

BRAND IMPACT

RESULTS OF OUR WORK

Brand
Trust

BRAND STRATEGY
CONSULTANTS

With a
Two-Brand-Strategy
into the
Future

The Case Engadin St.Moritz

Competence



Public Sector,
Destination,
Tourism & Logistics

1 → Challenge

The brand-strategic orientation of tourist towns, communities, or destinations is highly complex, because to achieve tangible and sustainable success, all parties involved have to be brought on board. Tourism services providers and locals have many divergent expectations, goals, and needs. These have to be bundled in order to achieve joint success.

Bipolarität as an opportunity

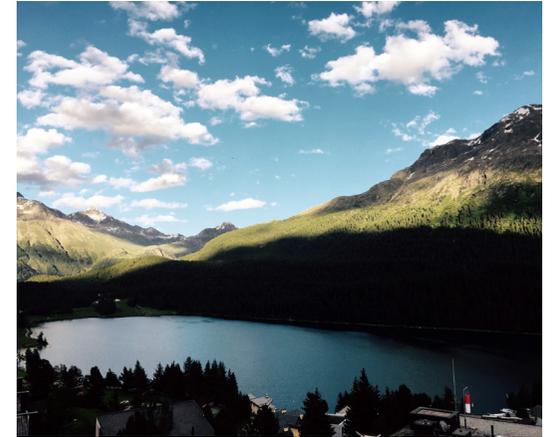
The Engadin region is a unique project in this regard: The association under the name “Engadine St. Moritz” as a collective term for the 13 vastly different communities in Upper Engadine was established by a commission of the tourism

KEY FIGURE

An association of



different
communities forms
the Engadine



board and was the first of its kind in the Alpine region. There was also the additional challenge that the individual brand St. Moritz did not fit with the other towns. Recognizing this bipolarity and using it as a strong advantage was one of the starting points of our brand work.

Unparalleled diversity

The diversity is evidenced by the fact that Engadine and St. Moritz are active in 17 markets. Together they log 4.4 million overnight stays per year, distributed over 155 hotels with 13,000 beds and another 38,000 beds in vacation apartments. The density of traditional first-rate Grand Hotels, five of them at the 5-star level, is also one-of-a-kind, and it demonstrates the guests' standards and expectations of the decision makers.





High standards paired with diversity

The answer to this challenge was a two-brand strategy: On the one hand, it unites the Engadine with all its rich contrasts. On the other hand, it strengthens St. Moritz as a “beacon” whose radiance intensifies the attraction.

The brand St. Moritz opens the door to foreign markets and a very sophisticated, high-class public. To this day, the town exerts a kind of chic attraction, fed by the jet set that once frequented the location, the high density of 5-star hotels, and exclusive sports events. Only St. Moritz with its local roots and singular history has a chance of becoming the world's most dazzling alpine destination

Joint approach despite individual focus

The Engadine, by contrast, satisfies the thematic demands of the regional markets, particularly Switzerland. Nestled into a breathtaking high valley, it offers a degree of variety that cannot be found anywhere else. Under the brand umbrella of Engadine, each of the 12 communities can position itself with its own focus and at the same time take advantage of the strength of the Engadine region as an overarching destination. For instance, Pontresina with its mountain climbing history and the easiest glacier access in the world, has concentrated on the idea of fine alpine pleasures. Sils with its cultural tradition offers peerless contrast to everyday life.



