campaign's themes. An example of this is Switzerland's use since 2019 of the House of Switzerland at the World Economic Forum (WEF).

7.4 Projects by Switzerland's external network

The universality of Switzerland and its dense network of representations abroad are important assets for its communication abroad. Presence Switzerland actively supports the external network in developing and implementing appropriate communication projects tailored to the individual country. Switzerland's representations abroad are also key partners in the implementation and reinforcement of

communication campaigns. Country-specific communication strategies form the basis of projects by Switzerland's external network: the representations develop them based on the present Strategy for Communication Abroad and in collaboration with the relevant partner organisations. This ensures the necessary level of coherence for all campaigns carried out in the respective host country.

7.5 Delegations

The pandemic has shown that virtual cross-border exchanges can take place at any time thanks to technology. However, technological communication methods such as these can never replace the experiences and insights that can be gathered from a personal visit to Switzerland. Inviting foreign delegations allows Switzerland to convey key themes and messages of its communication abroad in a targeted manner to opinion leaders from politics, administration, and industry,

as well as foreign media representatives. This approach allows Switzerland to explain sensitive topics in greater depth as well as discussing its strengths and outlining its stance in detail. These open, cooperative exchanges and intimate, small-scale discussions offer participants a closer experience of the country. They also provide the opportunity to support communication efforts for events with an international dimension that take place in Switzerland.

7.6 Digital communication

The current public health situation and the associated uncertainty are increasing the importance of hybrid solutions that combine physical events with digital communication. Depending on the context, these solutions can duplicate, complement, or entirely replace the event. This approach must in each case strike a suitable balance between creating special platforms, using existing platforms, and employing a digital marketing strategy, while taking into account social media and search engine optimisation. Major events organised by Presence Switzerland are as dependent on these solutions as campaigns are.

The development stems from the increased use of websites and social media for public diplomacy over the past few years. A stronger digital presence makes it possible to reach target groups such as the general public, decision makers and the media. Digital communication is based on three central pillars: developing proprietary channels (social media, websites), raising awareness among selected actors (online media, social media), and using existing platforms (major events, trade fairs, conferences). Content that has

been specially adapted to the respective channels is used to increase the impact among target groups. Technical solutions such as referencing and targeting are also used with due consideration of data protection laws. Available synergies with partner organisations can also be employed, particularly when developing instruments and evaluating experiences.

In recent years, the digital capacities of the external network and the head office in Bern have been expanded thanks to an increased presence on social media. Social media hubs were also set up in Buenos Aires, Singapore, Abu Dhabi and Abidjan, and will play an important role in the implementation of the campaigns. The significance of digital channels continues to increase. The FDFA will use its Social Media Strategy as the basis for exploiting its communication potential more fully. The activities of Switzerland's communication abroad on digital channels will support the present Strategy for Communication Abroad 2021–24 by also maintaining a strong focus on the campaign themes. Other themes that provide compelling material for communication will be used to complement this focus.

7.7 Promotional and communication products

Information materials and communication products (for example giveaways, merchandising and brochures) provide specialised content adapted to the format and target audience (general public, opinion leaders, media). Sensitive subjects (and challenges) should be presented

in a differentiated way. Promotional products, on the other hand, address the target audience on a visual and emotional level. Different promotional products are available depending on the target group or occasion.

8 Impact assessment

Specific objectives, measures and indicators will be defined for each of the planned campaigns. The activities of Presence Switzerland will be regularly evaluated, and decisions will be made on which communication projects should be implemented or supported. Wherever possible, specific activities will also be assessed to determine if they were effective in changing perceptions among the target audience. For example, visitors to Swiss projects at major international events and participants in delegation trips will be

systematically surveyed. As part of the budget and account reporting on target attainment, the data obtained here will be regularly reported in line with the New Management Model for the Federal Administration (NMM). In addition, the Foreign Policy Report provides regular overviews of the activities of Switzerland's communication abroad. The activities of Presence Switzerland are also periodically examined by various authorities (FDFA Internal Audit, Swiss Federal Audit Office, Finance Delegation).

