



Bachelor Thesis

POSSIBILITIES FOR VISITOR REGULATION
WITH EXPERIENCE CARDS IN TOURISM
DESTINATIONS

BASED ON AN ANALYSIS OF CARD USER DATA OF THE
BODENSEE CARD ^{PLUS}

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Abstract

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International tourism arrivals have been steadily increasing, leading to emerging and potentially intensifying problems related to high tourism activity at Lake Constance. This shows the need for visitor regulation. This thesis aims to develop potential measures for visitor regulation with the Bodensee Card ^{PLUS} (BCP), the experience card of the Four-Country Region.

Through extensive analysis of BCP card user data and the identification of visitor behavior, including attraction preferences, visit frequencies and visitor flow patterns, the study provides insights into possible visitor regulation measures. The findings reveal a tendency to combine top attractions with other attractions and highlight higher user concentration in the western part of Lake Constance, while the Untersee region and areas in the Austrian and Swiss parts have limited BCP usage. Proposed measures include targeted marketing, redefining top attractions, expanding offers in less frequented regions and times, and providing information on potential overcrowding. While direct measures implemented solely through the BCP were found to be less suitable, indirect approaches offer promising solutions to manage visitor flows, alleviate overcrowding, and enhance visitor satisfaction. Further research and stakeholder collaboration are necessary to evaluate the effectiveness of these measures and provide general insights into visitor regulation throughout the entire region.

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List of Abbreviations

- BCP..... Bodensee Card ^{PLUS}
- BSM Bodensee Standort Marketing GmbH
- BZT Bayrisches Zentrum für Tourismus
- DTV..... Deutscher Tourismusverband e.V.
- FUR..... Forschungsgemeinschaft Urlaub und Reisen
- IBT Internationale Bodensee Tourismus GmbH
- UNTWO World Tourism Organization
- VLR..... Four-Country Region Lake Constance
(Vierländerregion Bodensee)

1 Introduction

Over the past decades, tourism continued to expand and diversify, representing one of the fastest-growing economic sectors. International tourism arrivals have been growing continuously and are expected to increase within the next years. (World Tourism Organization [UNWTO], 2014, p. 2) The tourism industry has become increasingly aware of the effect of crowding and overcrowding, and how it is perceived. Indeed, many tourists already perceive the feeling of “too crowded” partly during vacation. (Schmücker et al., 2023, p. 59) The growth in tourism arrivals and the perception of overcrowding brings greater responsibility for destinations and their management as well as discussion about measures for visitor regulation. (Schmücker et al., 2023, p. 58)

The Four-Country Region Lake Constance (VLR) is an internationally recognized and well-known destination with high relevance in tourism. (Internationale Bodensee Tourismus GmbH [IBT], n.d., p. 3) Together, the four countries of Germany, Switzerland, Austria and the Principality of Liechtenstein form a popular tourism destination. (IBT, 2022b, p. 2) The Bodensee Card ^{PLUS} (BCP) is the experience card for the entire region, including many experiences in all countries and connects the countries from a touristic point of view. (IBT, 2023a)

1.1 Problem Definition

Also, at Lake Constance, the topic of visitor management and regulation becomes increasingly important. The high number of tourists leads to problems e.g., congested roads, unease among residents and effects of overcrowding become visible. Beaches, entrance of attractions and access to the Passenger ships are among the most affected sites. (Möller, 2021, pp. 3–5) For 2023, tourism activity is expected to reach a pre-pandemic level or increase even more (Ammann, 2023)¹. Thus, already existing problems will continue to occur or even intensify, increasing the importance of effective visitor regulation.

¹ The interview can be found in Appendix B.

The BCP includes experiences affected by high tourism activity. Additionally, it provides relevant information and data about visitors, their behavior and usage. This thesis is aimed at analyzing card user behavior with regard to times and frequency of use, favored attractions and visitor flow. Based on the knowledge analyzed from the data, the research question should be answered:

Which visitor regulation measures can be implemented with the BCP to influence visitor, more concretely card user, behavior?

1.2 Methodical Approach and Outline

To answer the research question, extensive research of primary and secondary literature was conducted to establish a solid theoretical foundation. This research serves as a basis for the theoretical part of the thesis and is summarized in Chapter 2. Here, fundamental terms are defined, relevance and aspects of visitor regulation in tourism are explained and possible measures presented. The second part of the theoretical foundation (Chapter 3) focuses on the BCP, the VLR and the Internationale Bodensee Tourismus GmbH (IBT). Internal information from the IBT and an interview are considered, with a particular emphasis on the BCP and the need for visitor management. The detailed research work enables a well-founded analysis and interpretation of the collected data. Chapter 4 describes the methodological approach of preparing and conducting the analysis and presents defined analysis criteria. Based on the criteria, chapter 5 conducts the analysis and evaluation of the BCP card user data of 2022. After summarizing and evaluating the results, chapter 6 introduces various measures based on the findings in Chapter 2.3 and concludes with a critical reflection. Finally, chapter 7 serves as the conclusion of the thesis, offering a concise summary of the key results, identified conclusions, and an outlook for future research.

2 Visitor Regulation

Visitor regulation is used in tourism for many years and belongs to the standard tools in tourism destinations. A tourism destination is defined by the UNWTO as the following:

“A local tourism destination is a physical space in which a tourist spends at least one overnight. It includes tourism products (...) within one day’s return travel time. It has physical and administrative boundaries defining its management, and images and perceptions defining its market competitiveness.”

(UNWTO, 2007, p. 1)

Here, visitor regulation became more important over the years, especially with regard to regulated, acceptable and sustainable tourism. (Deutscher Tourismusverband e.V [DTV], 2021, p. 1) Visitor regulation is also referred to as visitor management and visitor monitoring. (Rein & Dilzer, 2019, p. 248) Although visitor regulation is practiced at every destination, the topic is undertheorized and lacks reliable, up-to-date research. Moreover, as stated by Albrecht, visitor regulation lacks a general, universally accepted definition. (Albrecht, 2017, p. 3) Albrecht herself defined visitor management as “management tools and interventions that regulate the movement and behaviour of visitors in a destination.” (Albrecht, 2017, p. 4) According to her, the measures used in visitor management impact the experience and appreciation of visitors. (Albrecht, 2017, p. 4)

The German Tourism Association (DTV) describes visitor regulation as a harmonization of touristic demand and supply. By disentangling and directing people, visitor regulation harmoniously distributes tourists and locals spatially and temporally to ensure that the carrying capacity of a destination, attraction or sight is not exceeded. Visitor regulation is considered a part of destination

management² as well as it should be considered as part of quality management. (DTV, 2021, p. 2)

For this thesis, an own definition was created based on the two definitions above. Visitor regulation aims at understanding visitor flows. With the use of management tools and measures, the movement and behavior of visitors and locals can be influenced and, in the best case, distributed harmoniously. Through visitor regulation measures, the carrying capacity of a destination or attraction is not exceeded. Carrying capacity in this context can be defined as “the maximum level of visitor use” (UNWTO, 2004, p. 20) that a site can handle before the value of a site is reduced to a non-acceptable level by the visitor load. (UNWTO, 2004, p. 20) The carrying capacity of a tourism destination is not and should not be clearly quantifiable. To assess whether tourism is still viable, it should not only be evaluated based on numbers but also on perception. Thus, the limit defined by the acceptance of the residents should be considered. One speaks of an exceedance of the social and perceptual carrying capacity when the frequency of visitors is perceived as a stress factor or as unreasonable by the residents. However, this level is difficult to measure and define. (Kagermeier, 2021, p. 50)

2.1 Relevance in Tourism

In the past years, global tourism has experienced significant quantitative growth. Tourism has been able to greatly expand and diversify, and not only became one of the fastest growing economic sectors but also one of the largest in the world. Even though the tourism sector had to face occasional shocks, the growth of international tourist arrivals has never stopped. (UNWTO, 2014, p. 2) 1.46 billion international tourism arrivals were registered in 2019, representing a growth of 4% to the previous year. (UNWTO, 2021, pp. 1–2) Based on the forecast of the UNWTO, tourism is also expected to grow during the

² „Destination management is the co-ordinated management of all the elements that make up a destination (...). Destination management takes a strategic approach to link-up these (...) entities for the better management of the destination.” (UNWTO, 2007, p. 4)

next years. Worldwide international tourist arrivals are projected to grow by an average of 3.3% per year, reaching a value of 1.8 billion by 2030. (UNWTO, 2014, p. 2)

Such large growth in the tourism sector brings greater responsibility for destinations as they have to manage the arrivals in the respective destination. Tourism and its related activities undoubtedly have an impact on the surrounding environment. The risk to affect these dimensions enhances with increasing numbers of tourist arrivals. (Schmücker et al., 2019, pp. 30–31) The carrying capacity of a destination or a tourist attraction is limited based on various factors. These factors can be ecological, physical, economic, social and psychological, depending on the destination, region or attraction. If the carrying capacity is exceeded, conflict situations arise and the quality of an affected site can decline significantly. (DTV, 2021, p. 4)

The Reiseanalyse 2022 by the Forschungsgemeinschaft Urlaub und Reisen (FUR) analyzed the perception of crowding during vacation trips. In 2021, 43% of vacation travelers stated that they had the feeling of overcrowding, which represents almost half of the travelers. (Schmücker et al., 2023, p. 59) Also, the locals express discomfort about the number of tourists because they perceive it as too many. Even if the absolute numbers do not show that the carrying capacity is exceeded, unease can nevertheless already spread among residents. (Kagermeier, 2021, p. 20, 2021, p. 51)

Here, effective management is necessary to guarantee the minimization of negative tourism impacts and the maximization of benefits for locals and tourists. (Schmücker et al., 2019, pp. 30–31) Thus, the management should focus on sustainable and healthy growth. It should not be managed to gain more in volume but to grow in value. (UNWTO, 2019, p. 2)

2.2 Relevant Aspects in Visitor Regulation

There are various aspects that visitor regulation targets. In the context of this work, five essential aspects are defined and presented in Figure 1. To evaluate the importance of these aspects, the online survey conducted in 2020 by the Kompetenzzentrum Tourismus des Bundes on the topic of mobility and visitor regulation is used. The first important aspect is the spatial and temporal distribution of visitors, which was indicated as an important factor by 43% of the respondents (Kompetenzzentrum Tourismus des Bundes, 2020, p. 3). The distribution of visitors as well as locals has potential to create a more sustainable stay at the destination. However, this aspect carries the risk of affecting sustainable development negatively as distribution might increase the carrying capacity of the respective site, representing an even higher pressure. (Schmücker et al., 2019, pp. 89–90)

The second aspect, which was rated as important by 50% of the respondents (Kompetenzzentrum Tourismus des Bundes, 2020, p. 3), is the protection of highly visited places from overuse. Some areas, especially natural sights, are particularly vulnerable to disturbances and conflicts arise quickly if the pressure is too high. This can have temporary but also permanent effects. The intensity of these effects depends on various factors, e.g. on the sensitivity of the site's environment, how intensively the site is used, how many visitors are on site and how they behave. (Rein & Dilzer, 2019, p. 239)

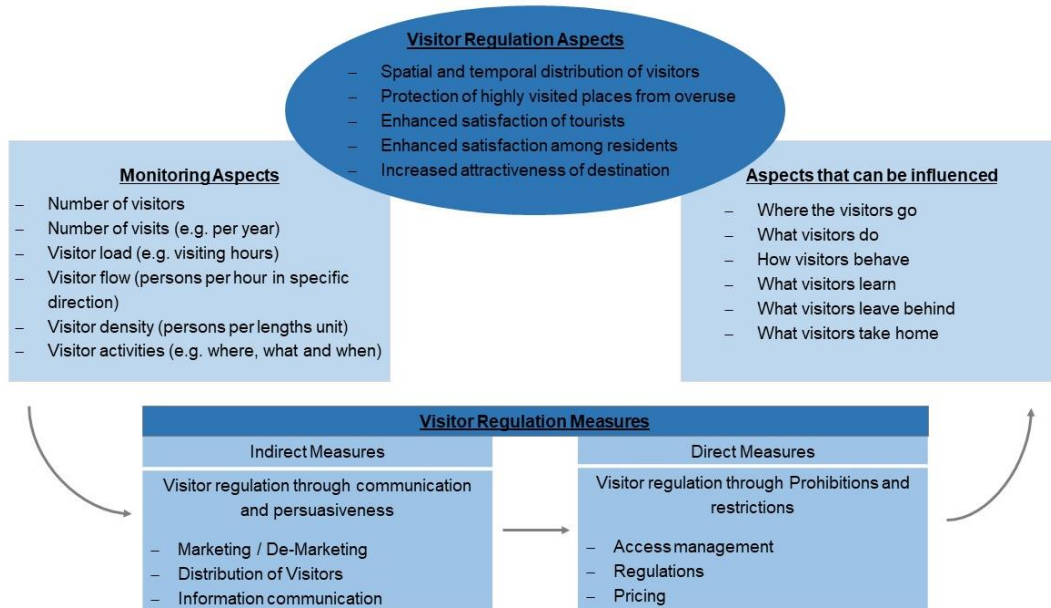
46% of the respondents rate the enhanced satisfaction of tourists as an important factor (Kompetenzzentrum Tourismus des Bundes, 2020, p. 3). Here, not only effective guiding is important but also the reaction of people should be considered. Visitor regulation should make the destination less complex for the guest but should not limit possibilities for curiosity and discovery. If the guest does not feel welcome and gets the feeling of being rushed through an attraction like everyone else, the experience will be negatively impacted. To achieve higher guest satisfaction, visitor regulation measures should not be perceived as such by the guest. (DTV, 2021, p. 15)

The protection of the residents as well as their enhanced satisfaction is another important aspect, indicated by 41% of the respondents (Kompetenzzentrum Tourismus des Bundes, 2020, p. 3). Here as well, it should be considered how residents react to the measures, whether they approve of them or not, or possibly feel restricted by them. For visitor regulation measures to increase resident satisfaction, these measures should be consistent with resident expectations. (DTV, 2021, p. 15)

If an improvement of these four aspects is achieved by visitor regulation, the attractiveness of a destination can increase as well, representing the fifth aspect. In general, the increased attractiveness is very positive for the tourist and the destination itself. As long as the satisfaction of the resident is guaranteed, also the local population can benefit. However, it should be noted that the increased attractiveness can also quickly lead to a greater volume of demand. If this is not well managed, it will again lead to demand being too high for the destination and new visitor regulation measures will be necessary. (Schmücker et al., 2019, pp. 89–90)

To implement visitor regulation measures, data regarding visitor flows and behavior must be collected. This is possible with the help of visitor monitoring. The more information can be analyzed, the better effective management can be. (Rein & Dilzer, 2019, p. 250) The goal of what should be monitored has to be clearly defined, e.g. the minimization of user conflicts. After defining these goals, a clear definition of aspects that need to be monitored can be made. (Arnberger et al., 2002, p. 1) Possible monitoring aspects are presented in Figure 1.

Figure 1: Aspects and Measures in Visitor Regulation



Source: Own representation based on Arnberger et al., 2002, p. 1; DTV, 2021, pp. 11–12; Freyer, 2015, pp. 628–629; Rieken, 1996, S.169, quoted from Rein & Dilzer, 2019, p. 251

Further relevant aspects are the aspects that can be influenced by visitor regulation (Figure 1) and mainly include aspects of visitor behavior, visitor learning and visitor distribution. In the next chapter, visitor regulation measures are discussed and explained in detail.

2.3 Measures in Visitor Regulation

Through effective management of visitors, it is possible to direct and guide them, thereby minimizing possible conflicts or impacts, or maximizing positive effects. (Porzelt, 2019, p. 11) When developing a visitor regulation concept, not only number-dependent restrictions should be considered but a variety of different measures that differ in type, impact and range. (DTV, 2021, p. 9) Ideally, visitor regulation measures are implemented in a functional regional network. Thereby, analog measures are combined with digital measures. Different apps and systems that enable data-based and digital visitor regulation already exist for implementation. However, this requires many resources and a lot of time. To counteract overcrowded places in short-term, smaller measures that

do not consume as many resources, can be implemented. These can also have a great positive impact on the affected sites. (DTV, 2021, p. 3)

Introduced visitor regulation measures should be aligned to offers and target groups of the destination (DTV, 2021, p. 9). Arnberger emphasizes this in his work, as he explains that each target group differs in its needs regarding possible measures. Each target group thus needs specific management. It should be differentiated whether locals or vacationers are to be guided due to their different knowledge of the respective area. Arnberger describes the local population as rather resistant to visitor regulation and vacationers as easily directed and guided. (Arnberger, 2013, p. 17) For a better overview of possible measures, measures were assigned to indirect and direct measures. These measures are presented in Figure 1 and explained in the following two chapters in detail.

