Portrait, Vision and Strategy of the Tourism Organisation Interlaken

HOLIDAY REGION INTERLAKEN 2030

Foreword

By applying prudence, foresight and realism in this document, we aim to further our development as a professional and internationally oriented tourist organisation.

Tourism in Interlaken is all about cooperation and togetherness, no ifs or buts; it is also about taking responsibility, doing instead of talking, leading the way with our strengths and encouraging the aspirational.

Interlaken is world-class: its natural beauties are unique and it offers some real gems.

Interlaken – Pure Switzerland. All of Switzerland in one place

Daniel Sulzer
Director Tourism Organisation Interlaken

Speed readers will find our strategy on page 23

August 2026

PORTRAIT

Interlaken

Positioning

RIGHT IN THE MIDDLE, YET OUT IN FRONT

Geographically situated in the heart of the country with excellent accessibility, and well positioned as a holiday destination in conjunction with other leading destinations of Switzerland. No other holiday region of this size promises faster access to a world of glaciers (the Jungfraujoch is at 3,454 metres above sea level) than Interlaken.

Getting here by plane:
- 2.5 hours from Zurich Airport (direct trains)
- 2 hours from Basel EuroAirport
- 3 hours from Geneva Aéroport

... by train:
- International train connections from many European cities
- Two stations (Interlaken Ost and Interlaken West) with boat stations

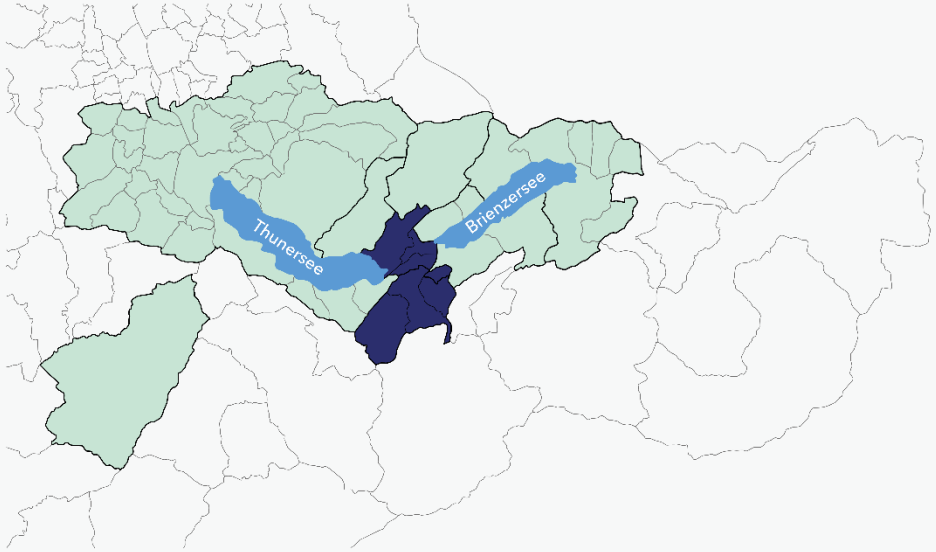
... by car:
- Extensive and well-developed network of roads
- Direct motorway links from all major cities of Switzerland and Europe

Interlaken meets all the preconditions to at least maintain its status within Switzerland Tourism. Unparalleled in the variety of its attractions and with the potential to expand its brand value, Interlaken will continue to invest in establishing itself as a year-round destination with sustainable, high-quality offers.

Holiday Region Interlaken (umbrella brand for Interlaken)

ASSOCIATION REGION AND UMBRELLA BRAND

Situated in the heart of Switzerland, the Holiday Region Interlaken extends from Brienz to Thun and into the Diemtigtal valley. The majestic beauty of the (pre)alpine landscapes around lakes Thun and Brienz – with the world-famous triumvirate of the Eiger, Mönch and Jungfrau forming a stunning backdrop – has attracted global guests to Switzerland since the very earliest days of tourism.

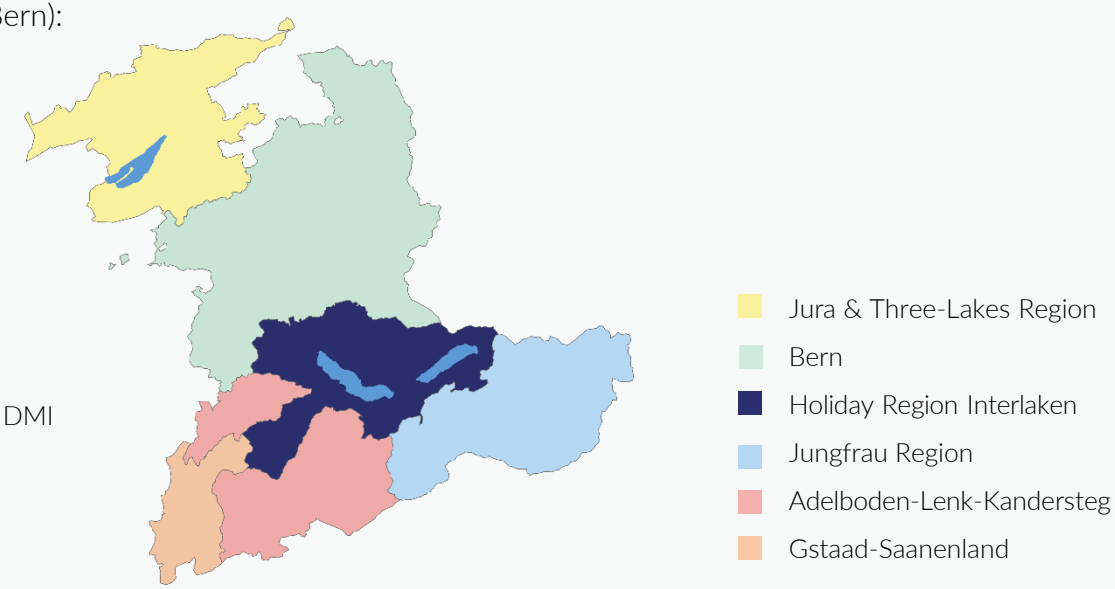


Association region, performance mandate via basic mission of the municipalities (IMUWGS)
Umbrella brand partners (mandate of canton), delegation of marketing tasks in mandate = marketing for DMI

At the heart of the Holiday Region Interlaken is the «Bödeli», which encompasses Interlaken and the neighbouring communities of Matten and Unterseen (known internally as IMU). This is the original area covered by the TOI association.

In the course of pooling existing strengths, the TOI has merged with the tourism organisations for Wilderswil, Gsteigwiler and Saxeten (collectively IMUWGS). Seven other adjacent tourism areas delegate their marketing to the TOI; as partners in the umbrella brand, they maintain close cooperation with a view to presenting a unified image to the outside world. Together, these 13 partners and approximately 38 political communities spanning 610 square kilometres make up the Holiday Region Interlaken. Marketing activities for the entire holiday region are enacted on the basis of service agreements with TOI partners. With regard to the Interlaken Holiday Region, TOI acts as a Destination Management Organisation (DMO).

Regional demarcation according to AWI (Office of Economic Affairs for the Canton of Bern):



Role of the Tourism Organisation

RESPONSIBILITIES

Knowing what works and what is right is one thing for a tourism organisation; being able to influence these factors is another story. Over the years, the role of the responsible tourism office has changed greatly. The old tourist association has evolved into the TOI, a modern tourism organisation capable of influencing (or at least helping to shape) developments.

With its public-interest mandate, the TOI is ideally placed to advance the tourism interests of the Holiday Region Interlaken on behalf of service providers, and to lead them into a successful and sustainable future by adopting selected themes.
This means continually redefining responsibilities.

Our current priorities are as follows:

- Managing the flow of visitors to the holiday region as appropriate
- Establishing a tourism centre of excellence for service providers
- Promoting agile, specialist cooperation platforms and direct influence
- Consolidating and expanding a network for interested partners
- The semi-public nature ensures action in the general interest through the legal framework
- Inter-destination developments (e.g. digitalisation)

*As a **Tourism System Leader** in a network of internationally established partners, functioning structures, passion and commitment, we have succeeded in transforming into an effective **Destination Developer across the board**.*

TOI business segments

HOLIDAY REGION INTERLAKEN

Leisure tourism

This is the main form of tourism in the Holiday Region Interlaken. The objective is to strengthen this business segment continuously by means of attractive offers while **extending the average duration of stay** of individual tourists and group travellers. Alongside classic holidays based on nature, culture and adventure tourism (both gentle and adrenaline-charged), health tourism and gastronomy have tremendous potential.

MICE (business)

Congress Kursaal Interlaken (CKI) seeks to attract MICE (meetings, incentives, conventions and events) travellers. The TOI attaches great importance to conference tourism, especially with a view to raising our profile as a year-round destination.

Day-trip and excursion tourism

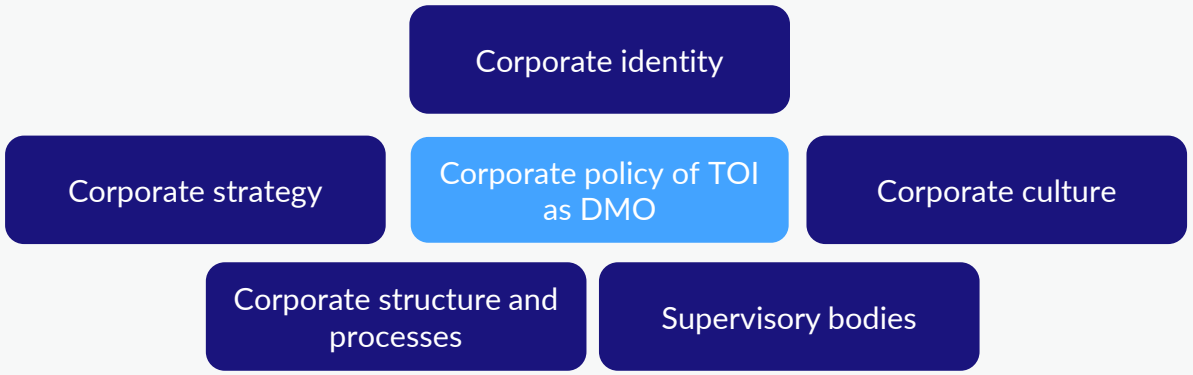
Whether they come here to go hiking, take a boat trip or paragliding tandem flight or experience Switzerland's longest New Year's Eve, many domestic and foreign guests visit the Holiday Region Interlaken on day trips – and receive a very warm welcome. We are striving for a balanced blend of **holiday and excursion tourism** and aiming to boost day-trip and excursion tourism, particularly in the winter months.