9 Conclusion

The present strategy offers a solid basis for implementing Switzerland's communication abroad over the next four years. It reinforces thematic coherence with the FPS 2020–23 and thereby supports effective foreign policy. This is evident in its clear focus on five priorities, which are themselves based on the four thematic focus areas of the FPS 2020–23. Switzerland's innovative capability, which builds and expands upon the country's traditional strengths, acts as a guideline throughout all five campaigns.

The instruments for communication abroad will be adapted to the new challenges mentioned. Hybrid forms of communication with physical as well as digital aspects are becoming more important, with the Pop-up House of Switzerland being one example of this. These platforms can be used for communication abroad at major international events and at other occasions with an international dimension, for example

the WEF. In addition, proven instruments for communication abroad such as the activities of Switzerland's external network and delegation trips will be implemented and adjusted where necessary. Co-operation with other public and private actors who can influence how Switzerland is viewed abroad remains important. It reinforces the impact of communication abroad and helps defend Switzerland's interests to the fullest.

On this strategic basis, Switzerland is well equipped to make its voice heard in a competitive environment and safeguard its interests through its communication activities.

Annex 1:

List of abbreviations

ARE	Federal Office for Spatial Development	FPS	Foreign Policy Strategy
DDPS	Federal Department of Defence, Civil Protection and Sport	FSIO	Federal Social Insurance Office
DETEC	Federal Department of the Environment, Transport, Energy and Communications	IC	International cooperation
EAER	Federal Department of Economic Affairs, Education and Research	IDWG	Interdepartmental working group
EPFL	Swiss Federal Institute of Technology Lausanne	Innosuisse	Swiss innovation agency
ERI	Education, research and innovation	MENA	Middle East and North Africa
ETHZ	Swiss Federal Institute of Technology Zurich	NMG	New Management Model for the Federal Administration
EU	European Union	PRS	Presence Switzerland
FCh	Federal Chancellery	SDC	Swiss Agency for Development and Cooperation
FDF	Federal Department of Finance	SECO	State Secretariat for Economic Affairs
FDFA	Federal Department of Foreign Affairs	SEM	State Secretariat for Migration
FDHA	Federal Department of Home Affairs	SERI	State Secretariat for Education, Research and Innovation
FDJP	Federal Department of Justice and Police	SFOE	Swiss Federal Office of Energy
FIFA	International Federation of Association Football	S-GE	Switzerland Global Enterprise
FOC	Federal Office of Culture	SIF	State Secretariat for International Finance
FOEN	Federal Office for the Environment	SNSF	Swiss National Science Foundation
FOPH	Federal Office of Public Health	SR	Classified Compilation of Federal Legislation
FOSPO	Federal Office of Sport	WEF	World Economic Forum
FOT	Federal Office of Transport		

Annex 2: Glossary

Agenda 2030: the 17 goals of the UN's 2030 Agenda for Sustainable Development provide a global reference framework for the three inextricably linked fields of society, the economy and the environment. Switzerland recognises the 2030 Agenda as an important orientation framework. While it is not a legally binding framework, it is a means of setting policy objectives and forming opinions, both for domestic and for foreign policy.

Branding: the development of an identity – or brand – to build a strong public image. The primary objective of a branding strategy is to connect specific messages and emotions with the brand.

Campaign: communication measures that are grouped under one brand strategy to achieve a pre-defined communication objective within a fixed period of time, either internationally or in a specific geographical area.

Digital channels: communication channels based on digital networks, for example social media.

Digital communication: all communication that takes place on digital networks.

Digitalisation: the integration of electronic data and applications into society, the state, and the economy. Digitalisation comprises a broad range of digital applications, including new communication technologies, robotics, cloud computing, big data analysis, artificial intelligence and the internet of things.

ERI sector: the education, research and innovation (ERI) sector, which is the topic of the Dispatch on the Promotion of Education, Research and Innovation for the period 2021–24.

External network: Switzerland's external network comprises around 170 representations abroad (embassies, permanent missions to the UN/international organisations, general consulates, cooperation offices and other representations) and roughly 200 honorary representations (as at December 2020). The external network focuses on the principles of universality, coherence and effectiveness. It is an important instrument for safeguarding Switzerland's interests.

finance.swiss: brand name used in the campaign to promote the Swiss financial centre.