2.3.1 Indirect Measures

The implementation of indirect measures aims to influence the behavior of visitors on the psychological level. (Porzelt, 2019, p. 12) This can be achieved through communication and persuasiveness. Indirect measures are not intended to be prescriptive but are based on voluntariness and self-determination by the visitor. These measures can either be short-term, medium-term or long-term and must be repeated regularly. It is particularly important to respond to the behavior and wishes of the target group. (DTV, 2021, pp. 11–12)

Marketing and De-Marketing

Through targeted marketing or de-marketing visitors can be directed and influenced. With effective marketing, attention is drawn to certain locations or attractions and visitors can be guided to those places. A variety of advertising formats such as ads, brochures, and press relations can be used here. Digital platforms are also suitable for this purpose, especially when it comes to short-term use. In contrast, de-marketing can put offers or even target groups in the background by addressing them little or not at all. With the help of de-

marketing, visitors can even be intentionally deterred from some locations (Arnberger, 2013, p. 20). Thus, the individual inspiration of a visitor can be influenced, indirectly affecting the behavior. (DTV, 2021, p. 13)

Additionally, a helpful indirect measure can be the shift in focus on offers of the destination. Highly frequented locations should not be the focus of marketing any longer. However, these locations should only be de-marketed if an alternative exists. It is therefore necessary to identify alternative offers or create new ones. Places or attractions that are not so heavily frequented and not yet known to guests are particularly suitable here and can be communicated more intensively. Digital platforms with a high level of reach are particularly suited for the marketing of those offers. (DTV, 2021, p. 9)

Distribution of visitors

Strongly connected to the expansion of offers and the creation of alternatives is the distribution of visitors. Concerning a temporal distribution, a differentiation between distribution throughout the year and the day can be made. Regarding the year, visitors can be distributed from the high season to the low season. Here as well, the prerequisite is that off-season offers exist. Off-season offers can be integrated into the marketing and contribute to a revival of the low season. Additionally, awareness of the low season among visitors can be raised by integrating a display system on the website, showing the visitor numbers in a calendar throughout the year. This might inspire guests to visit a destination during the low season.

Furthermore, visitors can be distributed throughout the day. Here, it is a useful measure to display waiting times and visitor numbers in real-time and point out visiting times that are expected to be less busy. Analysis for this display can be based on data from the ticket counter as well as on visitor card data. Alternatively, low-traffic times can be designated based on experience. (Bayrisches Zentrum für Tourismus [BZT], 2020, p. 6) Likewise, visiting hours can be extended to the off-peak hours but this should only be a short-term measure

(BZT, 2020, p. 10). Visitors can also be distributed spatially through effective marketing. In spatial distribution, it is about diverting attention from touristic hotspots to alternative, surrounding offerings or attractions, similar to the highly visited place. This also presupposes the existence of alternatives. Spatial distribution aims to broaden the range of tourist attractions. (BZT, 2020, p. 7)

Information communication

Because indirect measures target voluntariness and self-determination, an important measure is to communicate information. Even before traveling to the destination, the visitor should be provided with all relevant information, so that the guest can find out about possible restrictions in advance. In this way, the visitor can already develop an awareness of the possibly increased number of visitors. (BZT, 2020, p. 9) The provision of information is the key to successful indirect control of visitors. Ideally, for communication, a combination of analog and digital information methods should be used. Analog measures can be e.g., providing information boards, maps, brochures and signs. This is usually the easy way because no resources such as digital platforms are necessary. However, this does not provide the information before arrival. Here, digital solutions are important by providing information via apps, websites, touring portals and social media. (DTV, 2021, p. 10) It was also found that online channels regarding crowding information predominate in the search for information, making the provision of digital information particularly important (Schmücker et al., 2023, pp. 63–64). All information provided should also include educational information e.g., the meaning of the respective site and how to promote environmental protection as well as appropriate behavior at the destination. (UNWTO, 2007, p. 101)

2.3.2 Direct Measures

Direct measures should only be implemented if indirect measures have no chance of success or if the pressure by visitors is too high for the affected site. Due to the restrictive nature of direct measures, the effect occurs very quickly. Thus, it represents short-term measures. (Arnberger, 2013, p. 23) Additionally,

the restrictive character requires a high justification to be accepted. This justification should be data-based and must be evaluated regularly. (DTV, 2021, p. 12)

Access management

Generally, visitor limits can be introduced. These limits should be communicated prior to the visitor's trip, booking or vacation. It is possible to set a general limit on the number of visitors or the size of a group. (BZT, 2020, p. 9) The way that admission is regulated depends on the type of site or attraction. At natural sites without an official entrance, the implementation of limits is much more difficult than at attractions with an entrance. Here, measures include physical means such as fences, natural barriers and marked paths. (UNWTO, 2007, p. 101)

At attractions or sites where access can be controlled, the implementation of booking systems is a suitable direct measure. Within the booking system, the guest has the possibility to book a ticket to the attraction for a certain time. This does not only distribute the visitor flow on that day but also defines a contingent. The size of the contingent should be determined based on the carrying capacity of the site or attraction. (BZT, 2020, p. 7) In addition to the expansion of offers, this restrictive measure makes offers bookable and controllable through the contingent. (DTV, 2021, p. 11)

Regulations

If the behavior of visitors cannot be controlled through indirect measures, regulations can be implemented. These regulations can be introduced in the form of prohibitions, restrictions, bans and rules, and also refer to ticketing systems and quotas. (Arnberger, 2013, p. 22; DTV, 2021, p. 12) Penalties can also be introduced here. These should be implemented primarily when rules are disregarded or limits exceeded. If penalties are not enforced, regulatory measures will have no effect. (Arnberger, 2013, p. 23)

Pricing

Pricing as a direct measure is closely linked to access management. Through pricing, access to an attraction can also be limited. During high season or peak times, different prices can be charged, making the entrance price dependent on the time. (UNWTO, 2007, p. 101) Furthermore, additional fees can be charged at attractions e.g., for parking. Attractions that have not charged a fee before can introduce one. (Arnberger, 2013, p. 22) The problem with a price increase or the introduction of fees is that the attraction appeals more to target groups with a higher spending capacity and might displace others. (Kagermeier, 2021, p. 157)

Both indirect and direct measures provide a wide range of possible measures that can be implemented for visitor regulation. To lay the foundation of the analysis and the development of visitor regulation measures with the BCP, the next chapter presents the BCP and the VLR.

3 The Bodensee Card ^{PLUS}

The Bodensee Card ^{PLUS} is the all-inclusive experience card for the VLR and includes free admission to numerous attractions. To explore the region, the BCP is a popular travel companion, managed and sold by the IBT. (IBT, 2023a) As the BCP can be used in the four countries of Germany, Switzerland, Austria and the Principality of Liechtenstein, the VLR is introduced first, followed by the IBT. After, the BCP is explained in detail.

3.1 Four-Country Region Lake Constance

Lake Constance, commonly known as Bodensee, is a year-round destination in the middle of Europe. (IBT, 2022b, p. 2) It is located in the South of Germany, the West of Austria and the North of Switzerland, not far from the Principality of Liechtenstein. (IBT, 2023b)

Figure 2: Lake Constance and its Top Attractions



Source: Own representation based on IBT, 2023e³

³ All maps in this thesis are retrieved from printmaps.net, copyright Printmaps.net / OSM Contributors

Lake Constance is 63 kilometers long and 14 kilometers wide and composed of two lakes in total (Figure 2). The Obersee, the eastern part of the lake from Bregenz to Konstanz, forms, together with the Überlinger See, the northwestern section of the lake, the largest part of Lake Constance. The second lake is the Untersee, representing the southwestern part of the lake. These two lakes are connected by the Seerhein in Konstanz, together forming the well-known Lake Constance. (Labhard Medien GmbH, n.d.) With the Rhine streaming through Lake Constance from the Eastern to the Western part (Labhard Medien GmbH, n.d.), the lake and the Rhine form the border to the four surrounding countries, which are Germany, Switzerland, Austria, and the Principality of Liechtenstein. (IBT, 2022b, p. 2) The four countries are presented in Table 1.

Table 1: The Four Countries of the VLR

German Part in the VLR	Swiss Part in the VLR
<p>Location and size</p> <ul style="list-style-type: none"> – In the North and West of the lake – Largest region at Lake Constance – 173 kilometer of shore length <p>Short description</p> <ul style="list-style-type: none"> – Popular tourism destination favored as a residential location as well as a location of innovative businesses – By orchards and vineyards characterized landscape, by pioneers such as Zeppelin characterized region <p>Popular sights</p> <ul style="list-style-type: none"> – Numerous sights such as Mainau Island, Zeppelin Museum and the Lake Dwelling Museum 	<p>Location and size</p> <ul style="list-style-type: none"> – In the South of the lake – Second largest region at Lake Constance – 72 kilometers of shore length <p>Short description</p> <ul style="list-style-type: none"> – Characterized by an idyllic landscape with a quiet country life, near the city with an international student environment and lively economic activity, in a setting between lake and mountains – Diverse and traditional folk culture with originality and innovation <p>Popular sights</p> <ul style="list-style-type: none"> – Rhine Falls, Säntis cable car and Abbey Cathedral of St.Gall
Austrian Part in the VLR	Principality of Liechtenstein in the VLR
<p>Location and size</p> <ul style="list-style-type: none"> – In the West of the lake – Third largest region of Lake Constance – 28 kilometers of shore length <p>Short description</p> <ul style="list-style-type: none"> – Region characterized by its attractive nature and cultural festivals in the small towns of Bregenz, Dornbirn, Feldkirch and Hohenems – Wide variety from modern architecture to interesting museums and astonishing views over the Alps to regional cuisine <p>Popular sights</p> <ul style="list-style-type: none"> – Pfänder cable car in Bregenz 	<p>Location and size</p> <ul style="list-style-type: none"> – Located on the Rhine Valley next to the Tätikon mountains – Smallest region at Lake Constance – Size of 160 square kilometers <p>Short description</p> <ul style="list-style-type: none"> – Considered a successful international financial center – Lots to offer for art and nature lovers – The art museum Liechtenstein is in striking distance to the mountains with starting points to beautiful hiking tracks and skiing regions <p>Popular sights</p> <ul style="list-style-type: none"> – Vaduz Castle

Source: Own representation based on IBT, 2021, p. 4, 2023c, 2023g

Together, the four countries cover an area of 11.130 square kilometers and are home to approximately 2.5 million people. (Bodensee Standort Marketing

GmbH [BSM], n.d.–b, p. 2) The IBT selected a few attractions and experiences that are worth a visit in the four countries. These can be defined as top attractions and are presented in Figure 2. (IBT, 2023e)

3.1.1 The Regional Brand

The four countries form the Four-Country Region Lake Constance, the regional brand. The brand is not only nationally and internationally regarded as a distinctive mark but also in a wide variety of sectors, e.g. tourism, economy and politics. They all come together under one brand to join forces and exploit synergies. Additionally, the regional brand serves as a common understanding between the various regions and countries. (IBT, 2023g)

Lake Constance is the focus of all stakeholders involved in the regional brand. (BSM, n.d.–a, p. 8) From a touristic point of view, the countries come together around the lake and are aligned and interconnected across the lake and work together for and in the VLR. The unique selling proposition of the region is the four countries, in which the guest can move around freely. The four countries represent a unique setting and an existing diversity with the different aspects of water, mountains, culture and a common history. (Ammann, 2023)

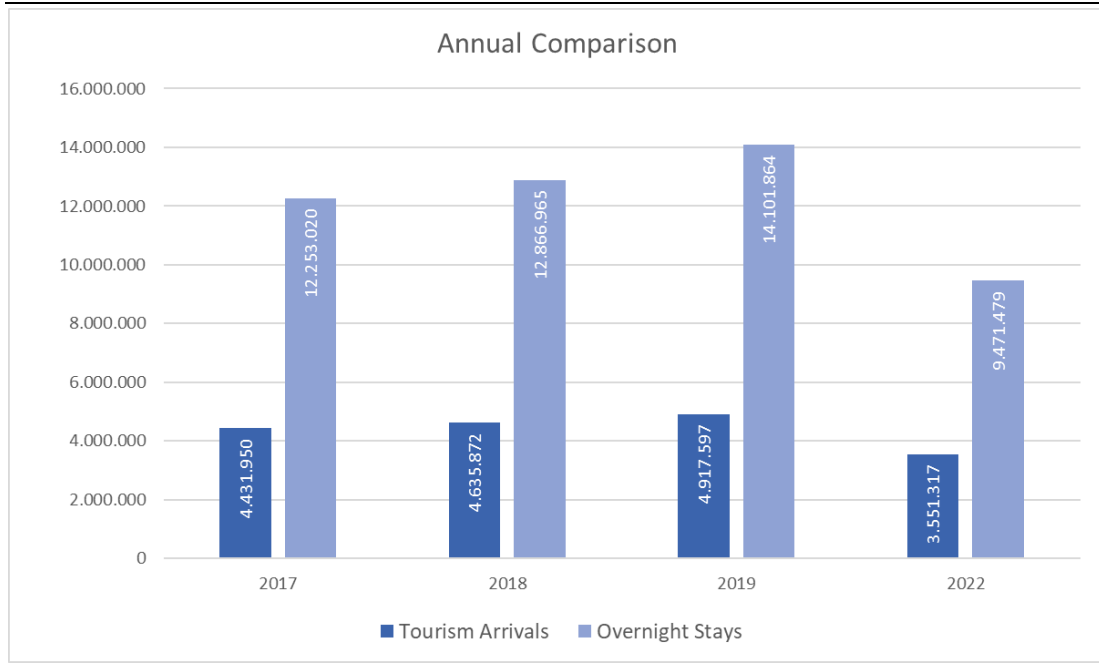
The region does not only present exciting offers in summer but also in the off-season, representing a year-round destination. In winter, the mountains are nearby for skiing and winter activities. In spring and autumn, the region offers many opportunities for enjoyment in the cultured landscapes, regional products can be enjoyed and tasted. In summer, the region convinces with the element water, which offers many bathing and water activities. Overall, the region is predestined to be active, be it on the water, hiking in the mountains or cycling at the lake or in the surrounding countryside. (Ammann, 2023)

3.1.2 Relevance of Visitor Regulation in the Four-Country Region

As an internationally recognized tourism destination, tourism in the VLR has a high relevance. It has not only developed qualitatively but also quantitatively (IBT, n.d., p. 3). The quantitative development can be seen in the numbers of

tourism arrivals and overnight stays in the past years. Due to the Covid-19 pandemic, not all years are considered but the years from 2017 to 2019 as well as 2022.

Figure 3: Tourism Arrivals and Overnight Stays in the VLR



Source: Own representation based on Appendix E

As shown in Figure 3, the VLR registered a high number of tourist arrivals and overnight stays, both numbers increasing from 2017 to 2019. The region registered a total of 4.917.597 tourism arrivals in 2019, which represents an increase of 6.1% to the previous year. As for overnight stays, an increase of 9.6% was achieved, with approximately 14 million overnight stays in total. 2022 shows a significant decrease in numbers as a result of the Covid-19 pandemic. Nevertheless, an approximation to the pre-pandemic level becomes visible.

As for 2023, the managing director of the IBT, Jürgen Ammann, states that the demand in the VLR is high with the start of the holiday season and the good weather. Expectations for the course of 2023 are similar. The demand for destinations in Germany such as Lake Constance is very strong. Thus, travel activity is also expected to be high. According to Jürgen Ammann, the forecast for 2023 is that tourism at Lake Constance reaches a pre-pandemic level.