Large-scale events

Interlaken has positioned itself as a first-rate organiser of large-scale events thanks to its breadth of expertise, good accessibility and ideal infrastructure. The Holiday Region Interlaken supports **events that promote and boost the Interlaken brand**, from large-scale national events to music festivals and first-class sporting events. The main focus is on repeat events.

Principles of corporate policy

Effectively integrated into the tourism system, the TOI (as DMO) performs the central role of a strategic tourism developer in harmony with all service providers. As an organisation that is constantly learning, we understand the leadership relationship between the various divisions and the management, thereby relying on the following elements:



Development combined with economic, social and environmental responsibility is the basis of our activity.

Our decision-making focuses on the following

- Continuous process of learning and systematic development
- Improvements to quality through 9001:2015 ISO certification
- Commitment to sustainable corporate management and continuous progress towards greater sustainability – as an organisation at Swisstainable Level II – engaged.
- Promoting transparency, participation and dialogue
- Boosting personality, communication and motivation
- Enhancing identification and commitment on the part of employees

We build trust and reliability as a partner and employer; we also promote a willingness to cooperate to improve our effectiveness.

Risk management

WITH EXPERIENCE, KNOWLEDGE AND A READINESS TO ACT

Ringed by lakes and mountains, the Holiday Region Interlaken is aware of the beauty and charm of its unique natural backdrop – and of the power this holds in turbulent times. Where people gather to exercise and experience nature, we are responsible for minimising associated risks.

For the Holiday Region Interlaken, we identify the following risk areas:

Natural hazards

Climate change, floods, avalanche, storms, drought, fire, etc.

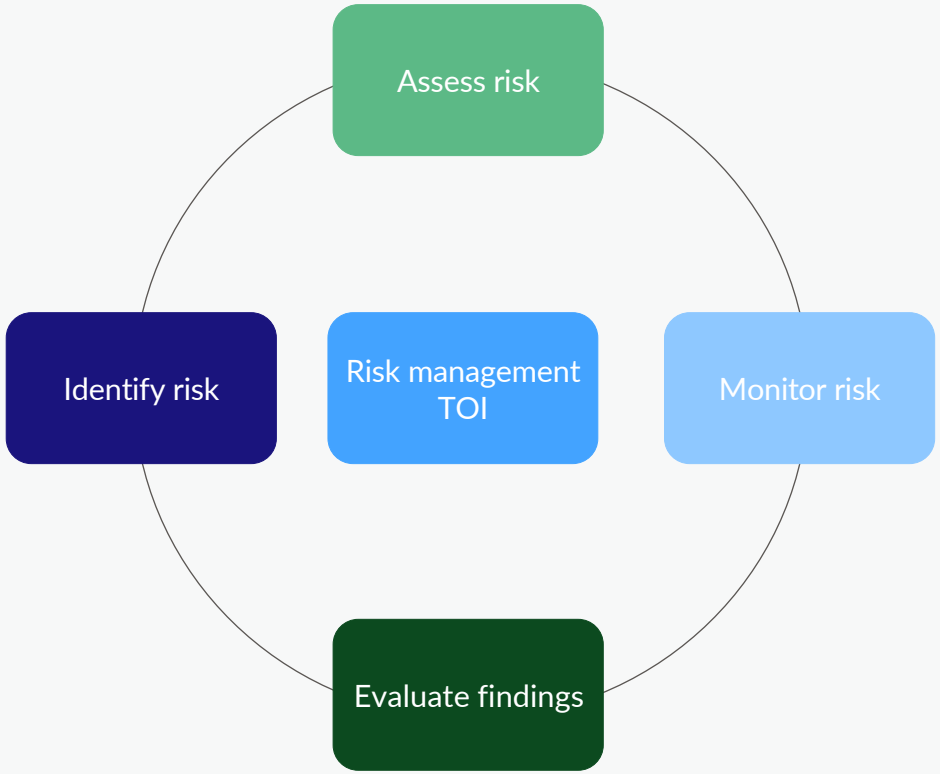
Technology & Digitalisation hazards

Power supply disruptions, railway accidents, road traffic accidents, road infrastructure incidents, dam incidents, cyberattacks, digital system failures, dependence on digital platforms and technologies, technological developments/AI, etc.

Human hazards

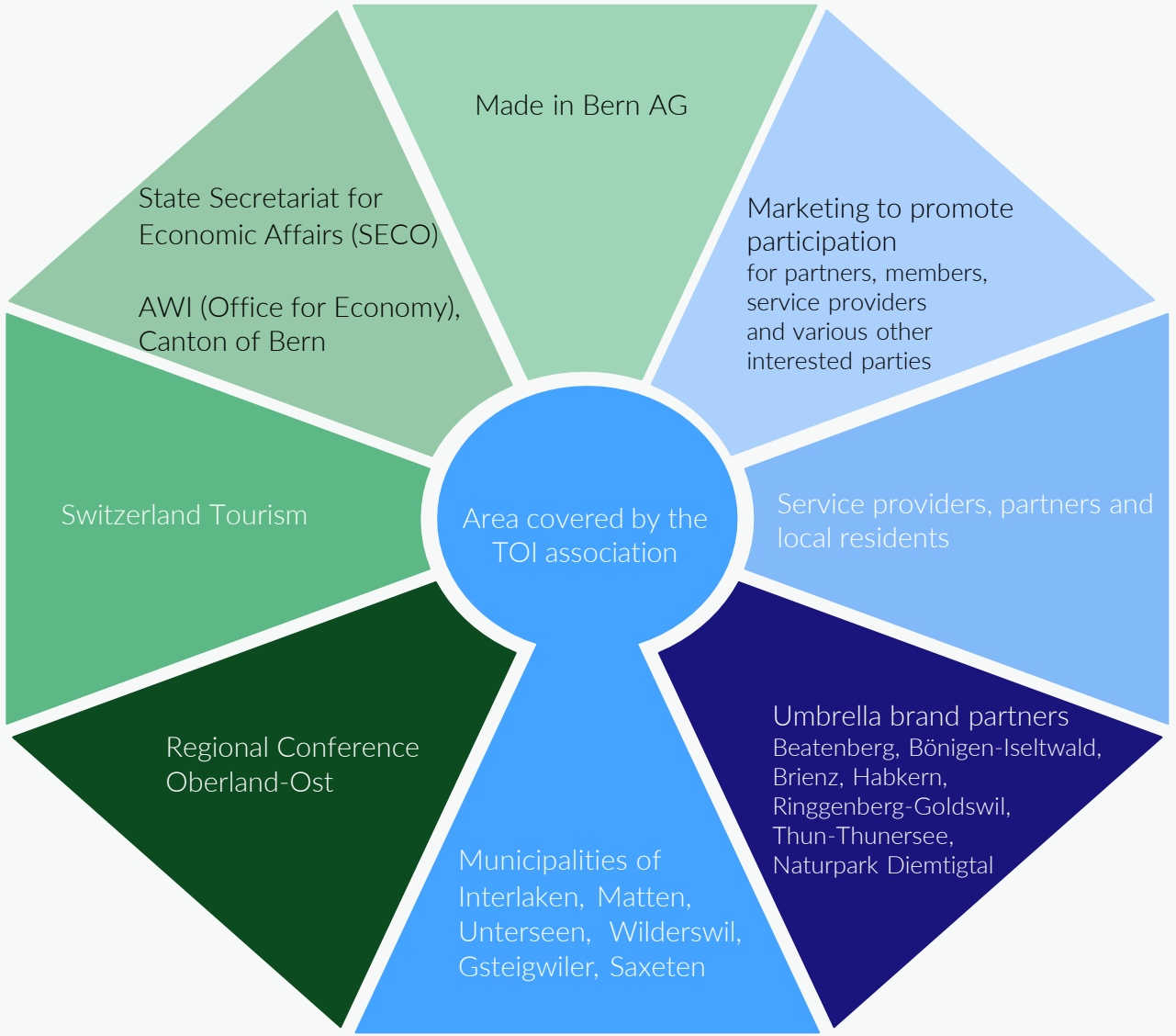
Economic crises, travel restrictions, plague/pandemics, major events, political conflicts, terrorism, refugees, rampage, etc.

The Holiday Region Interlaken has experts with proven track records in highly functional organisations at local, regional, cantonal and national level. As part of its ISO 9001:2015 certification, TOI regularly conducts risk management. Our experienced network is familiar with the current and expected challenges that nature, technology and people can pose in an environment of mountains and lakes.



TOI depends on continual analysis, sound information and functional networks and organisations. Active collaboration in the event of an incident in order to reach decisions to ensure the safety of all people in the region.