Foreign policy: Switzerland's foreign policy shapes its relationship with other states and international organisations as well as safeguarding its interests abroad. It comprises various policy areas, such as trade policy, environment policy, security policy, development policy and cultural policy. In Switzerland, the entire Federal Council is responsible for foreign policy. The FDFA is responsible for coordinating foreign policy and ensuring coherence with other departments.

House of Switzerland: brand used for temporary appearances organised as part of Presence Switzerland's communication activities.

Hybrid platform: communication phenomenon whereby physical elements and digital channels are used together to help deliver a message to a wide audience, while bearing in mind the respective opportunities and limitations.

Image (of a country): the sum of opinions, ideas and impressions the public (abroad) connects with a country.

Innovation: the Federal Act of 14 December 2012 on the Promotion of Research and Innovation (RIPA) defines innovation as the development and exploitation of new products, methods, processes and services.

Interests and values: the central task of Swiss foreign policy is to promote the country's interests and values, which are two inextricably linked sides of the same coin and are based on the Federal Constitution.

International cooperation (IC): Switzerland's international cooperation comprises humanitarian aid activities, development collaboration, and efforts to promote peace and human security.

Issue monitoring: in the context of communication abroad, this refers to the constant monitoring, analysis and evaluation of public opinion (abroad) with a focus on strategically relevant themes. It aims to recognise reputational risks and opportunities as early as possible in order to exploit promising avenues for communication and develop strategies to defend against threats to the country's image when required.

Narrative: meaningful story or account that influences the perception of an issue while conveying values and emotions.

Pop-up House of Switzerland: refers to the use of the House of Switzerland brand outside of major official events. The focus is on temporary communication activities at a physical location in a specific country for a period of up to six months.

Presence Switzerland Image Monitor: the Image Monitor uses regular representative population surveys to capture an up-to-date picture of how Switzerland is perceived by the general public abroad. The aim is to identify developments and trends in the way Switzerland is perceived.

Public diplomacy: strategic communication measures aimed at creating approval and understanding for one's own country and its politics abroad. Unlike classical diplomacy, which is primarily directed at foreign governments, public diplomacy also addresses the general public.

Public relations: the goal of public relations work is to build trust, credibility and sympathy and generate a positive public image. In communication abroad, different instruments are used to achieve this depending on the context and target audience. They range from simply providing information and promotional material to using specific communication channels and organising events and occasions for particular target groups.

Search engine optimisation (SEO): all actions (technical tags, advertisements, etc.) that help display digital content in a search engine.

Social media: social media enables users to participate in social networking, and to share content via digital media. It allows users not only to consume, but also to create their own content.

Social media hubs: regional hubs that assist the digital communication activities of Switzerland's network of representations abroad via tailored content (languages/themes), education and technical support.

Stakeholder: person or organisation with a legitimate interest in the development or results of a project or process.

Start-up: a newly founded company with an innovative business idea and strong potential for growth.

Sustainability: Switzerland promotes sustainable development on the basis of the Federal Constitution. It defines it as a form of development that meets the needs of the present without compromising the ability of future generations to meet their own needs. The principle was substantiated in the 17 goals of the 2030 Agenda in 2015 (see '2030 Agenda').

Sustainable finance: financial services that integrate environmental, social and governance criteria (known as ESG criteria) into business and investment activities.

Swiss made: a designation of origin that has acquired international renown as a symbol of reliability and quality for watches and other products. The use of the Swiss designation of origin, as well as other indications of the 'Swissness' of products and services, are protected by law.

Swiss Pavilion: brand name used for Switzerland's official appearances at World Expos.

Swisstech: brand name used in the campaign to support the perception of Switzerland as an innovation hub.

Switzerland's communication abroad: communication abroad aims to safeguard Switzerland's interests abroad using public relations tools. It actively helps shape perceptions of Switzerland abroad by explaining Switzerland, its positions and its strengths, as well as its domestic and foreign policy actions, through targeted communication activities.

Targeting: the practice of addressing clearly defined target groups specifically using data that is freely available under the Data Protection Act.

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