Some expect even higher travel volumes, meaning an increase in the total numbers. (Ammann, 2023)

As stated in 2, the carrying capacity of a tourism destination is not and should not be clearly quantifiable. For consideration of aspects such as perception, the online survey about visitor regulation in the VLR is used, which was conducted by the IBT in 2021. The results of the survey were presented at the Bodensee Tourismusforum 2021. In the survey, the respondents classify the importance of visitor regulation at Lake Constance. Here, 58.8% state that visitor regulation is very important to important. Only 5.8% see no importance at all. (Möller, 2021, p. 3) Problems due to too many visitors in the region already occur. The most severe problem identified by 58.3% of the respondents is congested roads and highly concentrated traffic. Another identified problem based on the respondents' indication is strongly connected to the aspect of perception. 43.3% state the already existing resentment among residents. Overcrowding effects can be defined as the third severe problem, indicated by 41.7% of the respondents. Further problems are wild parking, problems caused by garbage, disturbances and destruction of nature. (Möller, 2021, p. 4)

Based on the survey, the most affected sites could be identified. These can be defined as hotspots, where conflicts can arise quickly. The three hotspots most likely to be affected are lakeshores and public bathing beaches (53.3%), cycle tracks (46.7%) and lakeside promenades (46.7%), followed by entrances and exits at attractions, city centers and the in- and outlet to Passenger ships. (Möller, 2021, p. 5) Most affected by these problems and impairments are residents. (Möller, 2021, p. 6)

The high total numbers of tourism arrivals and overnight stays in the VLR and the forecast for 2023 already indicate that visitor regulation might be necessary. The survey on visitor regulation shows and confirms that such measures are desired and necessary.

3.2 Internationale Bodensee Tourismus GmbH

The IBT is the marketing organization for the VLR, representing the central umbrella organization. It stands for the cross-border, cross-regional and international promotion and marketing of the international region of Lake Constance (Appendix A) as well as the participating tourism organizations. (IBT, 2023f) The IBT is controlled by a supervisory board that consists of 10 persons. The managing director is Jürgen Ammann. (Appendix A) According to its vision, today the IBT is working on establishing and promoting the VLR as an attractive, well-known tourism destination right in the middle of Europe. Additionally, the IBT aims to generate and maximize positive tourism effects for the residents. (IBT, 2023f) Under its roof gather nine shareholders, who are distributed among the four countries. These shareholders bundle and bring in the interests and expectations of organizations participating in tourism. These interests should be aligned and integrated into the work of the IBT. (IBT, 2023d)

The core purpose of the IBT is the implementation and further development of the tourism strategy as well as the brand content and -themes. On the one hand, the IBT coordinates market research and observes the competition. On the other hand, different marketing activities belong to the most important tasks of the IBT. This includes working on markets as well as promoting the international Lake Constance image, not only in the already existing markets but also in markets that have not yet been penetrated. (IBT, 2023d) The main aspects in marketing are the promotion of the unique selling proposition, the four countries, and the year-round tourism with off-peak offers and a focus on offers related to the enjoyment of the local products and specialties as well as active tourism. (Ammann, 2023) In the process, the IBT highlights the creation of unique and individual experiences, relying on its product, the BCP. With the promotion of the international region, the IBT promotes the development of the regional brand VLR and places high importance on internationality. (IBT, 2023f)

3.3 Bodensee Card ^{PLUS} - The Experience Card for Lake Constance

The BCP is the official experience card for the VLR and offers the possibility to explore attractions in the four countries with a single card. Today, the card includes one-time free admission to more than 160 attractions at Lake Constance. (IBT, 2022a, p. 4). The card is available for three or seven days that can be flexibly selected by the cardholder throughout a calendar year. A special highlight is the free use of the Passenger ships on two or four usage days. (Ammann, 2023) The card is managed and accounted for in a backend system. All transactions run through a technical card system with real-time verification. This card system provides important card user data, which can be downloaded and easily analyzed and evaluated. (Appendix D)

As an international experience card, the BCP connects the four countries from a touristic point of view. (Ammann, 2023) It was introduced as an all-inclusive card by the IBT in 2000 with the goal of bundling offers and attractions in the entire region, the creation of the common identity and the generation of a positive impact on competitive opportunities. (Appendix D) Over the years, there have been different models of the card, adapted to contemporary conditions, user needs and demand. Models have changed with regard to the usage days, the season of the BCP as well as the included experiences. (Ammann, 2023)

3.3.1 Validity and Prices

The three or seven validity days are individually selectable and do not have to be defined prior to the use. A validity day is defined as one calendar day from 12 am to 12 pm. Once the card is scanned at the ticket office of an attraction, one of the validity days has started. On that same day, the card can be used unlimited times. (IBT, 2022a, pp. 5–6)

Table 2: BCP Card Types and Prices

BCP for 3 Days	Price 2022	Price 2023	BCP for 7 Days	Price 2022	Price 2023
BCP 3 Days Adults (From 16 years)	72,- €	76,- €	BCP 7 Days Adults (From 16 years)	114,- €	121,- €
BCP 3 Days Children (6 – 15 years)	43,- €	46,- €	BCP 7 Days Children (6 – 15 years)	69,- €	73,- €
BCP 3 Days Mini (0 – 5 years)	Free of charge with the order of at least one adult card		BCP 7 Days Mini (0 – 5 years)	Free of charge with the order of at least one adult card	

Source: Own representation based on Appendix D

Prices can vary on the type of card as well as on the season. For the season of 2023, the prices have increased and the card for adults is now available from 76€. The card can be purchased in the BCP webshop as well as at one out of many points of sale. (Appendix D) All card types and prices are presented in Table 2.

3.3.2 Included Experiences and Target Groups

The BCP offers all kinds of services, which are also referred to as experiences, for tourists as well as locals. The offered experiences are divided into categories and presented on the website of the IBT (IBT, 2023h) and in the Experience Guide Lake Constance (IBT, 2022a) as follows: Ship experiences, cable car experiences, nature and leisure experiences, museum and culture experiences, baths and spa experiences, castle and palace experiences, city experiences and exclusive experiences.

Some of the most popular attractions are also included in the BCP. These are highlighted in the experience guide as top attractions. As the analysis is based on data from 2022, the top attractions of 2022 are presented in Figure 4. Compared to the top attractions of the VLR defined by the IBT (Figure 2), the top attractions of the BCP include nine out of the 14 top attractions of the whole region.

Figure 4: BCP Top Attractions 2022



Source: Own representation based on IBT, 2022a

In the experience guide as well as on the website each experience is listed individually. Here, every experience is briefly described and experience times are listed. The experience time describes the acceptance period during which the BCP provides free admission at the attraction. These times do not have to be the same as the regular opening hours. In the entry on the website, an additional figure shows the recommended time of year for a visit. (IBT, 2022a, 2023h)

The experience guide shows possible combinations of experiences in the form of tour suggestions. Here, suggestions for the 3-day card are presented in the form of day trips and are highlighted as the possibility to explore the four countries in just three days. The suggestions can also be used as an inspiration for the 7-day card. The tour suggestions include information about when to visit, where to go, how much time to spend and total savings if done completely. As the BCP includes many different experiences, this tour suggestions give the

guest an idea of what can be done with the BCP and what can be saved with using it. (IBT, 2022a, pp. 10–30)

As an all-inclusive card, the BCP offers a wide variety of experiences, appealing to adults as well as children. As a target group, the BCP focuses on couples and families with children. Especially through the possibility of purchasing a mini card, the card is interesting for young families. Originally, the card was introduced for guests but has now been extended to attract locals as well. Through flexible use of the card throughout the year, it also offers locals an experiential value and the opportunity to get to know their home better. (Ammann, 2023)

3.3.3 BCP Partners

There are two types of partners within the BCP. Firstly, there are service partners. Service partners are partners that offer a completely free service upon presentation of the BCP that usually must be paid for, e.g., cable cars that grant free entry or canoe rentals that do not charge the rental fee. The scanning and free admission of the BCP at the service partner is called acceptance. This is why service partners are also referred to as points of acceptance. Secondly, there are partners that sell the BCP. These are called points of sale. They are located around the lake and can be e.g., tourist information or hotels. (Appendix D)

3.3.4 Marketing of the Bodensee Card ^{PLUS}

The BCP is promoted particularly on the IBT website. The BCP webshop is also integrated here, which responds to the demand on the Internet and is increasingly accepted by customers. (Ammann, 2023) Additionally, the card is sold at numerous points of sale and in the IBT office, building customer contact. To establish and maintain customer contact, a newsletter providing information about the BCP and current offers as well as tips for usage is used. (Appendix D)

The promotion of the BCP is enhanced by print products. This includes the Lake Constance Experience Guide, which presents every experience and includes additional information about the region. The BCP Flyer complements this guide. It is kept rather short and summarizes information about the BCP, gladly taken as an overview by customers. These brochures are delivered annually and can be found at the points of sale as well as at some service partners. Moreover, the brochures are sent out in cooperation with the Bodensee Tourism Service GmbH on the order of the customer. Together with partners, the BCP presents itself at various trade fairs throughout the year. To increase the presence among partners in the region, the BCP is represented at various brochure exchanges, especially at the beginning and start of every season. (Appendix D)

Furthermore, tourism organizations in the region, points of sale and service partners provide information and advertise for the BCP on their website. Among other things, the BCP cooperates with media companies for this purpose. They create digital and print-based advertising for cross-regional presentation. Since recently, partners are also able to sell the card on their website by integrating an affiliate link that forwards to the IBT webshop. For each successful sale, this partner can receive a sales commission. (Appendix D) As for cooperations, the focus is on cooperating with related or complementary products, such as joint marketing with the Bodensee Ticket. The BCP also has cooperations with influencers on social networks. They use the BCP in the VLR and produce corresponding photo and video content, which is uploaded to channels such as Instagram, Facebook and blogs. In addition to these cooperations, there are also cooperations with regional tourism organizations, umbrella organizations and tourist information offices. (Appendix D)

4 Methodical Approach

To answer the research question, the method of data analysis was selected. For an empirical research project, such data are the basis to provide information for decision-making. (Kaya, 2009, p. 49) To generate information regarding BCP user behavior, a basis of information is necessary, which is why the method of card user data analysis was chosen. This method is particularly suitable because it provides information, the card data is easily generated and has not yet been analyzed.

Figure 5: Phases of Data Analysis

Preparation and analysis condition	Problem definition	<ul style="list-style-type: none"> • High number of tourists in the VLR causing problems • BCP might contribute to existing problems by the inclusion of affected attractions as experiences 	Phase 1
	Definition of study objectives	<ul style="list-style-type: none"> • Development of recommendations of action based on analysis on BCP users' behavior • Sub-objectives: Usage of attractions, periods and times of use, frequency of use, relation between usage of attractions 	Phase 2
Choice of method	Determination of Method	<ul style="list-style-type: none"> • Secondary research • User information from BCP backend system as a basis for analysis • Already available, but has not been processed 	Phase 3
	Development of analysis criteria	<ol style="list-style-type: none"> 1. Most visited attractions 2. Periods and times of use 3. Frequency of use 4. Visitor flow based on most visited attractions 	Phase 4
Process of analysis	Data collection	<ul style="list-style-type: none"> • Internal information downloaded from the BCP backend system feratel • Information about all card transactions in respective period • Considered period: 01.01.2022 – 31.12.2022 	Phase 5
	Data analysis	<ul style="list-style-type: none"> • Preparation, summarization and condensation of data • Realization of the analysis on the basis of the established analysis criteria 	Phase 6
Results	Interpretation of results and report	<ul style="list-style-type: none"> • Presentation and explanation of findings with regard to the problem definition and objectives • Development of possible visitor regulation measures, referred to as recommendations of action 	Phase 7

Source: Own representation based on Kaya, 2009, p. 49; Kuß, 2012, p. 13

The preparation and implementation of the analysis were based on the scheme of Alfred Kuß, which illustrates the typical phases of a market research study. (Kuß, 2012, pp. 12–17) Additionally, Maria Kaya describes the procedure of an empirical research process and explains the steps. (Kaya, 2009, p. 49) These two models were combined and applied to the purpose of the analysis. The exact procedure of the analysis is summarized in Figure 5 and the individual steps are explained in detail in the following chapters.

4.1 Preparation and Analysis Condition

The first step is to define the problem. The problem definition is the key to a successful analysis representing the first part of defining the analysis conditions and providing a general assignment of tasks. (Kuß, 2012, p. 13) The VLR registers a high number of tourists, which is expected to continue or increase in 2023. Problems already occur and might intensify. As the BCP includes affected sites as well, it might contribute to the problems of high visitor use. The BCP provides relevant information about user behavior, thus, it represents a foundation to develop visitor regulation measures.

Table 3: Subcategories of Analysis Objective

1. Usage of Attractions
<ul style="list-style-type: none"> – Which attractions are visited the most with the BCP? – Do the most visited attractions match the defined BCP top attractions?
2. Periods and times of use
<ul style="list-style-type: none"> – When is the BCP used the most? – Are there seasonal and time-dependent differences
3. Frequency of use
<ul style="list-style-type: none"> – Do card users visit many attractions in one day with the BCP? – How many attractions are used on average with the BCP?
4. Relation between usage of attractions
<ul style="list-style-type: none"> – Which attractions are combined a lot? – Are mainly the top attractions used and combined?

Source: Own representation

Secondly, the study objectives are defined, which concretizes and specifies the assignment of tasks. (Kuß, 2012, p. 15) The objective of this thesis is to analyze the card user data of the BCP. Based on the findings, recommendations for action are to be developed. To break down and concretize the overall objective, sub-objectives in the form of questions were developed, which can be classified into four categories and are presented in Table 3.

4.2 Choice of Method

In the third step, the essential decision on the applied method is determined. It is necessary to decide whether the study objective can be processed and analyzed properly with already existing data, which is called secondary research, or whether there is a need to collect new data, referred to as primary research. (Kuß, 2012, p. 15) In this thesis, secondary research is used. Data does not need to be collected new. The BCP backend system offers a wide range of user information, which is already available. This data is to be used because it provides a suitable basis to work on the problem definition.

With the development of analysis criteria, it is possible to define more precisely which characteristic aspects are to be determined and measured. (Kuß, 2012, p. 16) In this thesis, characteristics regarding the behavior of card users and the usage of the BCP are to be analyzed. Therefore, four criteria were developed, which can be deduced from the sub-objectives in phase 2 and are presented in Figure 5.

4.3 Process of Analysis and Results

Based on the preparatory work, the process of the analysis can start. The first part, the data collection, represents the beginning of the process phase (Kuß, 2012, p. 17). It is rather short in this thesis because the data is already available. The period considered in the analysis is January 1, 2022, to December 31, 2022, which represents an entire and the most recent complete season of the BCP. The required card user data was downloaded from the BCP backend system, providing all information about the card users total transactions

registered in 2022. The information was provided in the form of an Excel spreadsheet and included the following data aspects: Name of acceptance point, name of service, card type, date of transaction, time of transaction and the card number. The data provides a total of 202.492 transactions.

Once this data was collected the data analysis could start. The data analysis involves summarizing and condensing the typically large amount of data by using different methods. (Kuß, 2012, p. 17) To work with the downloaded data, it had to be prepared and summarized. In the initial data, some of the services included in the BCP were listed with different names even though they are identical. These services were merged into one identical service, guaranteeing that the acceptances of each service can be shown correctly.

Special cases are the Passenger ships, cable cars and the RAB discovery buses. Both Passenger ships and cable cars can be used more than one time. At the cable cars, BCPs can be scanned twice in one day, once for the ride up the mountain, once for the ride down to the valley. These two acceptances are defined as one acceptance for all cable cars. However, the system still registers two acceptances if used for going up and down, which is why these were merged and considered as one acceptance in the database. This makes cable cars comparable to all other attractions. At the Passenger ships, the BCP can even be scanned several times a day. Here as well, acceptances are merged. All boat trips in one day are defined as one acceptance in total, also providing a more realistic basis for comparison. However, it is not perfectly comparable because Passenger ships can be used for more than one day in total, meaning that cards with Passenger ship usage can register up to four acceptances, depending on the card type. Additionally, it needs to be considered that the actual acceptances of Passenger ships are a lot higher. Another special case are the RAB discovery buses. These acceptances are not collected through the system but collected at the end of every season and manually processed. Thus, RAB discovery bus acceptances are not listed in the database of 2022 and cannot be taken into account in the analysis.