Main partners and service providers

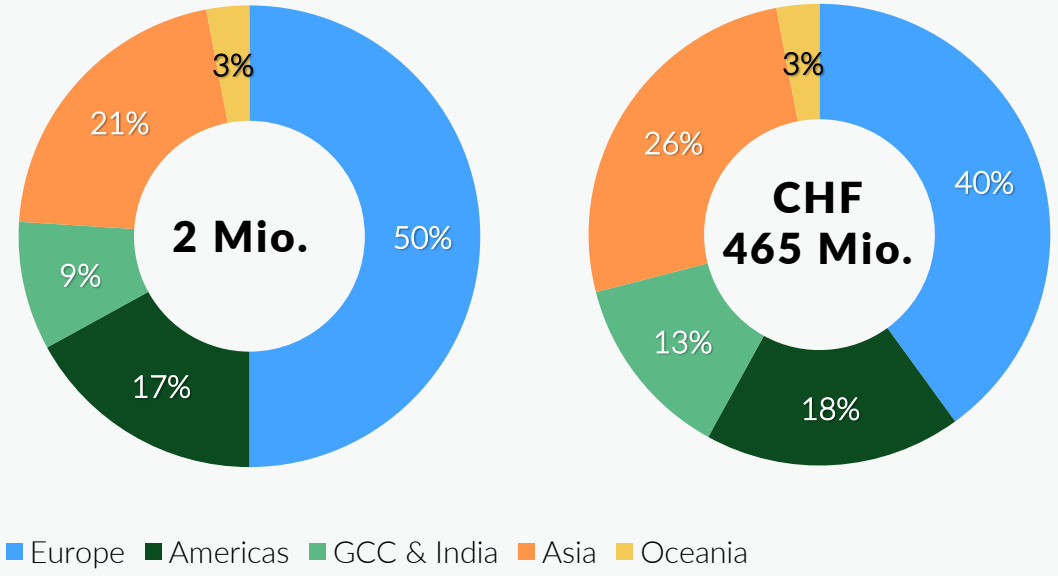


Facts and figures Interlaken (IMUWGS association region)

ECONOMIC IMPORTANCE

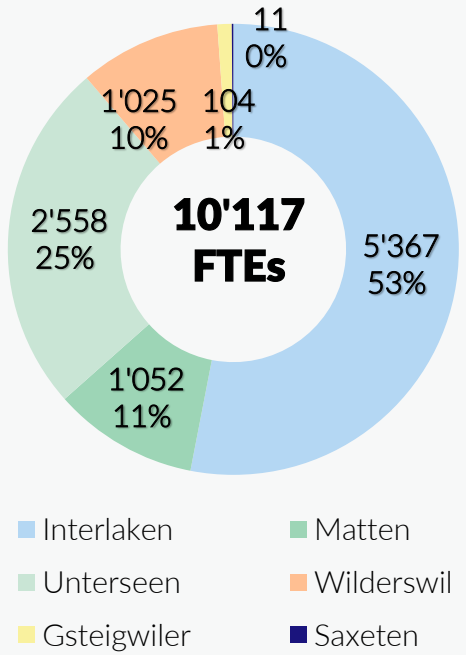
Interlaken depends heavily on tourism, as the facts and figures clearly attest. More than 85% of full-time equivalent jobs (FTEs) in the association region depend directly or indirectly on tourism.

Overnight stays x daily expenditure = tourism revenue

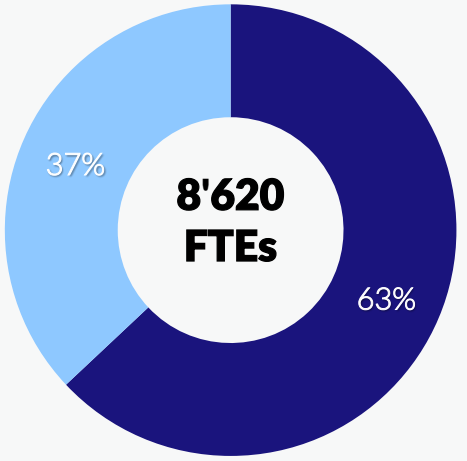


Sources: TOI Annual Report 2025, TMS Study 2023

Full-time equivalent jobs



Dependence on tourism

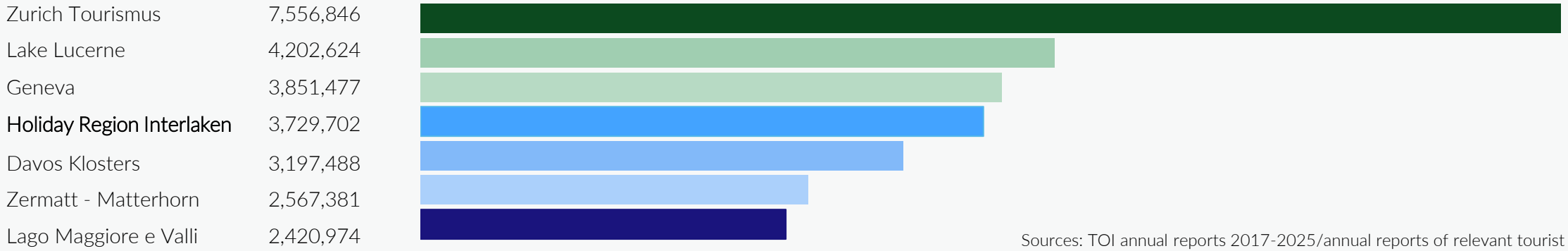


Sources: FSO 2023, Tourism Awareness Study 2018 (University of Bern) / TOI estimates

Facts and figures on the Holiday Region Interlaken (umbrella brand)

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Number of inhabitants in the Holiday Region Interlaken		141,176							
Overnight stays	2,588,134	2,752,778	2,855,650	1,757,841	2,150,260	2,893,755	3,403,783	3,551,135	3,729,702
Hotels	1,801,799	1,856,874	1,861,189	1,018,642	1,286,625	1,747,490	2,018,761	2,111,837	2,102,934
Hostels/group accommodation	304,512	294,904	331,893	153,006	142,186	269,584	354,393	351,036	344,201
Holiday apartments	266,614	347,991	522,754	314,162	393,436	519,193	639,720	711,075	861,000
Campsites	215,209	253,009	253,752	272,031	328,013	357,488	390,909	377,187	421,567
Number of beds/pitches Hotels, B&Bs, apartments, campsites, hostels/group accommodation	17,463	16,918	16,952	16,589	16,408	15,964	16,328	16,553	17,954
Gross bed occupancy Overnight stays divided by gross bed and pitch capacity	40.60%	44.57%	47.78%	28.97%	35.90%	49.66%	57.11%	58,77%	56,92%
Winter/summer proportion	approx. 1/3 to 2/3								

TOP DESTINATIONEN DER SCHWEIZ AUFGRUND DER LOGIERNÄCHTE 2025



Sources: TOI annual reports 2017-2025/annual reports of relevant tourist organisation

Facts and Figures Interlaken (IMUWGS association region)

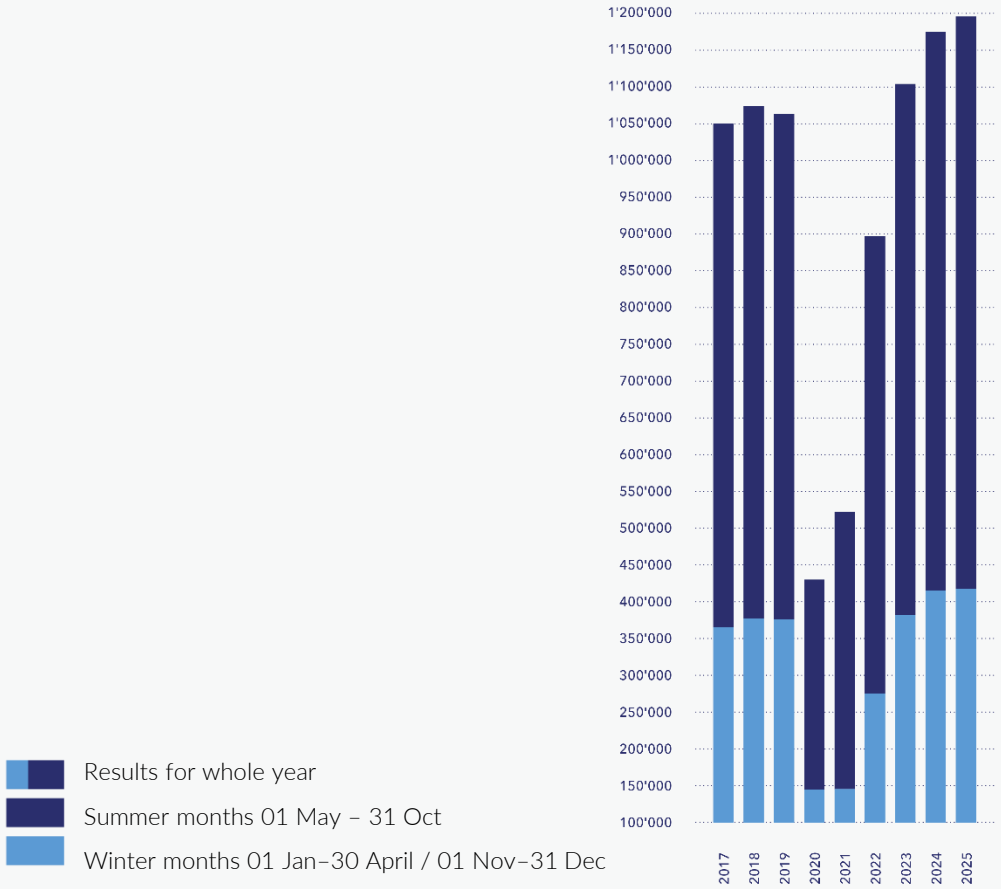
	2017	2018	2019	2020	2021	2022	2023	2024	2025
Overnight stays	1,475,148	1,568,173	1,640,259	729,272	856,287	1,428,774	1,782,486	1,887,071	**1,998,418**
Hotels	1,050,221	1,073,915	1,063,117	427,703	522,388	896,963	1,104,153	1,174,740	**1,195,384**
Hostels/group accommodation	215,513	211,816	222,677	86,028	76,908	182,710	243,354	251,293	**241,922**
Holiday apartments	94,225	156,064	219,599	82,713	99,199	168,599	229,050	256,050	**331,249**
Campsites	115,189	126,378	134,866	132,828	157,792	180,502	205,475	204,988	**229,863**
Number of beds/pitches Hotels, B&Bs, apartments, campsites, hostels/group accommodation	8,004	7,914	7,821	7,805	7,770	7,525	7,541	7,830	**9,539**
Gross bed occupancy Overnight stays divided by gross bed and pitch capacity	50.39%	54.29%	57.46%	25.60%	30.19%	52.02%	63.94%	66.03%	**57.42%**