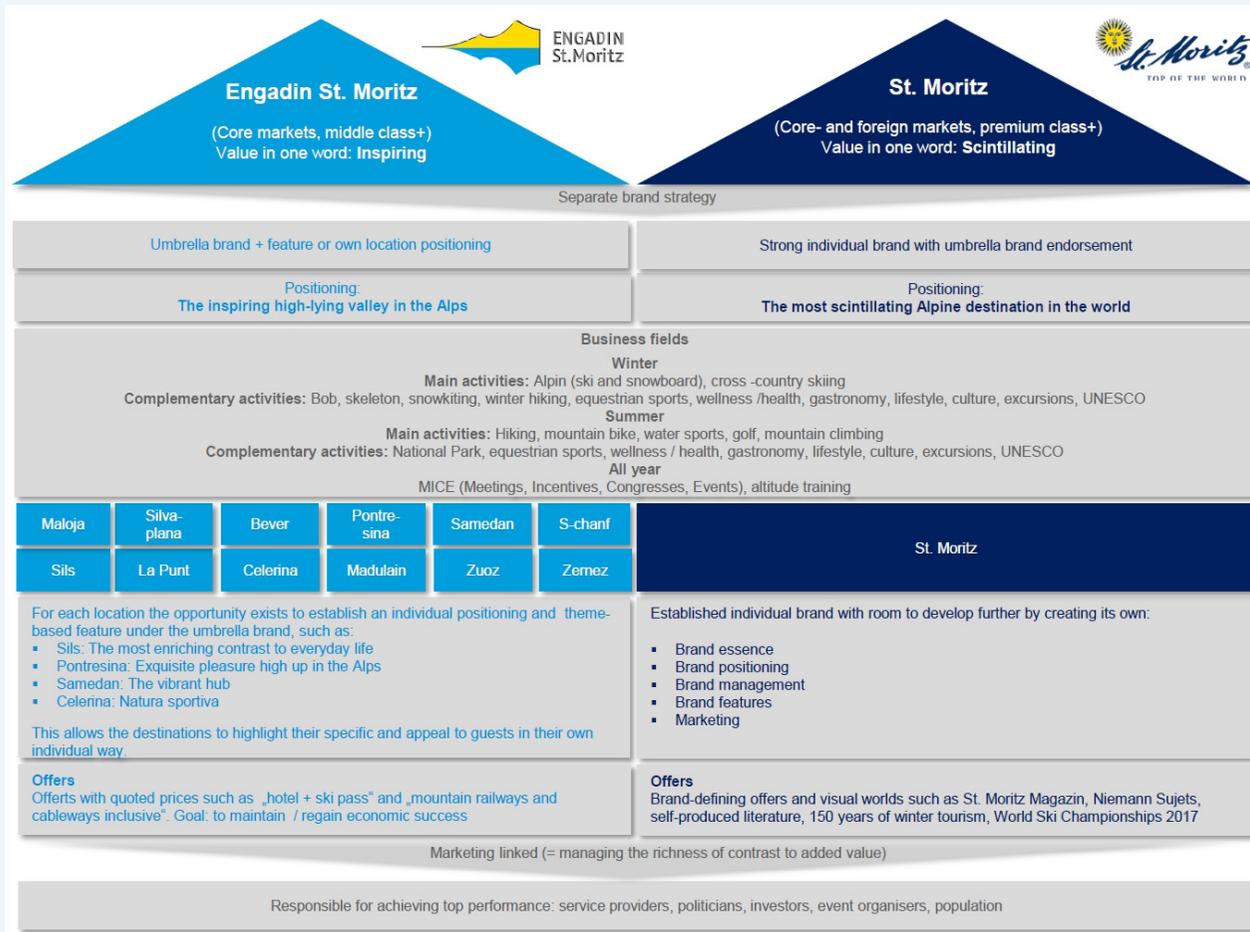
DIE TWO BRANDS



Gateway
 &
 Diversity



THE STRATEGY IN DETAIL



"With the two-brand strategy, we can use the *radiance of St. Moritz* and at the same time bundle the *very different* communities of Upper Engadine."

Ariane Ehrat,
CEO of Tourism Association
Engadine St. Moritz



3 → Result

There are several indicators confirming that the two-brand strategy is the right strategic approach for the destination Engadine St. Moritz:



Growth despite strong Swiss Franc

Counter to the trend in Switzerland as a whole (-18 %), the number of overnight guests from China increased by 13.5 % in 2016.

More strength through differentiation

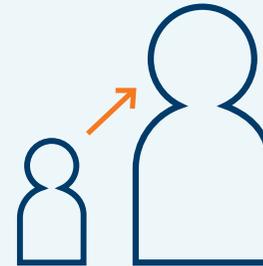
The clear separation of the two brands effected a measurable strengthening of the single brand St. Moritz. This was confirmed by market research results and by the double digit growth achieved in 2016 in the new markets (China +13.5 %, India +20.5 %, Gulf States +31.9 % and USA +20.5 %).

Matching brand touchpoints

To strengthen the single brand St. Moritz, new projects were initiated and implemented, for example the “St. Moritz Magazin”, the conversion of the classic information center to an iLounge, and the festivities surrounding 150 years of winter tourism, which supports the town’s sporting tradition.



THE EVIDENCE



double-digit growth

in 2016

+13%

more overnights from China in 2016 (Counter to the trend)



the St. Moritz Magazin

Implemented by C3, Berlin



iLounge

instead of classic information center

SELECTIVE PERCEPTION OF THE BRAND

Question of market research: To what degree do the following terms apply to St. Moritz / the Engadine?

Please use the following scale: 10 = applies very well, 1 = does not apply at all, 98 = no rating / don't know



THE EVIDENCE



New offers bundle synergies



Sense of “We”

of all service providers

Disproportionate

+4,8%

reclaiming of Swiss guests



ENGADIN
St.Moritz

Extension of offers

Guests in the Engadine benefit from new offers that were created by bundling synergies. This includes regional package deals like “Cable cars included” and „Hotel + Skypass“.

Increase in national guests

The clear differentiation of the two brands allowed the Engadine to reclaim above average numbers of Swiss guests (+4.8 %).

More commitment from service providers

The service providers – for instance cable car operators, hotel owners, and restaurant owners – can now actively take part in the destination’s development. The clear brand strategy created a common action framework for the necessary sense of “We”.

Separate perception of both brands

The two-brand strategy makes sure that both brands are perceived separately from one another. This new structure allows for more specific guest approaches in the individual markets and provides the opportunity of developing the perfect offer for guests and partners. ■

ABOUT BRANDTRUST



BrandTrust is the leading management consultancy for effective brands

With our profound understanding of brands and our experience gathered in over 1,000 brand strategy projects over the past 14 years, we enable our customers to see their brands with fresh eyes, and use it to unlock undiscovered business potential. We help enterprises to turn their superior performances into outstanding brands, and show them how they can achieve meaningful growth in saturated markets. The only way this can succeed is if the value of a performance is conveyed to the customer’s perception at the brand touchpoints and turned into appreciation.

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