After the initial data was summarized based on the aspects named above and corrected for the analysis, the individual analysis criteria were evaluated. The first criterion are the most visited attractions. For this, the number of card numbers per service was identified. All services that were used were listed and sorted by the quantity of card numbers.

For the second criterion, periods and times of use, the dates of use were grouped to months and the times of use to hours. For the presentation of the seasonal distribution the number of card numbers per month was determined, for the daily distribution, the number of card numbers per hour. A similar approach was taken for the third analysis criterion, the frequency of use. Here, the number of card numbers per card number was calculated. For the interpretation, the different card types were differentiated. The mean value was then used to calculate the average usage of the respective card type.

Finally, the results from the first analysis criterion form the basis for the last criterion, the visitor flow based on the most visited attractions. Based on the identified most visited attractions, a movement profile is created. The movement profile shows which other attraction was used by a card number on the same day as one of the most visited attractions. Thus, it shows typical combinations. This type of movement profile is created for each most visited attraction determined in criterion 1.

The last part of the analysis is the writing of a report, including the summary of the key findings, the drawing of conclusions and the creation of recommendations for action. The problem definition and objectives of the study should be addressed here. (Kuß, 2012, p. 17) In this thesis, the results are presented in Chapter 5; possible measures for visitor regulation with the BCP are developed in Chapter 6.

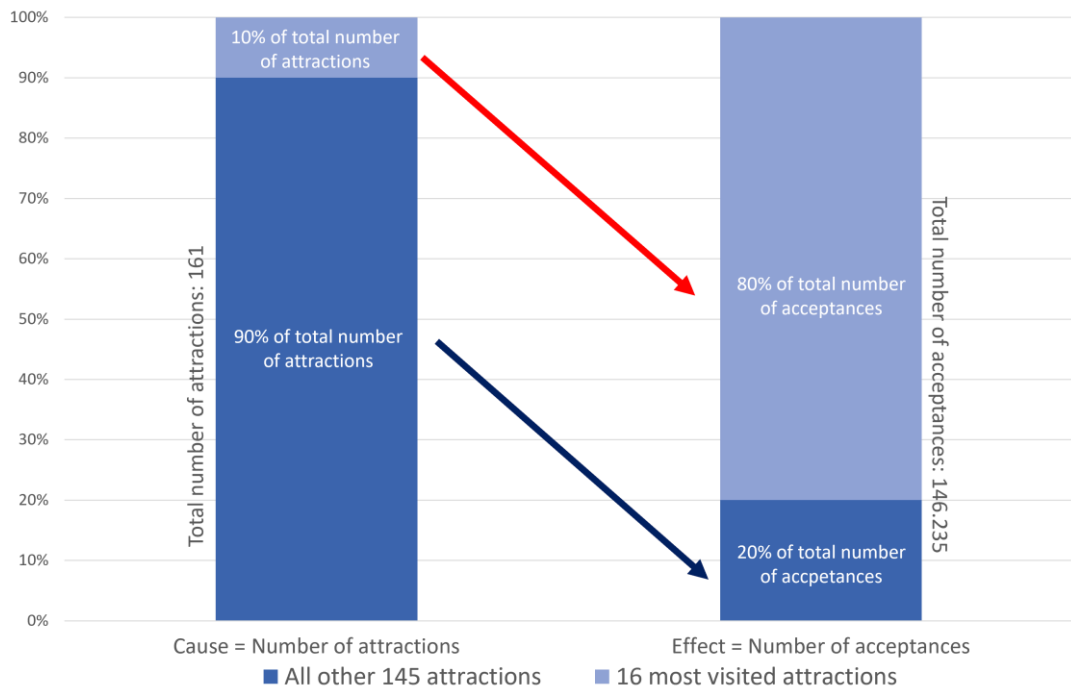
5 Card User Analysis of the Bodensee Card ^{PLUS}

For the answer to the research question, BCP card user data from the season of 2022 was analyzed and evaluated. The results were summarized in tables and figures and will be presented and explained in more detail in this chapter. The presentation of the results is structured based on the analysis criteria.

5.1 Most Visited Attractions

By calculating the number of card numbers per attraction, a ranking of all attractions could be identified (Appendix). Since the BCP includes 161 attractions, the presentation of all attractions is very complex. Therefore, the Pareto principle was applied. In theory, the Pareto principle indicates that often 20% of the causes achieve 80% of the effects. Thus, a small number causes the majority of the impact. (Benes & Groh, 2022, p. 274) This principle can be observed and applied in many areas. (Schwab, 2014, p. 440)

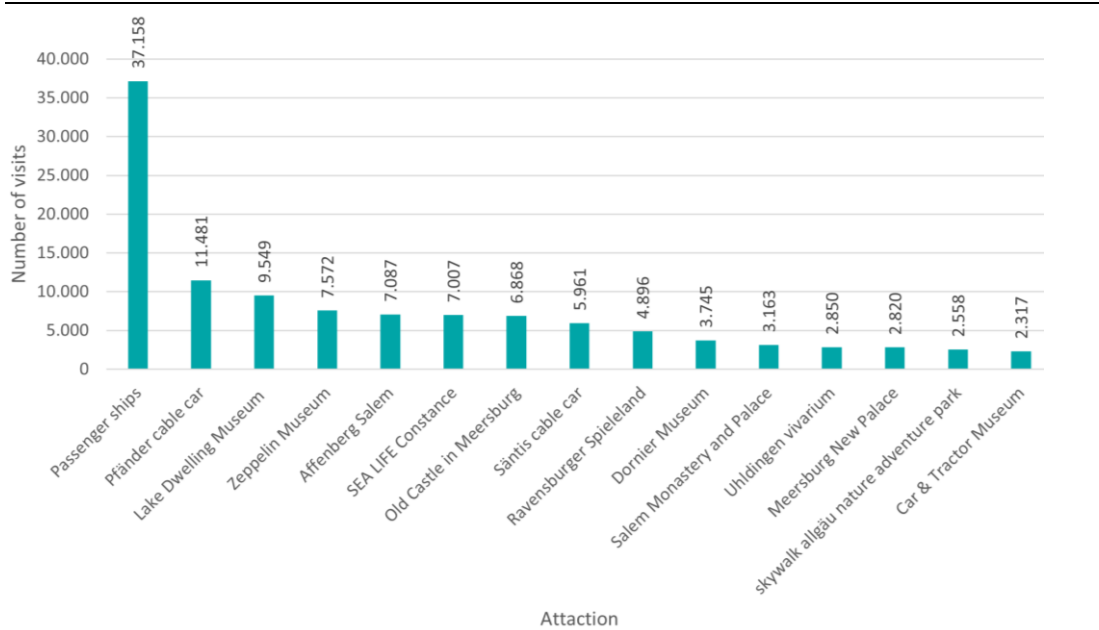
Figure 6: Pareto Principle for Card User Analysis



Source: Own representation

Since the analysis is intended to be less complex, the Pareto principle was applied and is shown in Figure 6. In 2022, 80% of all acceptances were achieved by only a total of the 16 most visited attractions, representing 10% of all attractions. In the analysis, this 80% is considered. Although not the entire distribution of acceptances is considered, the essential and most meaningful part is.

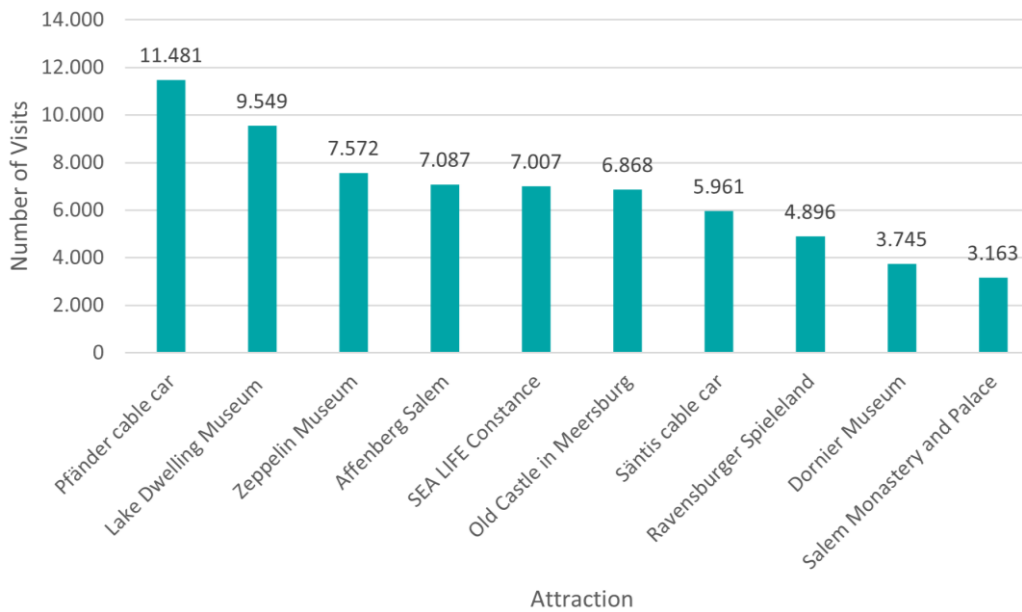
Figure 7: 16 Most Visited Attractions in 2022



Source: Own representation based on BCP card data 2022

Figure 7 answers the first question of which attractions are visited the most. It becomes very clear that the Passenger ships are by far the most used, although all acceptances of one day per card were summarized to one acceptance. To answer the second question if the most visited attractions match the BCP top attractions, they are compared to the defined top attractions of the experience guide (Figure 4). The comparison shows that the most visited attractions match the defined top attractions. Only the RAB Discovery Buses are not listed but this is because the acceptances do not run through the system. All the other eleven top attractions make up the eleven most visited attractions.

Figure 8: 10 Most Visited Attractions as a Basis for the Visitor Flow



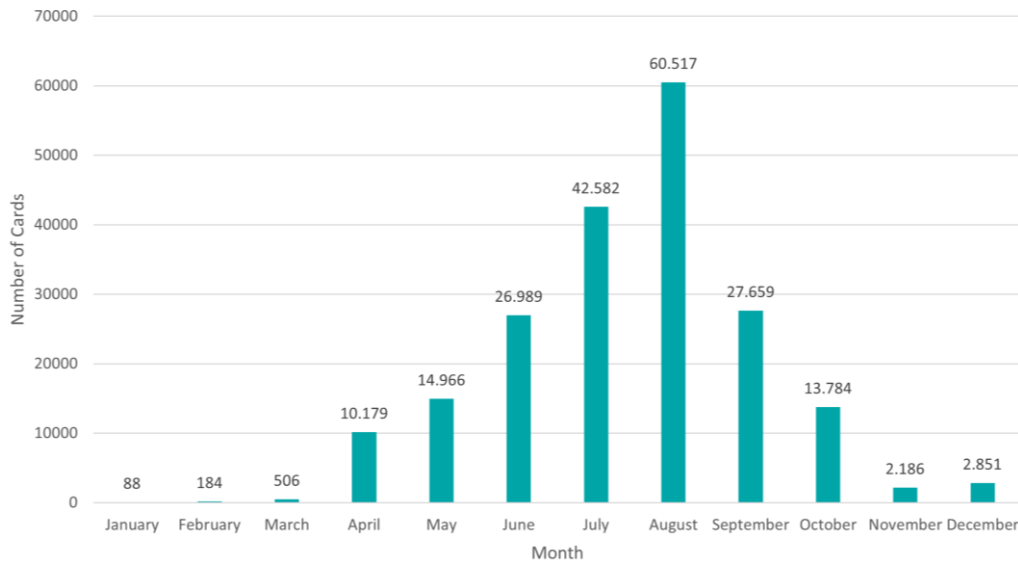
Source: Own representation based on BCP card data 2022

The result of this analysis criterion is the basis for the creation of a visitor flow in 5.4. For this purpose, the 10 most visited attractions (Figure 8) are to be considered, i.e. also the defined top attractions. Although the Passenger ships are used the most, it is not considered in the visitor flow. This decision is justified by the fact that the acceptances of Passenger ships are not comparable and card users can board the ship at different locations, which is not traceable in the data. Thus, it is difficult to draw meaningful conclusions on visitor flows regarding the Passenger ships.

5.2 Periods and Times of Use

With this analysis criterion, the seasonality and daily distribution are to be analyzed. The questions of when the BCP is used the most and whether there are seasonal and time-dependent differences are to be answered.

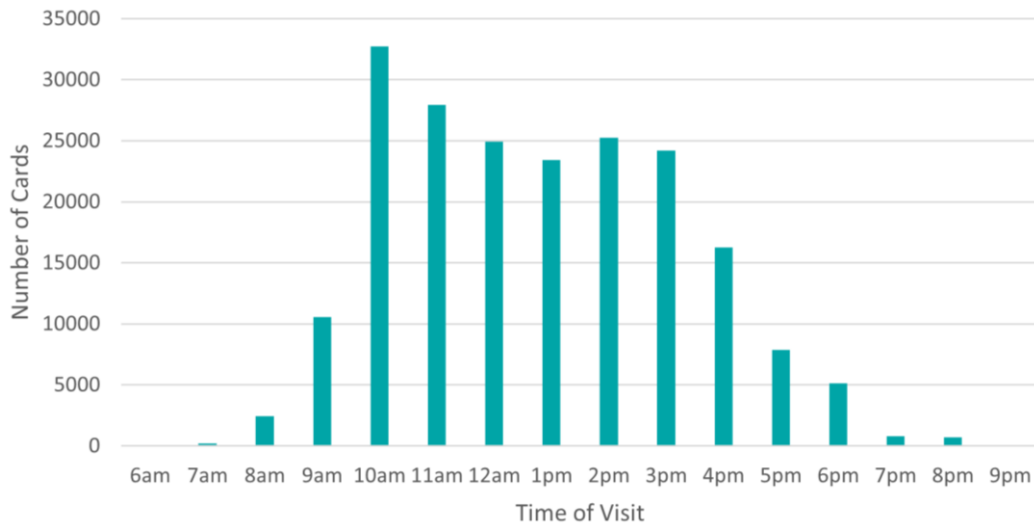
Figure 9: Seasonal Distribution of BCP Usage



Source: Own representation based on BCP card data 2022

As for the seasonal distribution (Figure 9), it becomes clear that BCP usage is highly concentrated. August is particularly striking, as the card was used by far the most, with a large gap to the other month. A total of more than 60,000 cards were accepted, which presents approximately 41% of the total acceptances. Additionally, it is apparent that the number of acceptances strongly corresponds to the season of the Passenger ships. (IBT, 2022a, p. 15) With the beginning of the Passenger ship season in April, the number of acceptances increases strongly, with the end of the season in October, it decreases strongly. In winter, the card was hardly used or not used at all.

Figure 10: Daily Distribution of BCP Usage depending on the Time



Source: Own presentation based on BCP card data 2022

The distribution of acceptances among the times of a day does not show such a clear distribution but the main times of use are identifiable. The card is strongly used from 10 am to 3 pm. The times before and after show a low usage. Overall, it is recognizable that no time of day is overly frequented but visitors are relatively well distributed among the times from 9 am to 6 pm. Little or no use is registered in the early morning and evening hours. However, this is also due to the opening hours and the experience times of the attractions.

5.3 Frequency of Use

With the third criterion the following questions are to be answered: Do card users visit many attractions in one day? How many attractions are used on average? The average usage is presented in Figure 11, shown as daily and total usage.