Sources: TOI annual reports 2017 - 2025

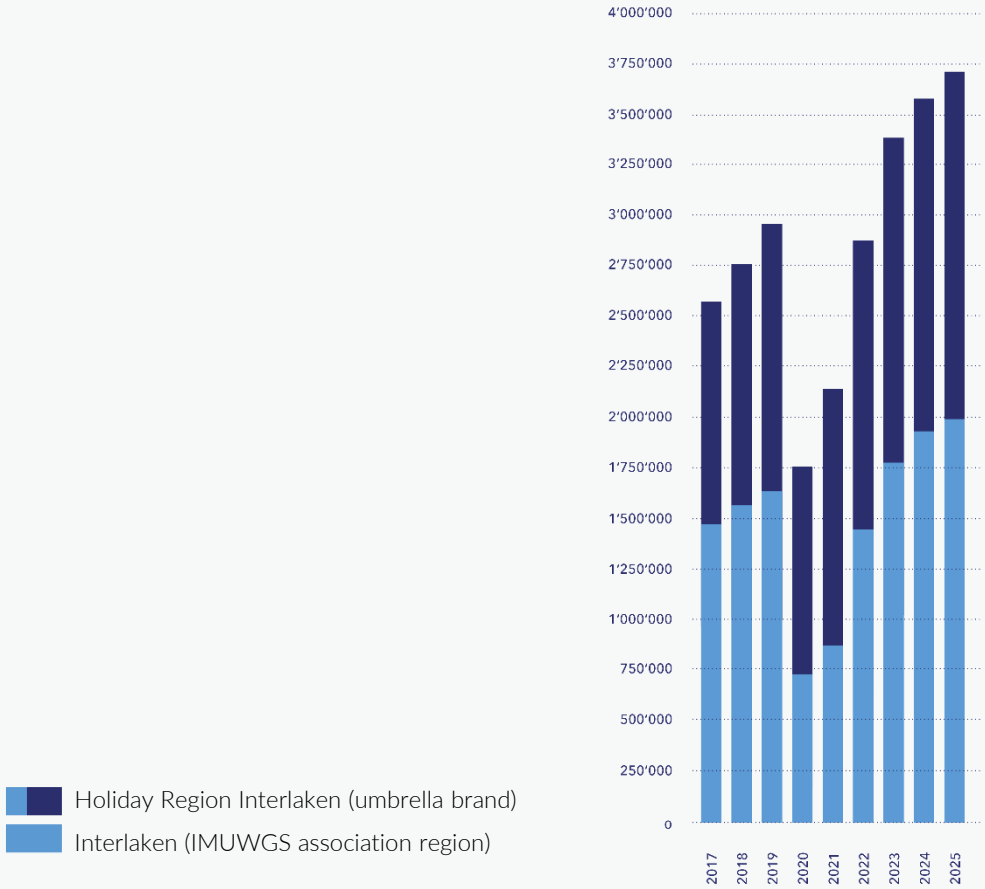
Development of overnight stays

Figures for overnight hotel stays are based on a survey by Interlaken Tourism; given the different data collection basis, this number may deviate from the figures published by the Federal Statistical Office.

OVERNIGHT HOTEL STAYS SINCE 2017



OVERNIGHT STAYS HOLIDAY REGION INTERLAKEN (UMBRELLA BRAND) SINCE 2017



Summary of offers for Holiday Region Interlaken (DMI)

AVAILABLE BEDS AND CAMPING PITCHES (NUMBER OF ESTABLISHMENTS OR PROPERTIES/NUMBER OF BEDS)

	2017		2018		2019		2020		2021		2022		2023		2024		2025	
Hotels	163	10,135	146	9,882	150	9,740	148	9,742	145	9,697	145	9,640	142	9,846	137	9,996	**138**	**9,988**
5* establishments/beds	3	742	3	740	3	740	3	740	3	742	3	742	3	742	2	560	2	560
4* establishments/beds	21	2,882	20	2,827	20	2,888	20	2,901	19	2,798	18	2724	18	2,838	20	2,910	20	3,047
3* establishments/beds	50	3,508	50	3,543	51	3,482	51	3,494	51	3,234	53	3290	52	3,172	48	3,014	49	3,274
2* establishments/beds	14	481	12	428	11	382	11	384	11	382	10	368	9	353	8	312	9	342
Without classification, establishments/beds	75	2'552	61	2,344	65	2,248	63	2,223	61	2,541	61	2516	60	2,741	59	3,200	58	2,765
Campsites	17	1,396	20	1,481	21	1,490	22	1,582	21	1,558	21	1,478	20	1,418	20	1,409	**21**	**1,410**
5* establishments/pitches	2	500	2	500	2	500	2	500	2	500	2	500	2	500	2	500	2	542
4* establishments/pitches	7	572	6	537	6	517	7	602	7	601	7	521	6	461	6	452	6	420
3* establishments/pitches	4	265	8	350	8	385	6	290	6	290	7	390	7	390	8	400	8	388
2* establishments/pitches	3	35	2	45	2	40	2	40	1	15	1	15	1	15	1	15	2	27
Without classification, establishments/pitches	1	24	2	49	3	48	5	150	5	152	4	52	4	52	3	42	3	33
Holiday apartments [1] Apartments/beds	687	2,903	570	2,347	570	2,329	517	2,156	496	2,062	473	1,941	527	2,266	530	2,282	**933**	**3,887**
Hostels/group accommodation Establishments/beds	50	2,768	53	2,849	57	3,116	50	2,816	50	2,804	48	2,677	46	2,540	46	2,620	**43**	**2,439**
B&Bs Establishments/beds	54	261	53	359	33	277	29	293	25	287	21	228	23	258	20	246	**21**	**230**

1) Holiday apartments and private rooms according to the accommodation directory Interlaken Tourism / max. number of beds. Vacation apartment landlords are not obliged to be listed in the accommodation directory.

Sources: TOI annual reports 2017 - 2025

Summary of offers for Holiday Region Interlaken (DMI)

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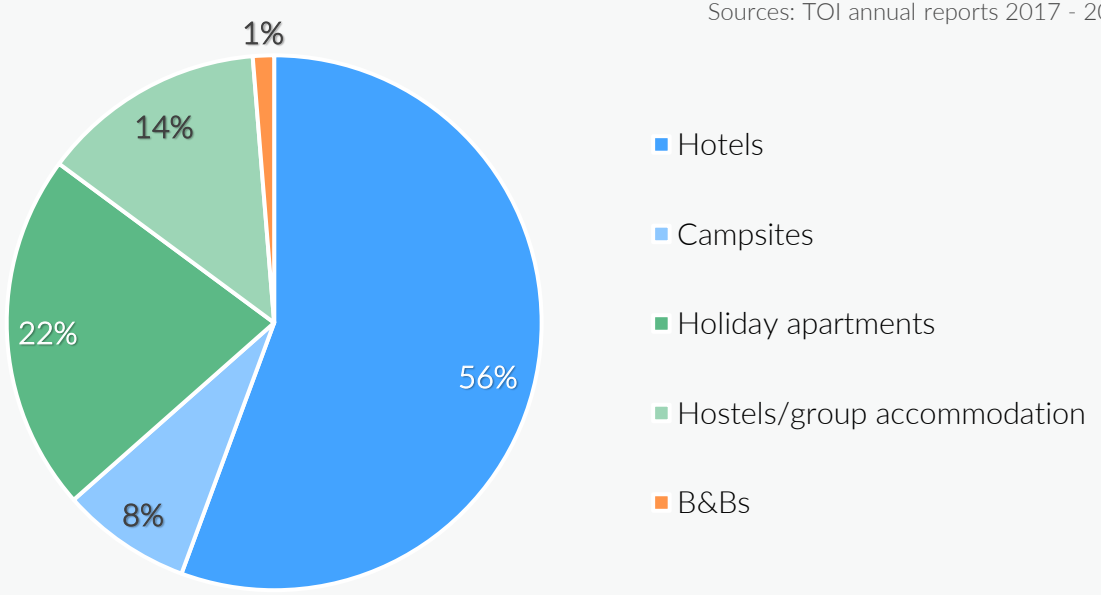

Summary of offers for Interlaken (IMUWGS association region)

AVAILABLE BEDS AND CAMPING PITCHES (NUMBER OF ESTABLISHMENTS OR PROPERTIES/NUMBER OF BEDS)

	2017		2018		2019		2020		2021		2022		2023		2024		2025	
Hotels	59	5,151	58	5,139	59	4,996	60	5,034	59	5,011	59	4,973	58	4,999	57	5,292	56	5,256
5* establishments/beds	2	610	2	610	2	610	2	610	2	610	2	610	2	610	1	422	1	422
4* establishments/beds	9	1,307	8	1,245	9	1,363	9	1,374	9	1,341	9	1,330	9	1,330	9	1,389	9	1,526
3* establishments/beds	20	1,875	21	1,907	21	1,865	21	1,866	19	1,413	19	1,438	19	1,438	19	1,460	21	1,749
2* establishments/beds	8	353	8	348	7	302	7	304	7	304	7	306	7	306	6	265	7	295
Without classification, establishments/beds	20	1,006	19	1,029	20	856	21	880	22	1,343	22	1,289	21	1,315	22	1,756	18	1,264
Campsites	6	755	7	815	7	785	7	835	7	836	7	836	7	836	7	827	8	828
5* establishments/pitches	1	300	1	300	1	300	1	300	1	300	1	300	1	300	1	300	1	342
4* establishments/pitches	4	350	3	270	3	270	3	270	3	271	3	271	3	271	3	262	3	230
3* establishments/pitches	1	105	3	245	3	215	2	165	2	165	3	265	3	265	3	265	3	253
Without classification, establishments/pitches							0	0	0	0							0	0
							1	100	1	100							1	3
Holiday apartments [1] Apartments/beds	161	684	129	576	138	579	126	587	139	591	130	522	124	515	122	510	547	2,200
Hostels/group accommodation Establishments/beds	13	1,285	13	1,271	15	1,361	13	1,207	13	1,196	11	1,103	11	1,104	11	1,114	11	1,164
B&Bs Establishments/beds	9	69	8	113	6	100	7	142	6	136	5	91	5	87	5	87	6	71

1) From 2025 onwards, the IMUWGS figures are based on the data reported to TOI. Holiday apartments and private rooms according to the accommodation directory Interlaken Tourism / max. number of beds. Vacation apartment landlords are not obliged to be listed in the accommodation directory

Sources: TOI annual reports 2017 - 2025

Summary of offers for Interlaken (IMUWGS association region)

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Campsites	7	815	7	815	7	785	7	835	7	836	7	836	7	836	7	827	8	828
Holiday apartments [1)]	161	684	129	576	138	579	126	587	139	591	130	522	124	515	122	510	547	2,220
Hostels/group accommodation	13	1,285	13	1,271	15	1,361	13	1,207	13	1,196	11	1,103	11	1,104	11	1,114	11	1,164
B&Bs	9	69	8	113	6	100	7	142	6	136	5	91	5	87	5	87	6	71

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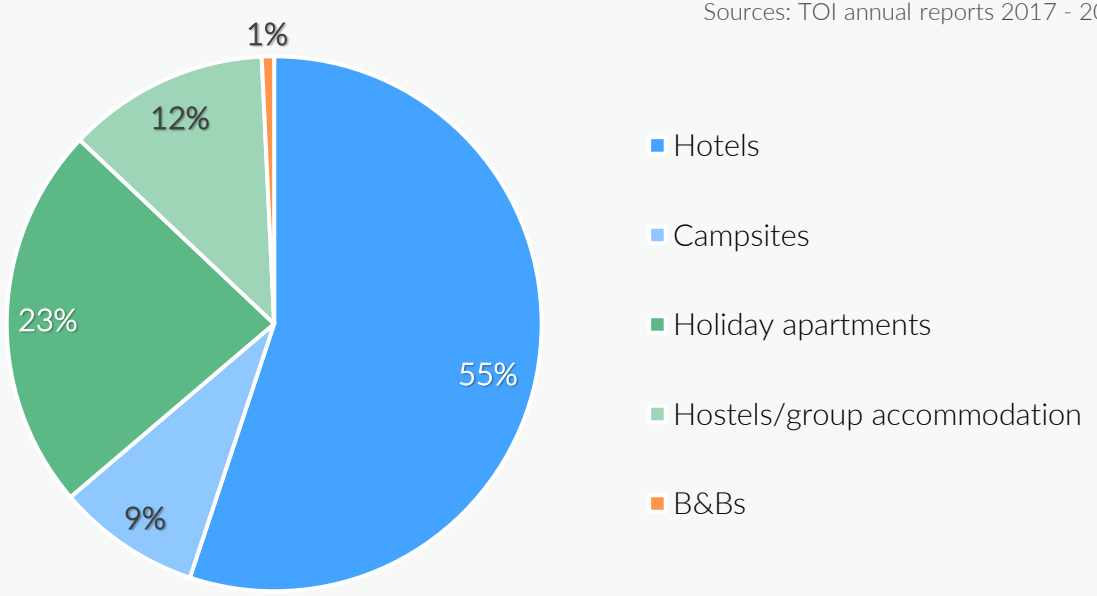
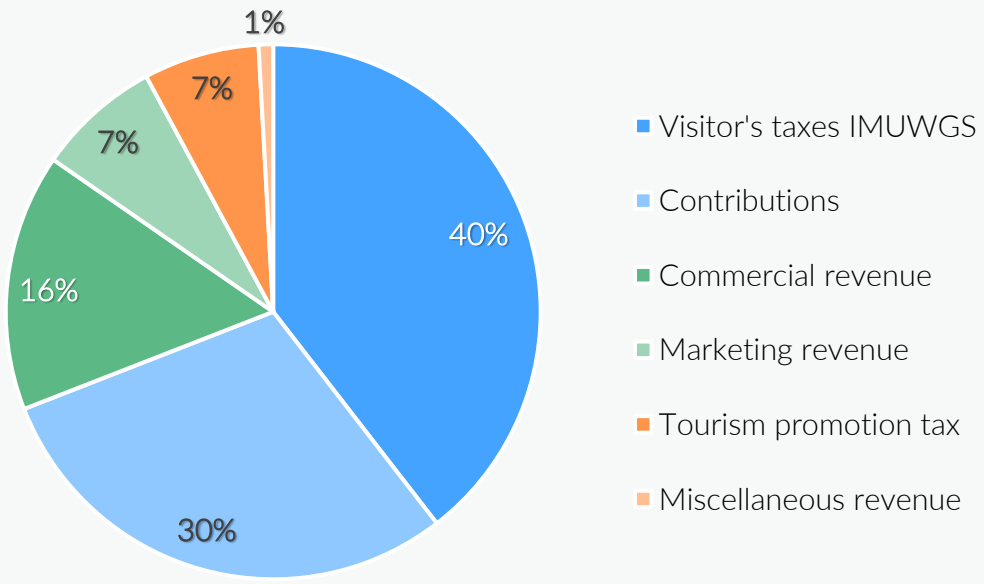


Financing principles

ONLY IF OUR FINANCES ARE SOUND CAN WE BE TRULY EFFECTIVE

Total operating income 2025 approx. 10,989,179



Proportionate development of revenue from visitor's taxes (IMUWGS) by accommodation category

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Hotels	71.6%	68.6%	65.2%	57.9%	61.6%	63.1%	65.5%	62.8%	61.1%
Hostels	11.9%	11.0%	11.1%	8.5%	6.2%	9.6%	10.6%	9.8%	9.1%
Holiday apartments (individual)	7.2%	11.2%	14.8%	12.6%	12.8%	14.5%	12.6%	16.4%	18.4%
Holiday apartments (package)	3.0%	2.7%	2.6%	5.9%	4.9%	2.9%	2.4%	2.2%	2.3%
Camping	6.3%	6.5%	6.3%	15.1%	14.5%	10.0%	8.8%	8.8%	9.1%

Sources: TOI annual reports 2017 - 2025

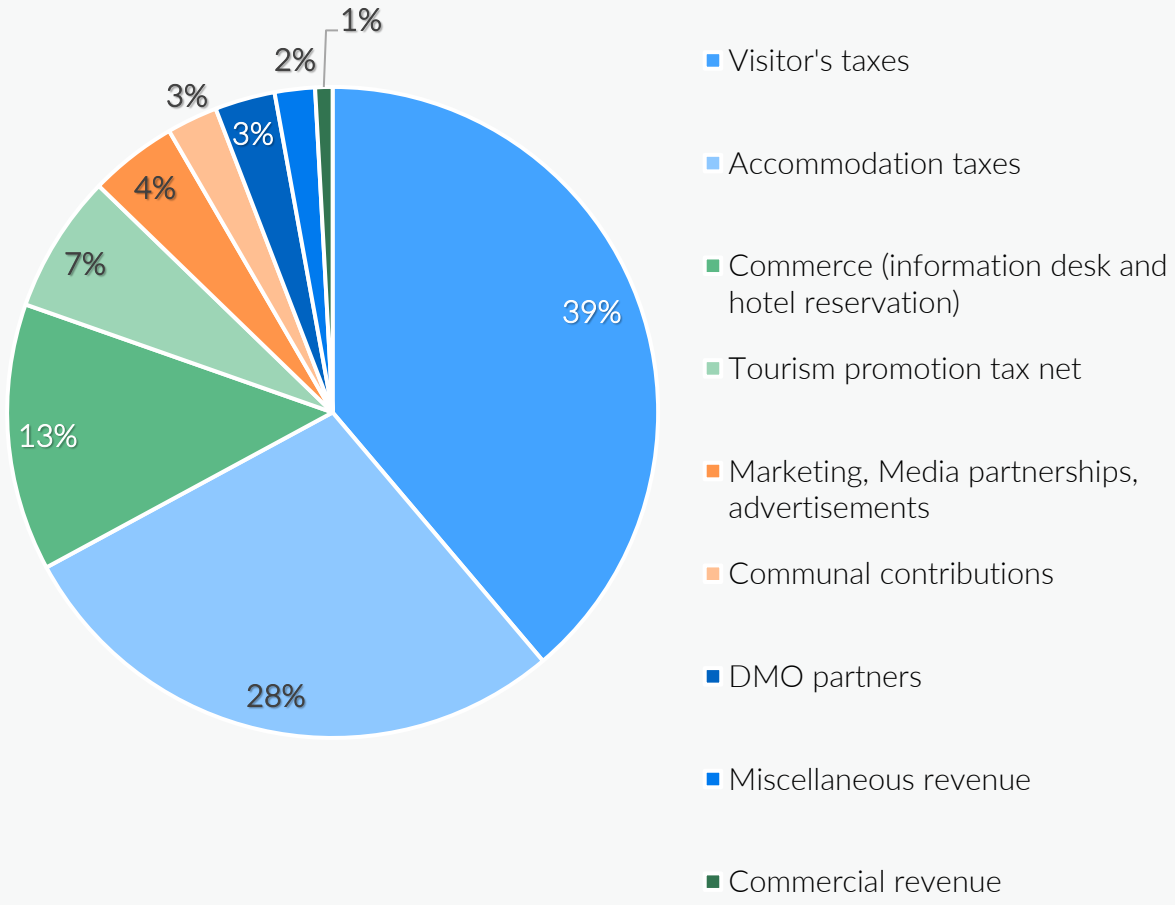
Approximately 77% of TOI income derives from visitor's taxes, contributions and the tourism promotion tax; 8% is generated by brand partners, marketing to promote participation, advertisements and other marketing revenues, while 16% is generated by commercial activities of the TOI.

In 2025, expenditure for spa facilities, guest programmes, information desks, marketing and commercial activity (not including operating expenses and staff costs) amounted to 65% of income.