Figure 11: Average Usage of BCP

	BCP 3 Days	BCP 7 Days
Average of total usage	4,53 acceptances	8,19 acceptances
Average of daily usage	1,51 acceptances /day	1,17 acceptances/day

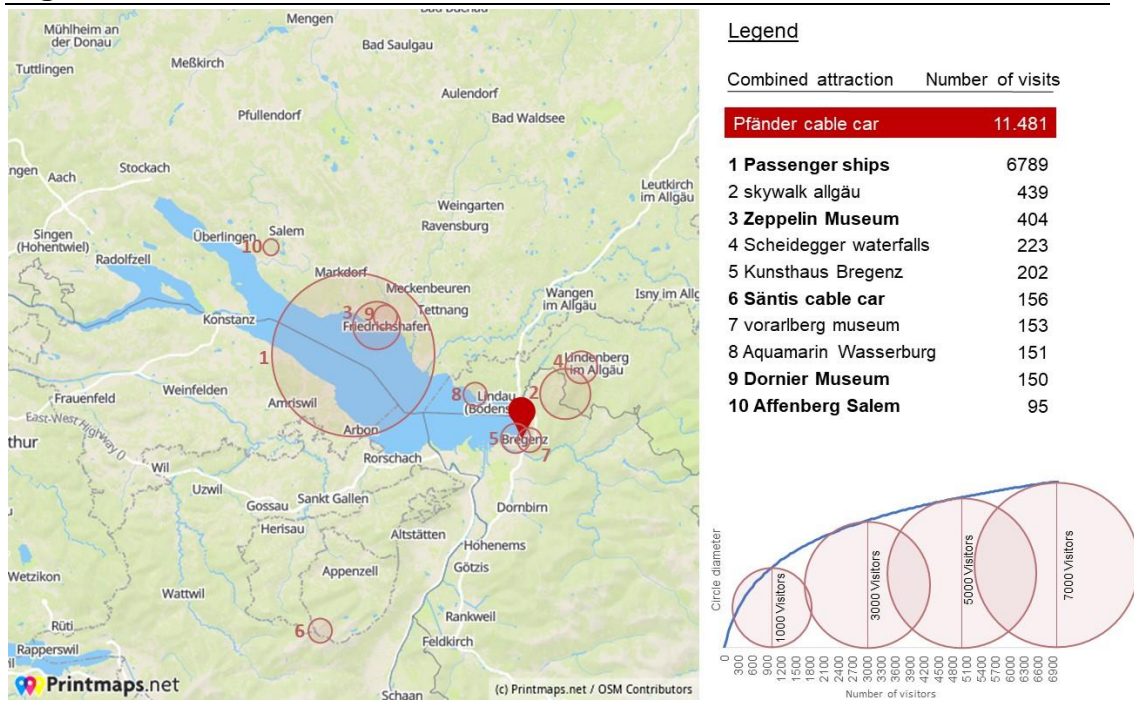
Source: Own representation based on BCP card data 2022

The 3-day card is used an average of 4.53 times. This means an average use of 1.51 acceptances per usage day. The 7-day card is accepted a total of 8.19 times on average, representing an average of 1.17 acceptances per usage day. These data shows that the card is not overly used. The unlimited use of the card is not evident in the average. Only one or two attractions are used per day on average. It can therefore be answered that the BCP does not encourage users to visit as many attractions as possible in one day.

5.4 Visitor Flow based on Most Visited Attractions

The last analysis criterion focuses on visitor flow. Here, the questions are which attractions are combined a lot and whether the top attractions are mainly used and combined. For all top attractions a visitor flow was created and presented in a figure. The visitor flow is shown on a map, represented in circles. The number of visits is shown in a table. As the number of visitors per combined attraction varies strongly, a logarithmic scale was chosen, shown in each figure. For the explanation, similar attractions are combined.

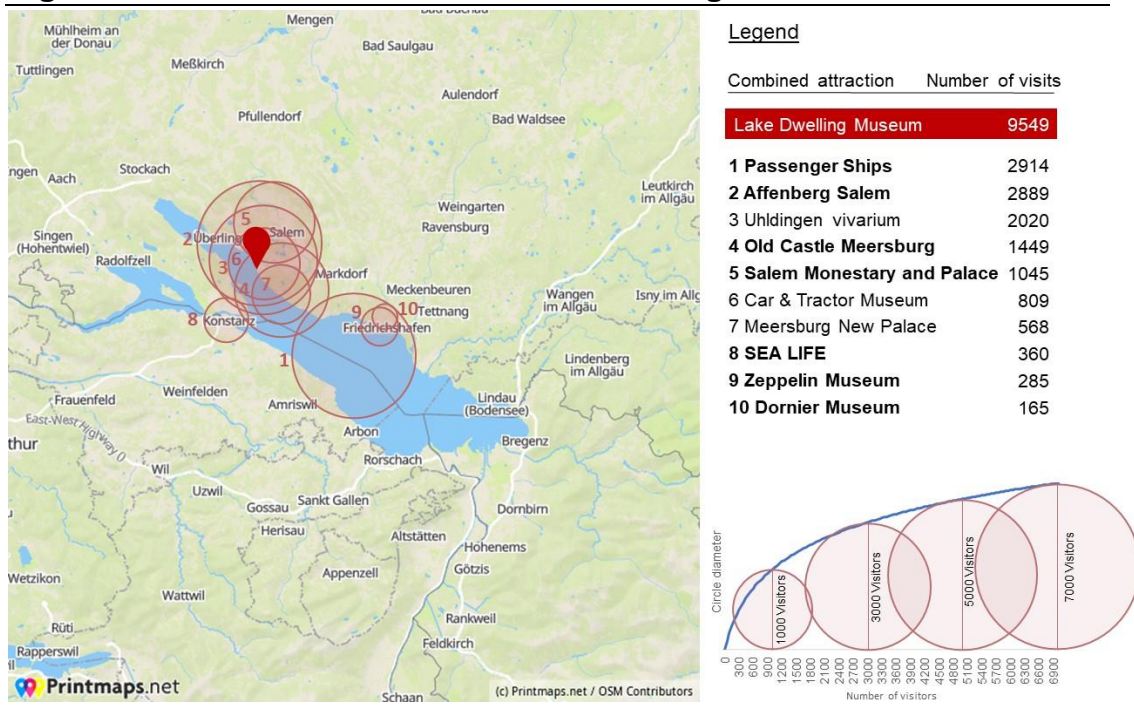
Figure 12: Visitor Flow based on Pfänder cable car



Source: Own representation based on BCP card data 2022

The most visited attraction is the Pfänder cable car. Generally, there is a very wide distribution of other attractions used on the same day. The Passenger ships stand out because out of 11,481 Pfänder visitors 6,789 combined the visit with the Passenger ships. This represents 59% of the visitors. Besides the Passenger ships, not many other attractions are used, not even the attractions located nearby e.g., the Kunsthaus Bregenz (202 combined visits) and the vorarlberg museum (153 combined visits). However, this number is not insignificant because the two museums also have fewer total visits. The Kunsthaus Bregenz, for example, was visited a total of only 309 times in 2022, which is why the 202 combined visits already account for 65% of total visits. Other than that, it becomes clear that many **top attractions** are combined. Here, not even the distance is an obstacle as attractions far away such as the Affenberg and Säntis are combined.

Figure 13: Visitor Flow based on Lake Dwelling Museum

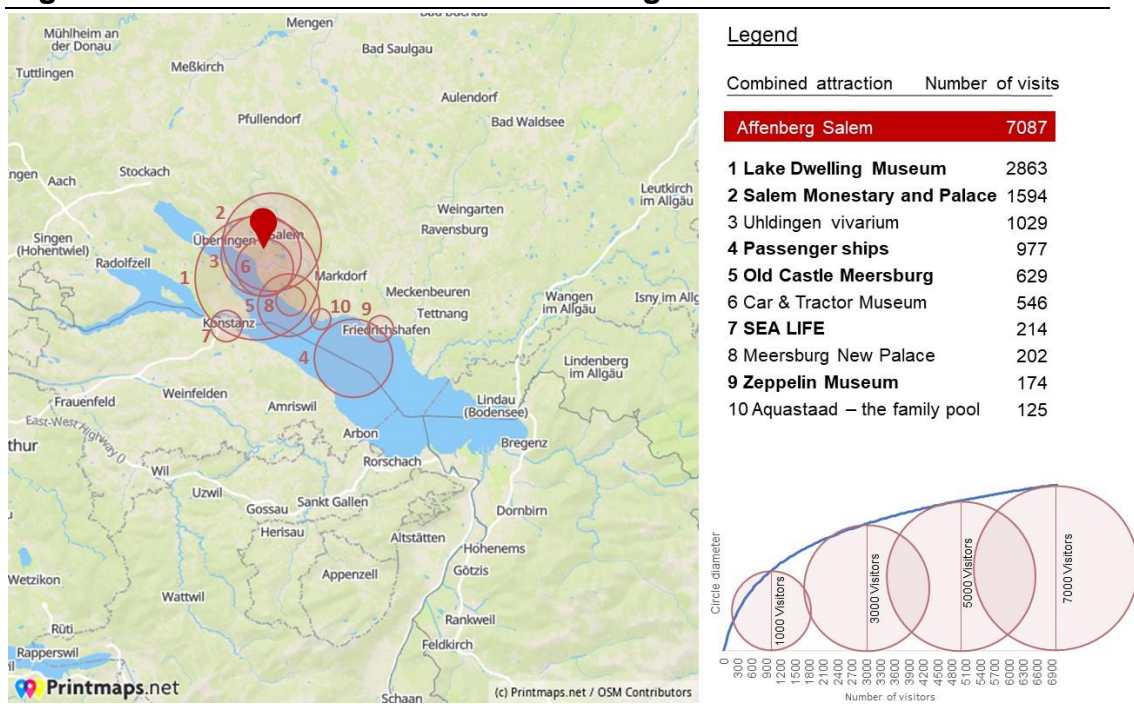


Source: Own representation based on BCP card data 2022

Compared to the Pfänder, it becomes apparent that the distribution of the Lake Dwelling Museum and the Affenberg Salem is more centered. Most visitors stay in the closer region. The majority of combined visits are distributed on

more than one attraction. In total, the Lake Dwelling Museum and Affenberg Salem are combined significantly more often, although they have fewer total visits. On 7,078 visits at the Affenberg Salem, 8,353 combinations were made, which means on average more than one additional attraction is combined per visit. It becomes clear that here as well mainly the **top attractions** are combined.

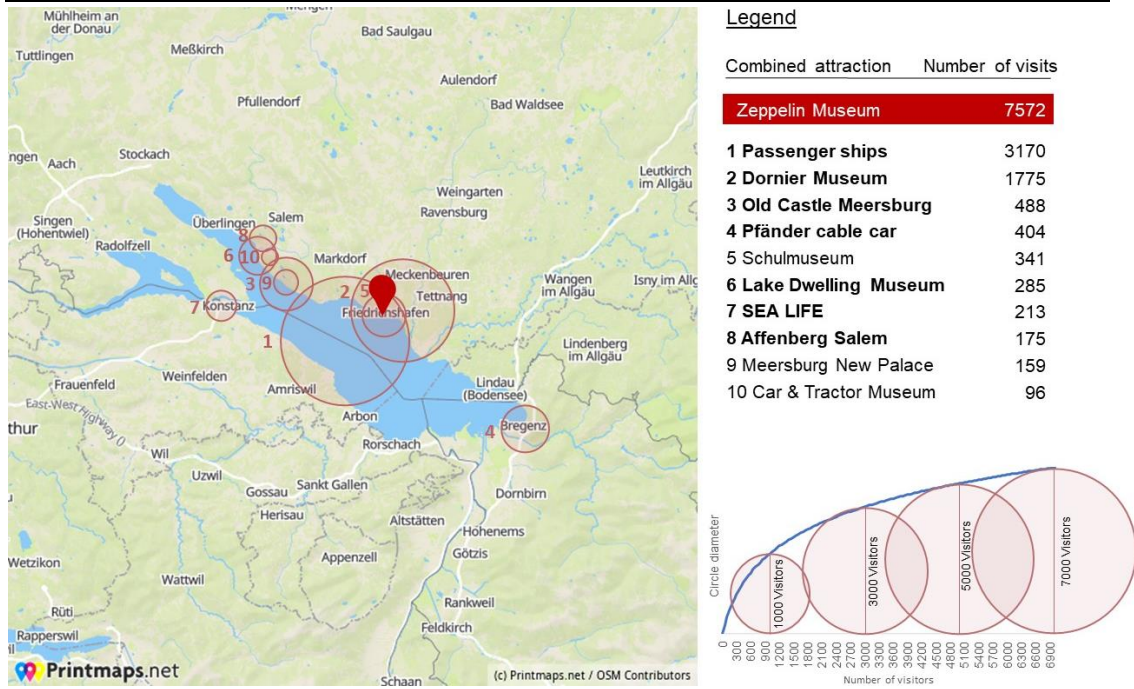
Figure 14: Visitor Flow based on Affenberg Salem



Source: Own representation based on BCP card data 2022

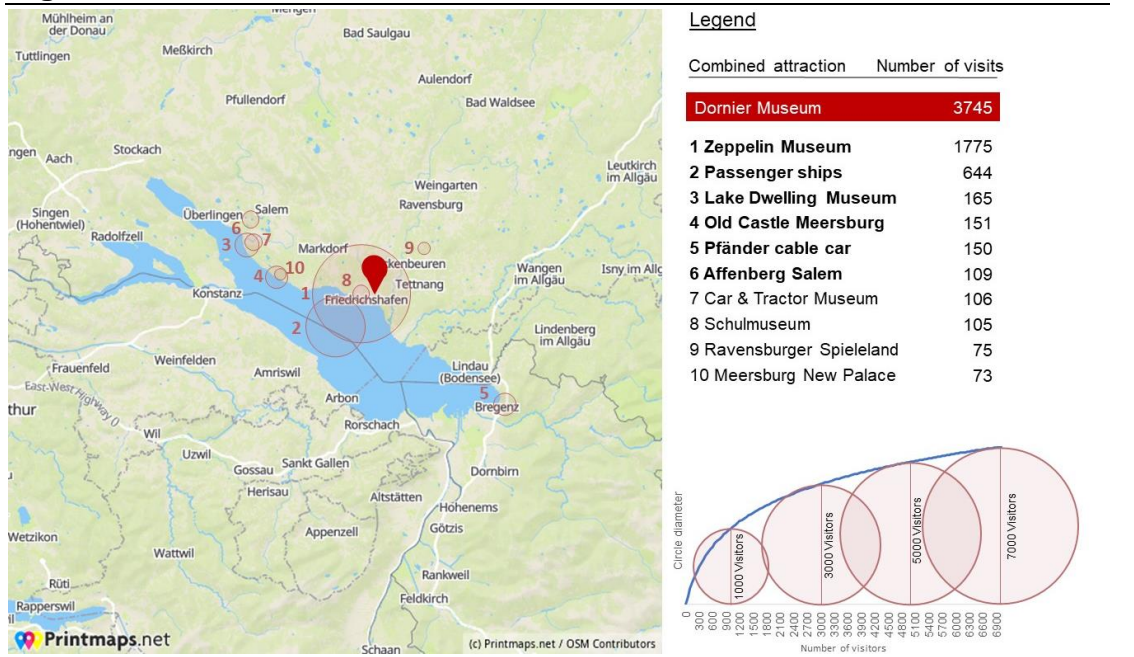
Additionally, the figures show that attractions with a similar target group are favored to combine. The Affenberg and Lake Dwelling Museum appeals for example to families. The combined attractions show that many combinations are popular attractions for families as well, which are the vivarium, the Car & Tractor Museum, SEA LIFE and Zeppelin Museum. These are combined a lot in both attractions.