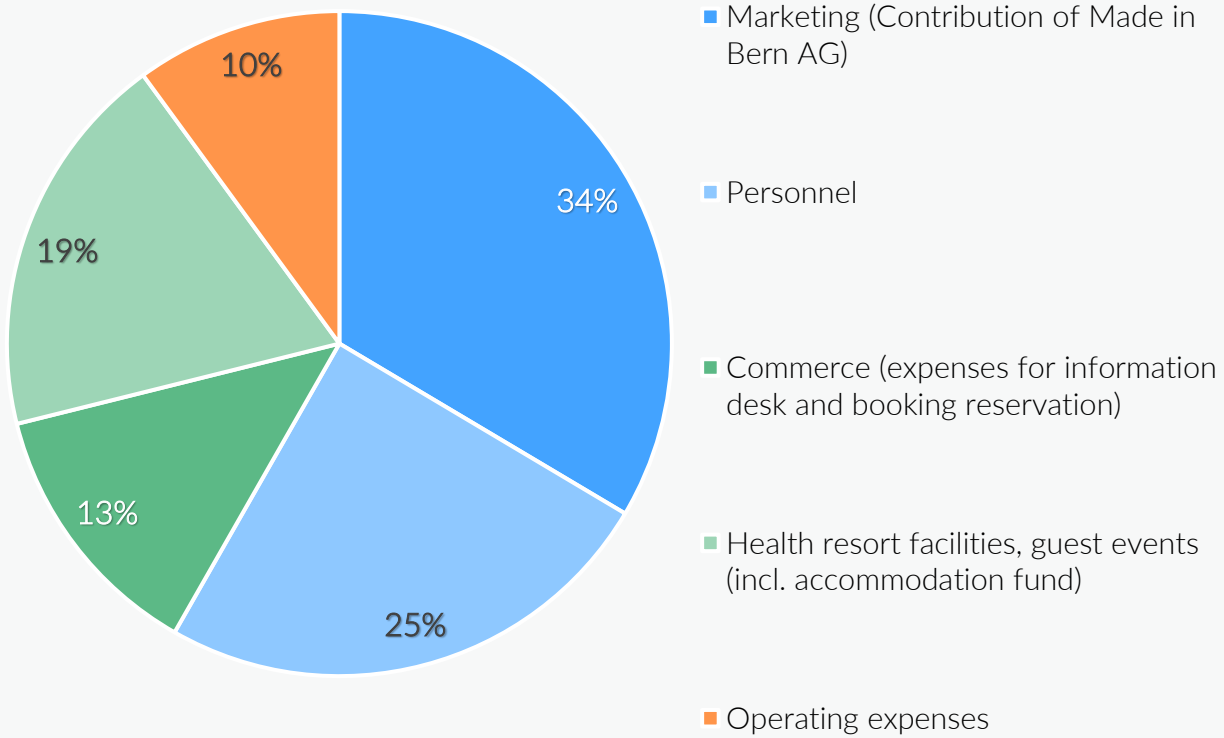
Income streams

STABILITY COMES FROM A BROAD BASE

Source of funds (based on annual financial statements for 2025)



Allocation of funds (based on annual financial statements for 2025)



VISION

Interlaken

Tourism System Leader and destination developer

TO CREATE A SOUND BASIS FOR A FUTURE THAT OFFERS ADDED VALUE AND PROGRESS

Developing the destination
- Guaranteed public role
- Led by the very best experts
- Reliable financing structures
- Small providers benefit from large partners
- Integrated growth of accommodation options
- Expansion of winter, FIT and premium segments
- Developing ideas and supporting innovations that increase added value
- Investment and innovations in DMI are used to promote positive development
- Digitalisation

Harmony between local residents and guests
- Genuine hospitality and active dialogue
- Tourism as a school subject
- Successful regional offers
- Public meeting places bring people and cultures together
- Interlaken, an attractive place to work
- Regular large-scale events attract visitors
- Preserving traditions and culture
- Tourist infrastructure and attractions create added value for locals

Interlaken

leads

networks

raises awareness

steers

initialises

develops

supports

Tourism policy works
- Alignment of summer and winter tourism
- Balance in terms of origin from local and distant markets
- Segmented tourism
- Channelling of guest flows reduces peaks and boosts frequencies in year-round tourism

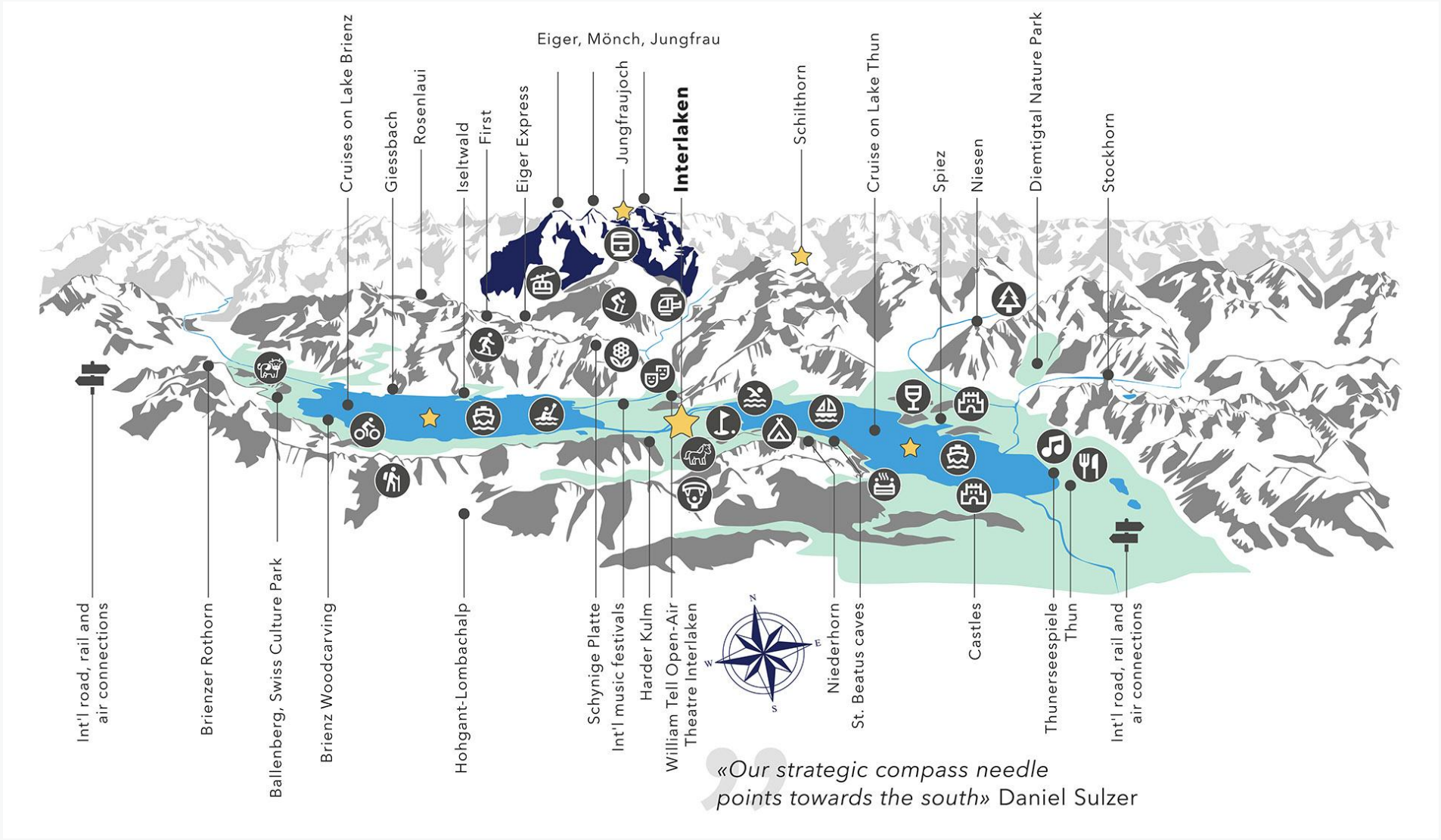
Nature, mobility and resources
- Preserve the natural and cultural landscape in the long term
- Promote the use and visibility of public transport
- Direct rail connections to all airports and urban centres
- Achieve an 80% waste recycling rat

STRATEGY

Interlaken

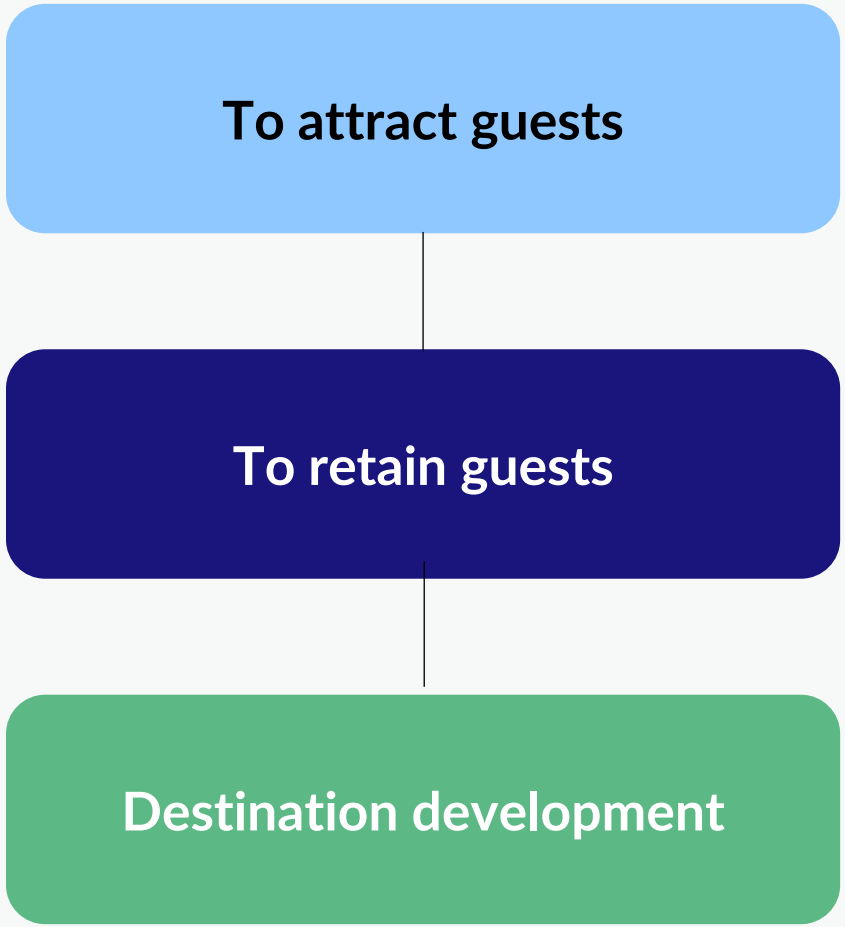
Interlaken Kompass

STRATEGY MAP FOR THE HOLIDAY REGION INTERLAKEN (UMBRELLA BRAND)



Strategy

DESTINATION DEVELOPMENT



To attract guests, TOI relies on service-oriented and personal sales on **local and distant markets**, with **individual and group tours** offering a **high experience value**. Ongoing market research, adaptation of offers and the establishment of long-term partnerships within markets are high priorities.

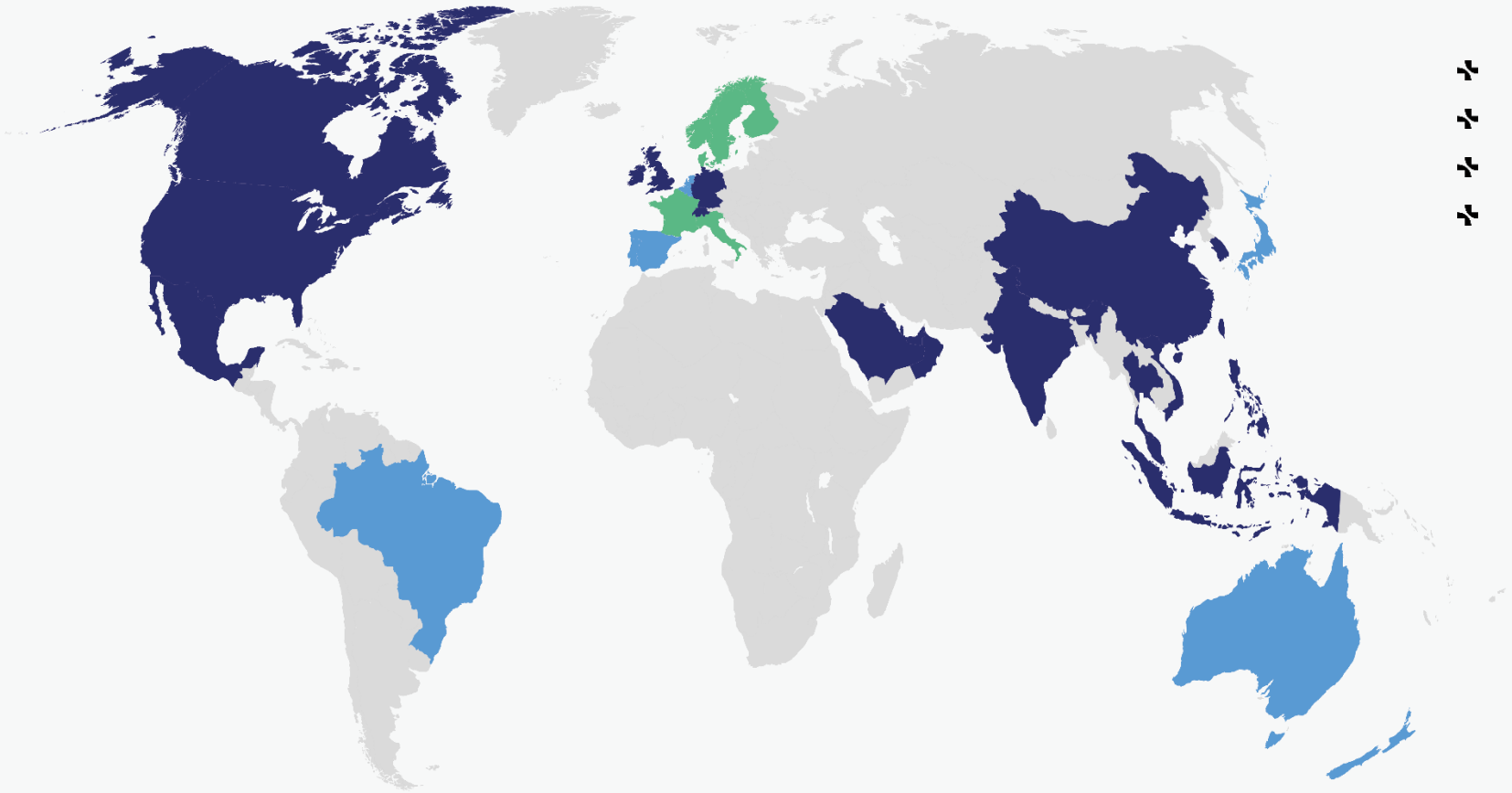
To retain guests, we offer **added value with a wealth of attractive experiences** in order to **extend the duration of stay («stay longer – experience more»)**. Interlaken is «all of Switzerland in one place». The TOI introduces guests to a huge range of attractively priced offers that match their personal preferences through the guest portal and the «Interlaken Pass» digital guest assistant, among other things. With good connections to Switzerland's road and rail network, Interlaken also makes an ideal hub for holidays in Switzerland. Tourist Information offices provide personal advice to visitors.

As for destination development, the TOI seeks to develop tourism, create fresh opportunities and **strengthen the Interlaken brand**. To this end, the TOI is aiming to **develop the low season** through sustainable new offers aimed at establishing a year-round destination. Alongside efforts to raise **awareness about tourism**, the focus is on **digitalisation** and sustainably managing the primary USP of the Holiday Region Interlaken: nature itself. TOI raises awareness of responsible tourism practices and supports partners in implementing concrete measures. TOI also participates in the Swisstainable sustainability programme at Level II – engaged.

Sales and markets

To attract guests

Interlaken focuses on a balanced and diversified mix of short- and long-haul markets as well as individual and group travel in order to mitigate demand risks and increase revenue per overnight stay.



- Market strategy as a permanent task
- Working in partnership
- Emphasis on top offers, bringing gems into the mix
- Not just advertising

A markets
China, Hongkong, Germany, Gulf states, India, Korea, Switzerland, Southeast Asia, Taiwan, UK/Ireland, North America, Mexico

B markets
Australia/New Zealand, Benelux countries, Brazil, Japan, Spain, Portugal

C markets
France, Italy, Nordics

Marketing and communications

To attract guests

MARKETING OBJECTIVES

Qualitative

- Attract more high-value guests (quality over quantity)
- Facilitate guest access to relevant offers
- Develop and expand distribution channels
- Build stronger guest relationships
- Clear positioning of the USPs in the markets

Quantitative

- Increasing tourist demand
- Increase capacity utilisation among service providers, with a focus on October to April
- Increase arrivals and overnight stays from Swiss and European guests, particularly in high-value segments

ACTION STRATEGIES

Main action strategies

Consistent brand management
Brand & storytelling
Generate demand
Digital guest experience
Build first-party guest data
Strengthen partner engagement
Make Interlaken an experience

Marketing objectives

Interlaken

Marketing objectives

Content marketing, social media, influencers
SEO, GEO, SEA, ads, retargeting
Measure and evaluate KPIs
Focus on the guest journey
Marketing automation and personalisation
Development of offers, knowledge transfer, MZM
Event coordination

Strategies Marketing mix

Quality strategies

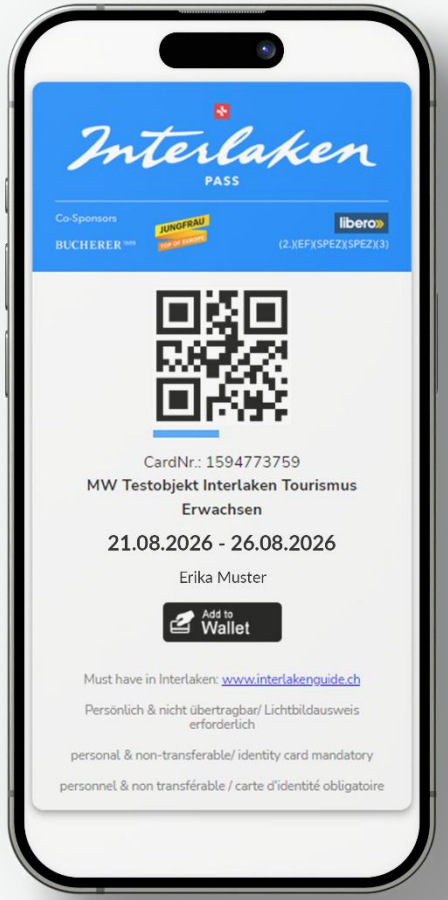
Local hospitality

To retain guests

HOSPITALITY WITH A HIGH SERVICE FACTOR

«Total Convenience» is the incentive driving the TOI to present guests with a comprehensive range of services:

- Expert answers to all questions via all channels
- Support and advice to plan a trip filled with experiences
- Sales of mountain, lake and excursion tickets for selected offers as well as merchandise
- Accommodation reservations for solo travellers, families, friends and groups as well as package deals, including accommodation management for events
- Operation of various information points and tourist information outlets
- Guided town walkabouts and excursions
- Deployment of «TOI Angels» at railway stations and localities to improve guest proximity
- Shipping of informative brochures for the holiday region of Interlaken



Tourist Information is effectively supported by the guest portal for the Holiday Region Interlaken and its associated information and reservation systems, information officials at railway stations in Interlaken and Wilderswil and the digital guest companion «Interlaken Guide», and the digital guest card «Interlaken Pass», offering individual benefits at attractive preferential rates.

The guest relationship is becoming increasingly digitalised to create added value throughout the entire guest journey and provide easy access to relevant information, offers and services. At the same time, personal assistance remains a key element of our service approach.