Figure 15: Visitor Flow based on Zeppelin Museum



Source: Own representation based on BCP card data 2022

Figure 16: Visitor Flow based on Dornier Museum

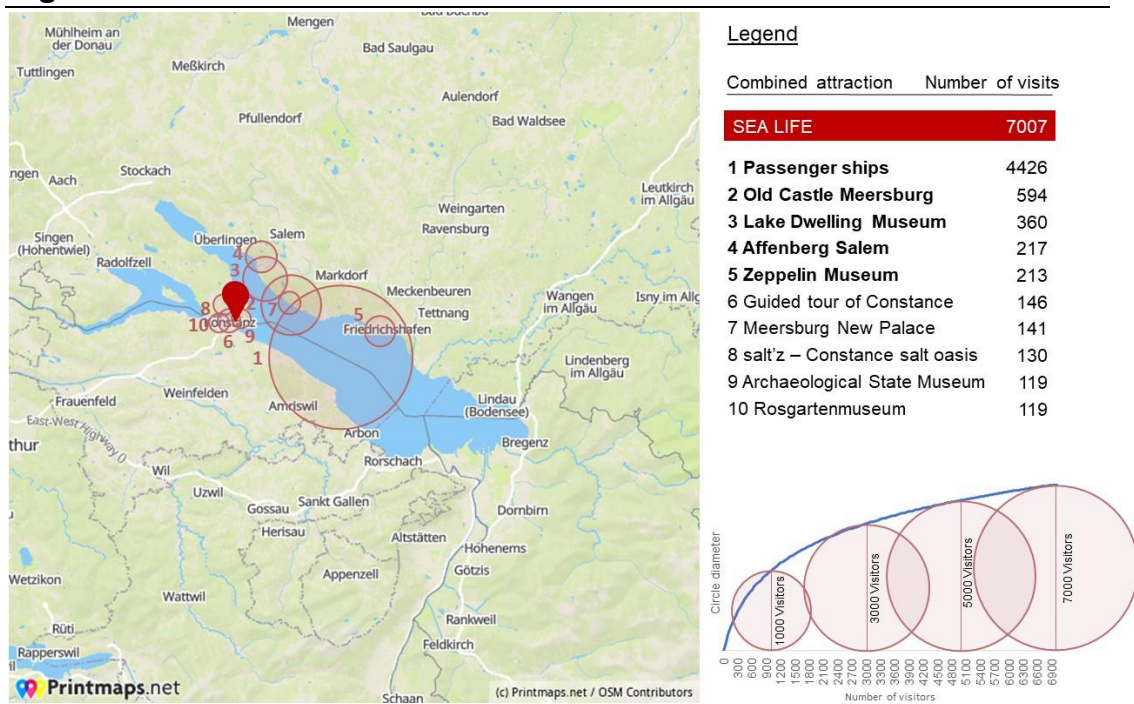


Source: Own representation based on BCP card data 2022

The visitor flow based on the Zeppelin Museum and the Dornier Museum shows a more dispersed distribution again. Not only attractions in the

immediate surrounding are favored combinations but also some further away. It is particularly striking that these two museums are often combined with each other. Since the Dornier Museum has significantly fewer visitors, it benefits a lot from the combination. The remaining attractions are combined a lot less. Nevertheless, more than half of the combinations are the **top attractions**, which are combined here the most but also attractions for families such as the Car & Tractor Museum and the Ravensburger Spieleland.

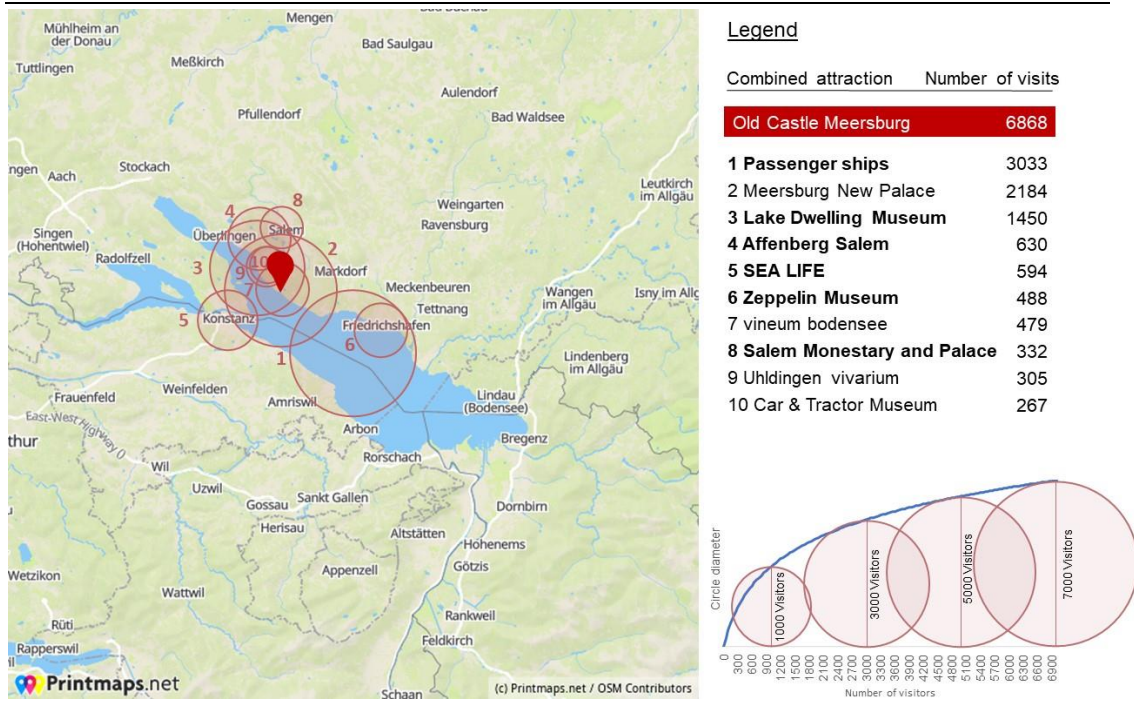
Figure 17: Visitor Flow based on SEA LIFE



Source: Own representation based on BCP card data 2022

The visitor flow of the SEA LIFE has a rather centered distribution. A few attractions appear, which are otherwise not combined. These are all located directly around the SEA LIFE. Very few combine these but again, these combinations are a large part of the total visits. The Rosgartenmuseum, for example, has a total of 289 visits, so the 119 visits combined with SEA LIFE already represent over 40% of the visits. Otherwise, the Passenger ships are strongly combined, used by about 63% of all SEA LIFE visitors. In general, all other attractions are combined very little, also the **top attractions**.

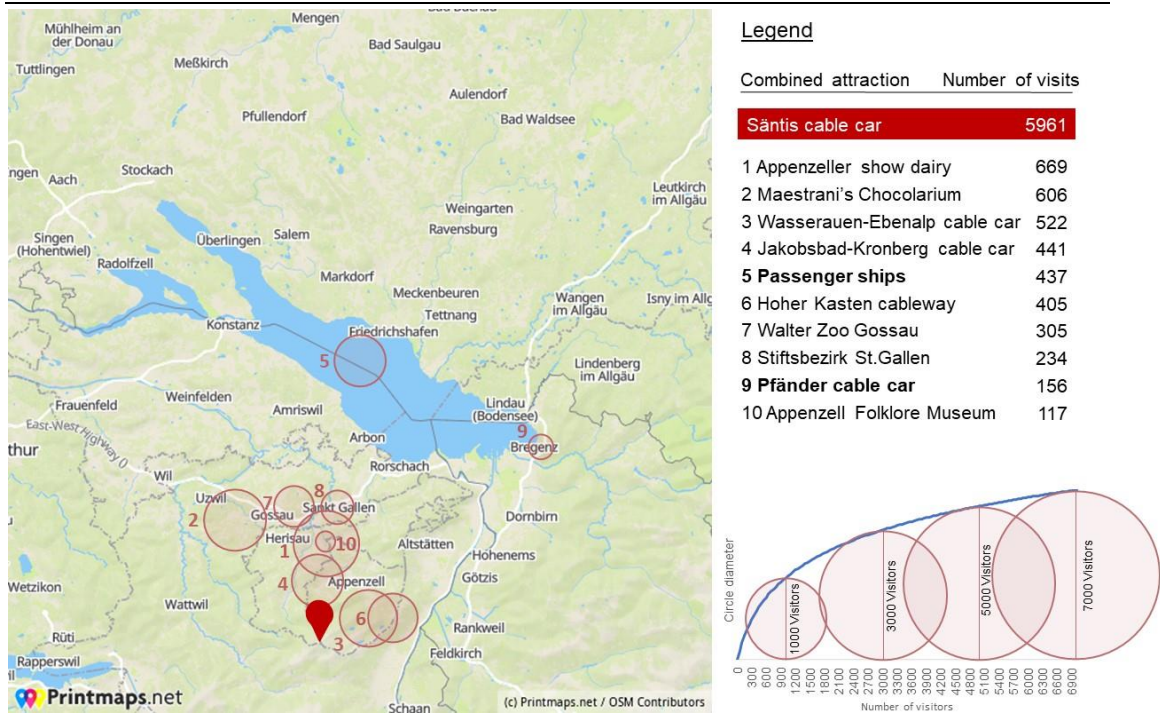
Figure 18: Visitor Flow based on Old Castle Meersburg



Source: Own representation based on BCP card data 2022

The Old Castle Meersburg is not necessarily combined with attractions in the immediate region but all attractions are not very far away, making the distribution relatively centered. 44% combine it with the Passenger ships, 32% with the Meersburg New Palace and 20% with the Lake Dwelling Museum. In general, it can be concluded that the castle is often combined with other attractions, as for the 6,868 visits, 9,762 other attractions were combined. That is almost 1.5 further attractions per visit. More than half of the combined attractions are also **top attractions** here.

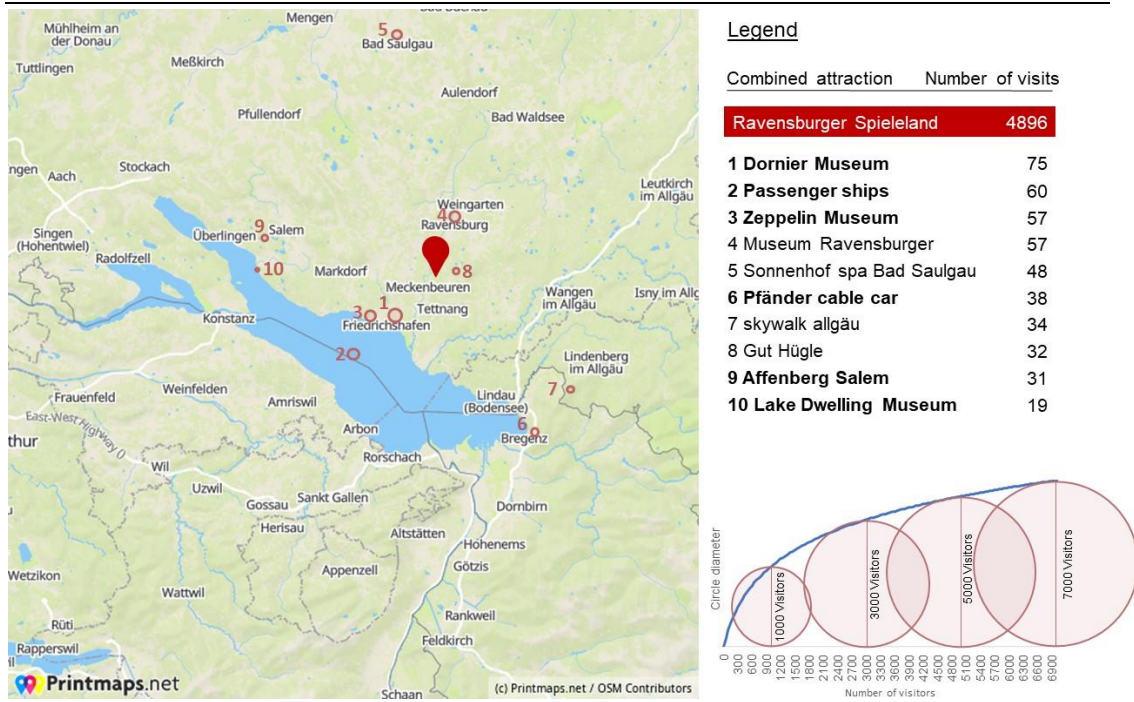
Figure 19: Visitor Flow based on Säntis cable car



Source: Own representation based on BCP card data 2022

The Säntis cable car represents the first attraction where the visitor flow shows that it is little combined. On the almost 6,000 visits, there were only 3,900 combinations. Many visitors using the cable car with the BCP only use this experience. The Appenzeller show diary was combined the most but only by 11%. If combined, then mainly only with other attractions from the surrounding region. The only **top attractions** are the Passenger ships and the Pfänder cable car, both of which are a bit further away and not combined very often. Mainly, other mountain cable cars in the region and museums in nearby towns are visited on the same day.

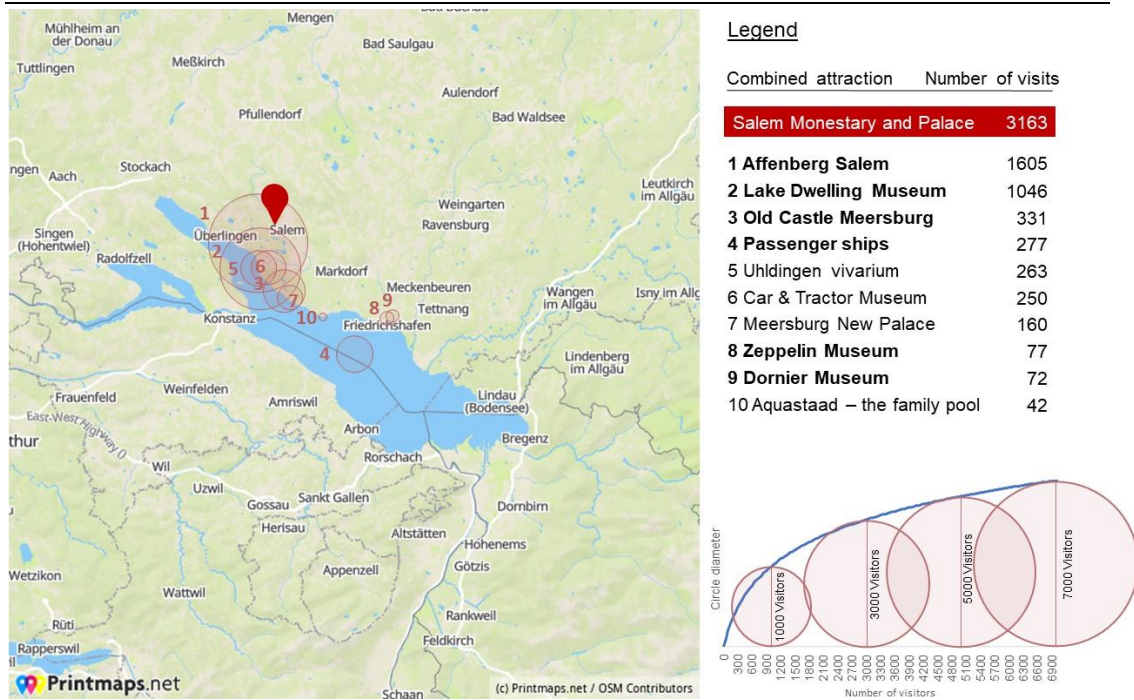
Figure 20: Visitor Flow based on Ravensburger Spieleland



Source: Own representation based on BCP card data 2022

The visitor flow of the Ravensburger Spieleland is similar to the Säntis but even fewer attractions are combined. Only 9% of visitors combine another attraction. This is partly due to the experience time, which is suggested at eight hours. In contrast to the Säntis, the attractions that are combined, are strongly distributed and not only centered around the Ravensburger Spieleland. The Spieleland is particularly interesting for families, which is why combined attractions are also family-friendly attractions, e.g. the Museum Ravensburger or Gut Hüggle. Even among the few combinations, more than half of the combinations are **top attractions**.

Figure 21: Visitor Flow based on Salem Monastery and Palace



Source: Own representation based on BCP card data 2022

The attraction Salem Monastery and Palace is also much combined with other attractions. These are very centered but not in direct distance to the castle, more to the lake, Unteruhldingen and Meersburg. The closest attraction is the Affenberg, which was also combined by half of the castle visitors. The Lake Dwelling Museum was visited by 30%. All other destinations are less visited but still by some. Above all, the combined attractions match those that were also combined the most in the other attractions. Among them are again many **top attractions** but also, for example, the vivarium and Car & Tractor Museum.

To conclude, it becomes clear that a visit to a top attraction mostly means a combination with a different attraction, except for the Säntis cable car and the Ravensburger Spieleland. To answer the questions of which attractions are combined the most, another table was created, which represents the top attractions and how many times these were listed as a combined attraction.

Table 4: Combination of Top Attractions

Top attraction	Number of listings as a combined attraction
Passenger ships	10
Pfänder cable car	4
Lake Dwelling Museum	7
Zeppelin Museum	8
Affenberg Salem	8
SEA LIFE	4
Old Castle Meersburg	6
Säntis cable car	1
Ravensburger Spieleland	1
Dornier Museum	5
Salem Monestary and Palace	3

Own representation based BCP card data 2022

It can be concluded that the top attractions are not only visited the most but also combined a lot. The Passenger ships were combined at every top attraction, making it the most favored to combine. Also favored as a combination are the Zeppelin Museum, the Affenberg and the Lake Dwelling Museum. It is noticeable that there is not a single top attraction that has not been combined with a top attraction. In addition to the combined top attractions, three attractions were favored as a combination, located near a top attraction: Uhdingen vivarium (four times), Car & Tractor Museum (six times), and the Meersburg New Palace (seven times).