The length of time guests stay should be increased in line with the slogan «stay longer – experience more».

Focus on destination development

Destination development

Strengthening the Interlaken brand

	Interlaken	Destination
Status	Professional brand with an international alignment.	Varying degrees of progress from partial integration and dependence to independence.
Objective	A strong international brand with high visibility, appeal and quality. Ensure sustainable, long-term tourism funding.	Unified image as sub-brands that support and strengthen the Tourism System Leader within the general environment.

Year-round tourism

	Interlaken	Destination
Status	There is still potential for growth during the winter and low seasons. Introduce various measures to promote and expand development.	The majority of destination partners are summer-oriented. In particular, the lake regions are aiming to improve the low seasons through specific measures.
Objective	Year-round capacity utilisation offers benefits across the value chain.	To strengthen the winter season/low seasons, introduce innovative new offers while adapting and enhancing current offers for the winter months.

Raising awareness about tourism & Digitalisation

	Interlaken	Destination
Status	Occasional frictions caused by high volumes of tourists in the summer months are being mitigated by awareness-raising campaigns and measures such as intercultural workshops and dialogue between local residents and guests on certain subjects.	Awareness-raising campaigns promote healthy collaboration and coexistence.
Objective	Manage visitor flows effectively and use digital solutions for information and awareness-raising. Strengthen tourism awareness and acceptance among local residents.	Success benefits the destination as a whole. Gems are discovered. Moderate increases improve the acceptance of different cultures.

Raising awareness about tourism

Destination development

LOCALS ENJOY WELCOMING GUESTS

In the course of a generation, overnight stays in the Holiday Region Interlaken have increased by around 60%. Current, some 2 million overnight stays are recorded annually in the IMUWGS association region. Capacity utilisation is very good in the summer (especially in July and August), while many accommodation providers have free capacity in winter.

That said, the Tourism Organisation Interlaken understands that strong growth can lead to saturation. In 2018, the TOI commissioned the University of Bern to carry out an updated study on value creation in order to underline the importance of tourism and allow the TOI to address the rising tide of questions concerning tourism in good time. The study revealed that the «Bödeli» was recording an average of 137 overnight stays per resident, well short of the critical value of 200 overnight stays per inhabitant that constitutes «excessive tourism»; consequently, there can be no question of too much tourism.

We need to work together!

Despite this, the TOI wanted to hear from experts which approaches to follow in order to raise awareness of specific aspects of tourism. In the process, the most important themes and strategic approaches were defined as follows:

- Involving local people through better communication, information and the creation of more contact points
- Promoting awareness of tourism in schools
- Fostering intercultural skills among employees of service providers and within the general population
- Development of year-round tourism: strengthening winter, expanding spring and autumn, improving regional distribution
- Decentralisation and improvement of visitor flows in the interests of guests and the local populace, communicative flanking support of the guest flow control measures

Link to study

Link to video on awareness of tourism in Interlaken

TOI intercultural workshops:
To promote understanding of guests from distant countries, the Holiday Region Interlaken has been arranging regular intercultural workshops for selected markets since 2012.

Source: «Approaches to raising awareness of tourism in the Interlaken region» (2018 study on promoting awareness of tourism), Center for Regional Economic Development, Research Institute for Tourism, University of Bern

Action strategies

Destination development

Concentration on core business

Consistent market research

- TOI increasingly makes use of state-of-the-art market research tools to gain new ideas for product innovations and updates as well as new marketing approaches, taking changes into account at an early stage.

Consistent implementation of key topics

- Pooling offers and developing targeted product lines
- High value, quality-tested, high demand, exceptional and innovative offers that strengthen image and brand value take priority

Network management

- Through open and solution-focused communication and closer collaboration between service providers and other destinations to exploit synergy effects in our marketing more efficiently

Focal points of the organisation

- Setting priorities with a time frame of three to five years
- Initiating adaptation processes to keep up with changes
- Better strategic handling of issues relating to the key topics and developing coordinated partnership models: «with the people of Interlaken, for the people of Interlaken».
- Accentuated and development-promoting control and monitoring system

Collaboration in the region

- Promoting exchanges and collaboration, TOI adherence to ‘quality not quantity’

Quality management

- Focus on key topics and skills
- Promoting service quality (guest convenience)
- Regular monitoring and adaptation of internal processes to increase efficiency and expand knowledge

Innovation management

- Promoting innovative offers and their implementation in the network
- Actively functioning as an initiator, based on our knowledge of the market and current events
- Involvement and support of external experts, science and education about tourism
- Working Group Tourismusentwicklungsprojekte (TEP)

What kind of marketing leads to success?
Marketing strategies are becoming increasingly focused, digital and directly aimed at end consumers. Authenticity and empathy will be just as defining as clear analyses and rapid interactions.

Sustainability

Destination development

TAKING CARE OF NATURE'S GIFTS

The sheer magnetism of our unspoilt natural beauty is our greatest asset. Regardless of political orientation, we realise the value of nature to the Holiday Region Interlaken: our spectacular natural environment of unique lakes, snow-capped mountains, valleys, lush meadows and glaciers, and the flora and fauna it supports. Changes to the climate are becoming evident everywhere, and the first effects are undeniable. Where some see dangers, others perceive opportunities. The benefits of protection has become an issue.

Initialise | **Support** | **Raise awareness**

Aware of the need to lead by example as a DMO, the TOI commits to sustainability projects (like «Carbon-neutral tourism region Oberland-Ost»), consciously chooses electricity from renewable resources and uses district heating. The TOI also supports the annual Cultivated Landscape Prize of the Regional Conference Oberland-Ost, which honours the most valuable cultivated landscapes in the eastern part of the Bernese Oberland, and promotes barrier-free travel in partnership with the Claire & George foundation.

Since 2022, Interlaken Tourism has participated in the Swisstainable sustainability programme and is classified as Level II – engaged. Its measures focus primarily on visitor management, awareness-raising and digitalisation.

For TOI, sustainability encompasses environmental, social and economic aspects. We consider all three dimensions in the qualitative development of the holiday region. TOI welcomes measures implemented by tourism service providers and supports related communication to raise awareness among guests, congress participants and day visitors.

At present, our focus is on the following measures:

- Strengthen and expand the network for interested partners
- Promote the use of public transport
- Provide guests with targeted information and manage visitor flows
- Support partners and authorities in communicating offers, natural assets and traditions
- Raise awareness among guests, employees and partners of the respectful treatment of nature and the region
- Promote accessible travel and increase the visibility of accessible offers
- Further develop sustainability goals and concrete measures in collaboration with partners

As a tourism organisation and non-operator, we concentrate directly on our business and focus on giving rise to ideas for our network of service providers while supporting partner projects.

What the TOI is not

Certain limits apply to us (e.g. service agreements with municipalities and cantons); we also have to set our own limits if we are to shape the future of tourism in the holiday region in an efficient and focused manner.

At present, there are no plans to expand the territory of the association by redrawing perimeters. Furthermore, we do not perceive any possibility to expand the association structure as the Tourism Organisation Interlaken. We are not an event organiser; our task is to work with local authorities and service providers to support events offering tourism benefit and appeal through effective communication.

Bearing in mind our limited financial and personnel resources, we concentrate our strengths and focus attention on our main tasks. The availability of sponsorship funding is very limited. Occasionally, events and activities that promote tourism across the Holiday Region Interlaken are supported on a small scale through start-up financing and benevolent contributions.

We do not seek to be all things to all people; instead we invest with professional enterprise in the development of our holiday region.

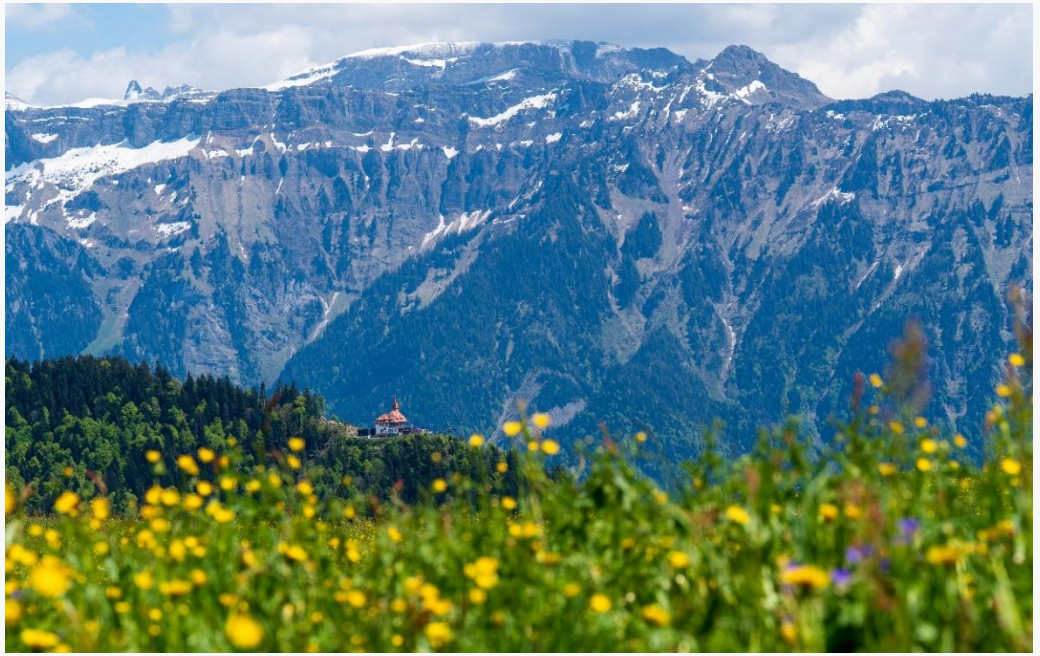
The TOI is not an operator nor an investor,

» it is an accomplished Destination Developer.

The TOI is neither petitioner nor subordinate,

» but a skilled Tourism System Leader.

The TOI invests all of its energy and passion into the interests of the Holiday Region Interlaken, relying wholly on functioning decision-making structures.



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