Table 5: Result of Card User Analysis of BCP

Identified Problems	Identified positive effects & chances
<ul style="list-style-type: none"> - Intensive usage of the Passenger ships and high usage of top attractions - Low to no usage of minor attractions - Seasonal concentration of usage during summer month - Time-dependent concentration of usage to the middle of the day - Top attractions, especially Passenger ships, are favored as combinations - High regional concentration based on the lake and the top attractions on the German lakeshore 	<ul style="list-style-type: none"> - No above-average usage of the card - No heavy usage of public pools and beach resorts <ul style="list-style-type: none"> ➤ No amplification of already existing problem of overcrowded pools - Minor, not well-known attractions can benefit from combination of different attractions

Source: Own representation

Regarding the location, it becomes visible that attractions in close proximity to the lake, reachable by the Passenger ships, are combined, e.g. Lake Dwelling Museum, Zeppelin Museum and Old Castle Meersburg. Some examples also demonstrated that minor attractions, which are located next to a top attraction, benefit from the combinations. They are visited and register a large part of the total visits thanks to the combination of visits. It is also noticeable that significantly more attractions are used in the western part of the lake, especially around Meersburg and Unteruhldingen. Many popular attractions and most of the larger attractions of the BCP are based here. The region around the Untersee does not appear at all in the visitor flows based on the top attractions. Moreover, the region around Lindau, the Austrian part as well as the Swiss part is little used with the card. Table 5 summarizes and presents the outcome and result of the analysis.

6 Measures for Visitor Regulation with the Bodensee Card PLUS

As the BCP includes experiences that are affected by high tourism activity, it can be useful to implement visitor regulation measures to regulate visitors. For the development of measures, the identified problems and chances in Table 5 are considered as well as some problematic sites identified in chapter 3.1.2. The ones related to the BCP are entrances and exits of attractions. The entry and exit of the Passenger ships are also considered a huge problem, to which the BCP contributes as the Passenger ships are heavily used. The public pools are not considered because it does not represent a problem in BCP usage. Until now, no visitor regulation measures have been implemented. Introduced measures should be aimed at the self-determination of visitors. Thus, mainly the indirect measures are considered. All possible measures that were developed based on the analysis are presented in Table 6.

Table 6: Suggestions for Possible Measures

Suggested indirect measures		Suggested direct measures
Marketing/de-marketing		Access management
<ul style="list-style-type: none"> - Expansion to more experiences for target group aligned with IBT's marketing focus 	<ul style="list-style-type: none"> - Promotion of less frequented/ de-marketing of frequented attractions → Adaption and intensive marketing of tour suggestions → Redefinition of top attractions as BCP highlights 	<ul style="list-style-type: none"> - Limitation of card usage to total acceptances or to a maximum of acceptances per day
Distribution of visitors		Regulations
<ul style="list-style-type: none"> - Spatial distribution → Expansion of experiences to less frequented regions 	<ul style="list-style-type: none"> - Temporal distribution: → Development of evening and early bird offers → Limitation of experience time → Expansion of experiences in winter 	<ul style="list-style-type: none"> - Regulation of Passenger ships → Limitation of Passenger ship usage to fewer days or maximum usage per day
Information communication		
<ul style="list-style-type: none"> - Integration of display system on the website showing frequented visiting times 		
Transformation of the BCP to a core product with add-on experiences		
<pre> graph LR A[Bodensee Card PLUS as a core product] --> B([Passenger ships]) A --> C([Top attractions]) </pre>		

Source: Own representation

Within the scope of indirect measures, there are several meaningful marketing and de-marketing measures. The focus lies on promoting less frequented

attractions, whereas highly frequented attractions should not be further highlighted. One approach is to adapt and enhance the promotion of tour suggestions. Each tour suggestion should include a top attraction that attracts customers and also recommend minor attractions in proximity to the top attraction, targeting a similar audience. For example, a tour suggestion for SEA LIFE could be combined with the Reichenau canoe tour and the Archaeological State Museum. This easily implemented measure can be advertised through diverse analog and digital channels and regularly adapted.

Another approach in marketing is to redefine top attractions. They do not necessarily have to match the general top attractions of Lake Constance. Therefore, it is crucial to ensure the availability of alternatives. The BCP offers numerous exciting and potentially overlooked experiences, including higher-priced ones. From these experiences, the BCP can define and primarily promote its own top attractions, the BCP highlights. These redefined BCP highlights should be tailored to the target group and aligned with the marketing focus of the IBT. Figure 22 provides some examples of redefined BCP highlights based on the experiences of 2022.

Figure 22: Defined BCP-Highlight as a Marketing Measure

Ship Experiences	
1 Harbour tour on the Seelöwe	
Cable car experiences	
2 Bergbahnen Malbun AG cable cars	
3 Wasserauen-Ebenalp cable car	
Nature and leisure experiences	
1 SUP-Sunset-Tour	
2 Sailing on Lake Constance	
3 Töffli-Touren Teufen	
4 Uhdlingen Vivarium	
Castle and palace experiences	
1 Hohentwiel Fortress Ruins	
2 Achberg Castle	
Museum and culture experiences	
1 Hopfengut N°20	
2 vineum bodensee	
3 Appenzeller show diary	

Source: Own representation

The redefined BCP highlights aim to capture the interest of the target group and influence individual inspiration. However, it is important to consider that

popular attractions, limiting experience times to certain periods can also be considered. However, this measure significantly restricts users, may cause confusion, and can be perceived as a direct restriction, so it is generally advisable to avoid it. Creating winter offerings is a suitable approach for seasonal distribution. While the BCP offers a wide range of options, it has relatively few winter activities. Therefore, including experiences like winter hiking and skiing should be considered to enhance the card's attractiveness during the winter season.

The final aspect of indirect measures concerns information communication. One approach is to integrate a display system on the website. Instead of displaying the experience times, it could display popular visitor times based on data from the previous year, along with a note indicating, "Most BCP users visit this attraction." This aims to highlight crowded periods. Below, alternative times with fewer visitors can be suggested. This digitally implementable solution has short-term feasibility and aims to manage visitor distribution. It provides information beforehand and actively guides visitor behavior.

If indirect measures are unlikely to succeed, direct measures can be considered. However, implementing direct measures with the BCP is challenging or not feasible, and is more effective to implement directly at the attractions. Access management is partly possible by setting a limit on BCP usage such as a maximum number of acceptances per day. However, this regulation is not necessary as the average usage is not excessive. The BCP can contribute to regulating Passenger ships, which are often used excessively, partly due to the option of multiple usages. To regulate their usage, it can be limited either to fewer days or to a maximum usage per day. This measure is reasonable, considering that Passenger ships are seen as a general issue related to high visitor numbers. However, it should be noted that Passenger ships are a crucial purchasing criterion for many visitors. Therefore, this measure should only be implemented if indirect measures are not effective.

Finally, a combined possibility of some of the mentioned measures can be presented. This idea involves transforming the BCP into a card that can be extended with passenger ships and/or top attractions. The basic card includes all attractions except Passenger ships and top attractions, which represents the core product of the BCP. Passenger ships and top attractions must be booked and paid for separately with or after the purchase of the core product. Within the core product, BCP highlights are defined (as presented in Figure 22) and highly promoted. The goal is to make the core product so attractive that customers do not feel the need to use Passenger ships or visit top attractions, as appealing alternative options are provided. This also gives the guest a sense of individuality by allowing them to choose how to combine the product. The core product can be sold at a lower price, benefiting smaller attractions with lower entrance fees, as the ratio to the overall price is more favorable. By shifting the marketing focus, these attractions are no longer overshadowed by top attractions and receive increased recognition through intensified marketing efforts. The core product may also appeal more to locals, providing them with an affordable opportunity to explore their region and discover hidden gems beyond the top attractions.

However, it should be noted that the division into a core product and add-on services can lead to confusion in communication. The add-on services may only be suitable for customer groups with high purchasing power, limiting the card's individuality to some extent. Nevertheless, this model offers an attractive solution by shifting the marketing focus to other attractions instead of heavily visited ones. The regulation of the passenger ships happens automatically as an additional purchase decision is required. Furthermore, visitors are better distributed as the promoted offers can be chosen based on location, among other factors. However, this measure is time- and cost-consuming, making it impractical to implement in the near future. Additionally, it should be considered if and how the inducement to buy the card is affected and it should be evaluated if this model has a negative impact on the total number of sales.

These measures impact visitor management in several ways. Firstly, they ensure the distribution of visitors, which can help protect attractions from being overused. Secondly, they enhance visitor satisfaction by providing a sense of individuality, shorter queues, and the opportunity for unique experiences at less crowded attractions. The satisfaction of residents is also considered by better aligning the product with their needs. They are increasingly made aware of the affordable options to explore their region beyond the top attractions.

Critical Reflection

Regarding critical reflection, it is important to address the challenges encountered in the analysis and evaluation process. Firstly, it should be noted that only the sub-area of the BCP was considered. Thus, the data does not provide comprehensive information for the entire region. The quality of information derived from the analysis is limited to qualitative insights on BCP usage. It does not represent the overall number or usage of each attraction. Thus, the analyzed visitor behavior cannot be generalized to all visitors but only refers to BCP users. Furthermore, no reliable sources are indicating whether the BCP contributes to increased visits to the attractions. It should also be noted that only the frequency of Passenger ship usage is traceable, not the route of usage. Therefore, it is not possible to determine whether boat travel is primarily used as a means of transportation. To make reliable statements about Passenger ships, the reasons for usage need to be investigated.

Another challenge in the analysis relates to manually registered acceptances. Service partners who were unable to accept the BCP due to issues can still provide free admission. These acceptances are submitted to the IBT and are manually entered into the system, which may introduce mistakes and distort the actual usage data. Such discrepancies are not traceable in the transaction data. However, since manually registered acceptances occur to a minimal extent, the user behavior still presents a meaningful representation overall.

7 Conclusion

Over the past years, tourism at Lake Constance has experienced significant quantitative growth, establishing itself as an internationally recognized tourism destination. With the anticipation of high tourism numbers and increased demand in 2023, expectations are high, aiming to reach or even surpass pre-pandemic levels. Problems such as unease among residents and the perception of overcrowding have already surfaced. Effects are already evident in some areas around the lake, presenting a greater responsibility for destinations to discuss visitor regulation measures. As the BCP provides relevant information about visitor behavior, a card user analysis was conducted to develop some approaches for visitor regulation measures. To work on the problem definition, four analysis criteria regarding BCP usage and visitor behavior were developed.

The analysis reveals a tendency to combine top attractions with other attractions, with Passenger ships being the most popular choice to combine. Also, proximity to the lake and the combination of other top attractions are favored among card users. There is a concentration of BCP usage in the western part of the lake, while the Untersee region and the Swiss and Austrian parts have limited card usage.

To address the identified challenges, various measures have been developed based on the results of the analysis. The proposed measures focus on indirect measures, influencing the behavior of visitors. These measures can be targeted marketing, the redefinition of the top attractions as BCP highlights, and the expansion of offers. The additional offers are selected with a focus on the regions and times less frequented. Furthermore, information on visitor management can be provided to indicate potential overcrowding. Direct measures implemented with the BCP were found not to be as suitable, as it is more effective to implement those directly at the attraction. However, if necessary, direct measures such as regulating Passenger ships can also be considered.

The proposed measures demonstrate various approaches to guide and regulate visitor behavior, which can help distribute visitor flows more effectively, alleviate overcrowding at popular attractions, and make alternative offers more attractive. It should be noted that each measure has its advantages and disadvantages, and careful planning and evaluation are required to ensure effectiveness and feasibility. In general, the measures offer promising potential for regulating visitors in relation to the BCP. The measures are meaningful and tailored to BCP visitors and can enhance the satisfaction of BCP users and service providers. However, the implementation requires a lot of time and resources. Considering that planning for the next season has already begun, timely implementation is not possible. Nevertheless, the measures provide a guideline for the future that can be incorporated into the BCP development.

The potential for general visitor regulation in the VLR still needs to be analyzed and evaluated. The present work provides a solid foundation for further research and concrete implementation related to visitor regulation in the entire region. One useful approach would be to compare the number of BCP visitors per attraction to the total visits at the attraction. This would allow for a better evaluation of the relevance and effectiveness of the developed measures. If the BCP represents a significant proportion of total visits, the measures will have a high impact. They will have little effect if the BCP represents a small proportion. Therefore, collaboration among stakeholders is necessary to draw conclusions about the entire region and make more general statements.

Finally, the research question of which visitor regulation measures can be implemented with the BCP to influence visitor, more concretely card user, behavior can be answered: The analysis highlights that targeted marketing, redefining top attractions, expanding offerings, and providing information can effectively influence visitor behavior and regulate tourism at Lake Constance, particularly among card users. Further research is crucial for implementing measures and addressing challenges in the entire region.

Appendix

Appendix A Internal Document of the IBT

Einführung und Informationen zur Internationalen Bodensee Tourismus GmbH

Die Internationale Bodensee Tourismus GmbH – kurz IBT GmbH – vermarktet die Bodenseeregion grenzüberschreitend, überregional und international. Unter ihrem Dach bündeln sich Interessen und Kompetenzen, Mittel und Akteure von neun Gesellschaftern aus Deutschland, Österreich, der Schweiz und dem Fürstentum Liechtenstein.

Kontrolliert wird die IBT GmbH durch einen 10-köpfigen Aufsichtsrat. Geschäftsführer ist Herr Jürgen Ammann.

Die IBT GmbH wurde Ende des Jahres 1997 in Konstanz gegründet. Vor der Gründung wurde die Region Bodensee-Oberschwaben zum einen vom Tourismusverband Bodensee-Oberschwaben e. V. (TBO) und zum anderen vom Internationalen Bodensee Verkehrsverein e. V. (IBV) in einer gemeinsamen Geschäftsstelle vermarktet. Im Jahr 1997 entschlossen sich der TBO und der IBV das operative Tourismusgeschäft gemeinsam anzugehen. Zu diesem Zweck gründeten sie die IBT GmbH als gemeinsame Marketinggesellschaft, die Anfang des Jahres 1999 ihre operative Tätigkeit in vollem Umfang aufnahm. Der TBO war ursprünglich für die Tourismusstruktur des Landes Baden-Württemberg zuständig, der IBV (heute VTWB e. V.) vertrat die Interessen von Kommunen und Leistungsträgern aus dem Bundesland Bayern, Baden-Württemberg, Österreich, der Schweiz und dem Fürstentum Liechtenstein schon von Anfang an international.

Appendix B Interview with Jürgen Ammann

Interviewpartner: Jürgen Ammann, Geschäftsführer der IBT

Datum, Uhrzeit: 07.06.2023 um 09:45 Uhr geführt durch Maike Kähler

I: Als zentrales Produkt der IBT ist die Bodensee Card ^{PLUS} die Erlebniskarte der Vierländerregion. Was macht die Karte so besonders?

B: Die Karte ist ein Produkt über alle vier Länder hinweg oder kann über alle vier Länder hinweg genutzt werden mit Ausflugszielen und Erlebnissen in allen vier Ländern Deutschland, Österreich, Schweiz und dem Fürstentum Liechtenstein. Sie verbindet diese Länder aus der touristischen Perspektive und kann eigentlich von jedem gekauft werden. Man muss nicht Tourist oder Gast in der Region sein, sondern auch die Einheimischen können diese Karte nutzen. Das Besondere daran ist, wenn man sie gekauft hat, kann man mit der Karte in die Einrichtungen eintreten, ohne noch einmal Eintritt bezahlen zu müssen. Viele Drehkreuze gibt es bereits, wo man mit dem Barcode oder QR-Code der Karte ganz leicht durchgehen kann. Also es hat sehr viele praktische Vorteile. Die Karte ist über ein Jahr gültig, oder in einem Tourismusjahr gültig, vom 01.01. Bis zum 31.12. Und kann an drei oder sieben Tagen das ganze Jahr über flexibel eingesetzt und genutzt werden. Ein besonderes Highlight der Karte ist, dass sie auch die Schifffahrt, die Vereinigten Schifffahrtsunternehmen, beinhaltet. Also man kann zwei oder vier Tage lang auch die Schifffahrt nutzen. Dort gibt es in dem Sinne keine Tageskarten.

I: Was sind denn die Zielgruppen der Bodensee Card ^{PLUS}?

B: Ich habe schon ein bisschen was erwähnt. Ursprünglich war die Karte komplett auf Feriengäste hier in der Region ausgerichtet. Durch Veränderungen sind es auch Einheimische, die in der Region leben, und die Einrichtungen in dem Zeitraum als Ausflugs- und Erlebnisziel nutzen können. Wir fokussieren hier schon auf Paare und Familien. Minis, kleine Kinder, sind auch frei in der Karte miteingeschlossen, aber es gibt Angebote für Erwachsene als auch für Kinder.

I: Wie wird die Karte hauptsächlich vermarktet?

B: Wir haben einen stationären Vertrieb im Sinne von Tourist-Informationen und Hotels, die nahe am Kunden sind und die Karte verkaufen. Wir selbst verkaufen die Karte über einen Webshop, der zunehmend die Leute anspricht und Nachfrage im Internet generiert. Wir haben aber darüber hinaus auch Marketingmittel wie einen Erlebnisplaner, der sehr umfangreich auch zu den Erlebniszielen und der Region informiert und auch sehr gerne als Informationsbroschüre mitgenommen wird, unabhängig von der Karte. Ansonsten sind wir mit Partnern hier aus der Region auf verschiedenen Endverbraucher messen über das Jahr aktiv, um eben auch direkten Gästekontakt erreichen zu können.

I: Die BCP wurde ja erstmals als BodenseeErlebniskarte im Jahr 2000 von der IBT eingeführt und hat sich in dieser Zeit gewandelt. Gab es in der Vergangenheit auch andere Modelle als das Modell der jetzigen BCP?

B. Klar, das Modell hat sich weiterentwickelt und modernisiert sage ich mal, auch was die Technik anbelangt. Die BCP jetzt oder die Vorgänger-Karte - das sind jetzt 23 Jahre Erlebniskarte am Bodensee - sie war eine der ersten Karten, die es so gegeben hat. Sie hat sich gewandelt, dahingehend, dass wir eben wie vorhin erwähnt auch die einheimischen Gäste mit in den Fokus genommen haben und somit eine höhere Flexibilität in der Kartennutzung gebraucht haben. Weil ursprünglich war die Karte für drei, sieben und 14 Tage zusammenhängend für die Feriengäste gedacht, die kurz da waren oder eben eine Woche oder zwei Wochen. Und da sich auch das Aufenthaltsverhalten geändert hat, und nicht mehr so lange Urlaub am Stück gemacht wird, sondern eher in kleineren Portionen und somit sich auch das Bedürfnis verändert hat, war es notwendig, auch dem Rechnung zu tragen. Gegenüber der Karte früher ist die Karte auch nicht nur in den Sommermonaten verfügbar. Früher war sie immer in der Zeit, als die Bodenseeschiffahrt gefahren ist, verfügbar. Sie ist jetzt tatsächlich vom 1.1. bis 31.12. verfügbar, weil es eben auch in der Vor- und Nachsaison, oder den Saisonschultern Frühjahr, Herbst und Winter, genauso Einrichtungen gibt, die geöffnet haben und die besucht werden können. Es gibt auch zunehmend Gäste, weil der Fokus in der Region auch auf die Ausweitung der Saison gelegt wird. In den Kartenmodellen gab es früher Kartentypen mit Schifffahrt, Kartentypen ohne Schifffahrt und es gab auch noch eine Art Sparfuchs-Karte, die

noch andere Ziele mit beinhaltet hat. Aber das war einfach nicht mehr zeitgemäß und von der Seite ist der Wandel, den wir jetzt vollzogen haben, eigentlich der richtige Schritt gewesen.

I: Also nun gab es schon andere Modelle. Sind denn solche Modelle in Zukunft grundsätzlich wieder denkbar?

B: Also direkt so denke ich nicht, aber ich kann mir sehr wohl vorstellen, dass es thematisch eine Weiterentwicklung geben kann, das heißt, dass es auch Spezialkarten, Bodensee Cards, gibt, für bestimmte Themen zu bestimmten Zeiten, weil das System, die Technik, eigentlich noch weitere Schritte möglich machen. Somit scheint auch eine etwas breitere Aufstellung in diesem Segment möglich. Also es wird weitergedacht, es wird weiterentwickelt, aber ein Zurück ganz auf die Ursprungskarte kann ich mir nicht mehr vorstellen.

I: Da die BCP in der gesamten Vierländerregion gültig ist, würde ich gerne noch kurz auf die Region zurückkommen. Was ist denn das Besondere an der Vierländerregion?

B: Ja, das ist schon im Wort drin. Einmal grenzen hier vier verschiedene Länder aneinander: Deutschland, Österreich, Schweiz und das Fürstentum Liechtenstein. Auch wenn Liechtenstein ein bisschen abgewandt ist vom See, aber durch den Rhein, der dort von hinten vorkommt, eigentlich doch sehr verbunden mit dem Bodensee. Und es ist nicht Bayern, das vierte Land, wie manch einer denkt. Genau, es sind vier deutschsprachige Länder, die hier um den See zusammenkommen und einen gesamten Raum Bodensee bilden, mit Wasser, mit Bergen, mit viel Kulturlandschaft, mit viel Geschichte, die schon immer übergreifend über den See aufeinander eingestellt war oder miteinander verbunden war. Und die Willen sind eben auch miteinander in der Region zu arbeiten. Es gibt einige Organisationen, neben unserer Organisation, die die Vierländerregion, oder in der Vierländerregion, zusammenarbeiten und das ist schon einzigartig. Auch als Erlebnis einzigartig, weil man sich hier tatsächlich auch im Schengen Raum befindet, auch wenn die Schweiz nicht EU-Member ist, haben sie das Schengen Abkommen ratifiziert. Und insofern kann man sich hier als Gast auch komplett frei über Grenzen bewegen und ich finde das schon etwas Besonderes.

I: Welche Aspekte stellt die IBT bei der Vermarktung der gesamten Vierländerregion in den Vordergrund?

B: Eine schwierige Frage. Genau, also wir sehen die vier verschiedenen Länder als Besonderheit, als USP, der uns tatsächlich einzigartig macht im Sinne einer Zusammenarbeit, die wir auch institutionalisiert haben. Wir sind ja eine GmbH, die das organisiert. Und wir sehen durch die verschiedenen Elemente Wasser, Berge eine besondere Situation, und dadurch, dass wir auch einen Kulturraum darstellen, haben wir eben viele gemeinsame Geschichte, die wir erleben können, von den Pfahlbauten bis in jüngerer Zeit sozusagen. Wir sind ganzjährig geöffnet, könnten wir jetzt sagen, also die Region bietet eben das ganze Jahr über etwas. Wir haben im Winter natürlich Skifahrsmöglichkeiten in der näheren Umgebung, im Sommer natürlich auch die Bademöglichkeit auf dem Wasser, das Element Wasser, und im Frühjahr und Herbst die Kulturlandschaft im Obstgartenbau mit Genussmöglichkeiten, das stellen wir auch in den Fokus. Man kann hier genießen, was aus der Region kommt, was in der Region produziert wird: Bier, Wein, Obst, Gemüse. Und man kann unheimlich aktiv sein. Wir haben Berge, das Wasser, das Flachland drumherum, Radfahren, Wandern - eine prädestinierte Region. Das sind so die wichtigsten Aspekte. Und offen, weltoffen, würde ich jetzt sagen, für Gäste aus allen Ländern.

I: Nun würde ich noch gern kurz auf die aktuelle Saison eingehen. Wie ist die aktuelle Saison bis jetzt angelaufen?

B: Was wir bisher sehen können, ist natürlich Januar, Februar und März. Dort gibt es konkrete Zahlen, die über den Jahren davor liegen. Das liegt aber natürlich auch daran, dass es in diesem Jahr Gott sei Dank keine Einschränkungen Corona-seitig mehr gegeben hat. Corona ist noch nicht vorbei, aber die Einschränkungen Gott sei Dank. Und als Indikator jetzt für uns, und weil wir es vorhin von der Bodensee Karte hatten, der Vorverkauf dieser Karte für dieses Jahr war sehr stark. Die Rückmeldungen aktuell sind so, dass mit den einsetzenden Ferien, mit dem guten Wetter, die Nachfrage in der Region sehr stark ist und sich der Trend aus dem vergangenen Jahr, wo man sich wieder näher an die Vor-Corona-Zeiten angenähert hat, oder nah herankam, dass sich das fortsetzen wird.

I: Wie wird der weitere Verlauf der Saison erwartet? Wird ein hohes Tourismusaufkommen erwartet?

B: Die Erwartungshaltung für die Saison ist, dass auch die Nachfrage nach Inlandszielen wie dem Bodensee für Deutsche, Österreicher und für die Schweizer weiterhin stark und hoch sein wird. Wir werden auch insgesamt eine hohe Reisetätigkeit haben, Wiedererwarten. Es war ein bisschen schwierig aufgrund von dem Ukraine-Krieg, von der wirtschaftlichen Situation, der Inflation, aber die Nachfrage Urlaub und das Thema Urlaub ist weiterhin auf zweithöchster Stelle in den Trends. Also man möchte wieder reisen, man möchte was erleben und wird auch aus Nachhaltigkeitsgründen eher in der Nähe bleiben, das heißt auch so ein Ziel wie die Bodensee Region weiterhin im Fokus haben. Also wir sind sehr zuversichtlich und zufrieden mit dem jetzigen Verlauf und zuversichtlich natürlich auch, was das ganze Jahr angeht.

I: Würdest du sagen, dass die Region auf einem guten Weg ist, sich von der Corona Pandemie zu erholen? Wird 2023 möglicherweise wieder ein Tourismusjahr wie es dann vor Corona war?

B: Also, den Weg haben wir auf jeden Fall eingeschlagen und es wird schon so sein, dass die Erholung deutlich stattgefunden hat, also die Nachfrage deutlich wieder da ist. Es findet auch jetzt schon eine starke Verteilung statt. Also wir sehen Vor- und Nachsaison auch im Ende letzten Jahres. Die letzten Monate haben bereits wieder starken Zulauf gehabt. Die Nachfrage ganzjährig nimmt weiter zu, und insofern sind wir hier auf einem guten Weg, was die Entwicklung nach Corona angeht. Einschränkungen sind nicht da. Man kann eigentlich nur sagen, das läuft. Das Tourismusjahr 2023, was jetzt wirklich von Anfang an gut läuft und ohne Einschränkungen starten konnte, wird sicher an die Vor-Corona-Jahre anknüpfen. Wir erwarten ein bisschen mehr eine Verteilung, auf Frühjahr und Herbst, weil im Hochsommer natürlich auch andere Reiseziele wieder verfügbar sind und auch genutzt werden. Aber das Tourismusjahr wird sich in dem Niveau von vor Corona wieder einpendeln, definitiv. Im Gegenteil, manch einer erwartet sogar noch mehr.

Appendix C Number of Acceptances per Attraction

Leistung	Anzahl der Akzeptanzen
Bodensee-Linienschiffahrt	37,158
Pfänderbahn Bregenz	11,481
Pfahlbaumuseum Unteruhldingen	9,549
Zeppelin Museum	7,572
Affenberg Salem	7,087
SEA LIFE Konstanz	7,007
Burg Meersburg	6,868
Säntis-Schwebebahn	5,961
Ravensburger Spieleland	4,896
Dornier Museum	3,745
Kloster und Schloss Salem	3,163
Reptilienhaus Uhldingen	2,850
Neues Schloss Meersburg	2,820
skywalk allgäu Naturerlebnispark	2,558
Auto & Traktor Museum	2,317
Luftseilbahn Wasserauen-Ebenalp	1,673
Seilbahn Hoher Kasten	1,575
Scheidegger Wasserfälle	1,501
Maestrani's Chocolarium	1,426
Appenzeller Schaukäserei	1,296
Pizolbahnen Bad Ragaz-Wangs	1,172
Erlebnisbad Aquaria Oberstaufen	1,162
Walter Zoo Gossau	979
Hochgratbahn Oberstaufen-Steibis	943
Luftseilbahn Jakobsbad-Kronberg	938
Stiftsbezirk St.Gallen	864
Museum Ravensburger	856
vineum bodensee	833
Strand- und Hallenbad Aquastaad	800
Hündlebahn Oberstaufen	791
Imbergbahn Oberstaufen	615
Schulmuseum Friedrichshafen	552
Smilestones	548
Stadtführung Konstanz	544
Hohenzollernschloss Sigmaringen	541
Sonnenhof-Therme Bad Saulgau	503

Aquamarin Wasserburg	472
Fürstenhäusle Meersburg	408
Turmbesteigung Schloss Montfort	380
Campus Galli	376
See Bad Romanshorn	332
salt'z - SalzOase Konstanz	332
Citytrain Vaduz	329
Archäologisches Landesmuseum Baden-Württemberg	318
Kunsthaus Bregenz	309
Mittag-Schwebebahn Immenstadt	304
Appenzeller Volkskunde-Museum Stein	295
Rosgartenmuseum	289
Bergbahnen Malbun	269
Erwin Hymer Museum	263
Hopfengut N°20	253
vorarlberg museum	251
Minigolf Romanshorn	250
Bergbahnen Diedamskopf	246
Rolls-Royce Automobilmuseum	243
Schlossgut Arenenberg	237
AlpenFreibad Scheidegg	235
Gut Hügler	223
Segeln auf dem Bodensee	216
Museum Lindwurm Stein am Rhein	214
Museum Humpis-Quartier	210
Bibelgalerie Meersburg	195
Neues Schloss Tettang	191
Verleih Waterbike	180
Besteigung Blaserturm	168
Stadtführung Meersburg	149
Krippenwelt Museum	146
Krippenmuseum Dornbirn	143
Liechtensteinisches Landesmuseum	138
Naturstrandbad Kressbronn	133
SUP-, Kanu-, Kajak-, Fahrradvermietung Konstanz	132
Wikingerfahrt auf der Lädine	124
SUP-Verleih	114
Festungsrue Hohentwiel	106
Museum Reichenau	104
Audio Guide Tour St.Gallen	101

Aachbad Singen	97
Freilichtmuseum Neuhausen ob Eck	95
Kunstmuseum Liechtenstein	87
Naturmuseum St.Gallen	84
Sonnenuntergangsfahrt mit dem Seelöwen	71
Töffli-Touren Teufen	71
Deutsches Hutmuseum Lindenberg	70
Kunstmuseum St.Gallen	68
E-Mountainbike Tour	66
Kirchturmaussicht Heiden	64
Strandbad Langenargen	61
SUP-Einsteigerkurs	50
Museum Kloster Schussenried	48
Führung durch die Zeppelinstadt Friedrichshafen	47
FFA Museum Altenrhein	46
Museum Appenzell	46
Erlebnisausstellung Moor Extrem	45
Rotes Haus - Galerie Bodenseekreis	45
Historisches und Völkerkunde Museum St. Gallen	39
Locorama Eisenbahn-Erlebniswelt	39
Oberschwäbisches Museumsdorf Kürnbach	37
Museum "Historische Schiffsmodelle"	33
Kunstmuseum Appenzell und Kunsthalle	31
Kunstmuseum Ravensburg	31
Stadtführung "Ravensburger Stadtgeschichte"	31
SUP-Sunset-Tour	26
Kunstmuseum Thurgau und Ittinger Museum	25
Stadtführung Überlingen	24
Hesse Museum Gaienhofen	23
Forum Würth	21
Hafenrundfahrt mit dem Seelöwen	21
Stadtmuseum Dornbirn	20
Deutsches Dampflo- und Modelleisenbahnmuseum	20
Bodensee-Kanu-Tours am Naturfreundehaus	16
Kanutour Bodensee	16
Jüdisches Museum Hohenems	15
Henry-Dunant-Museum	14
Schloss Meßkirch	10
Ravensburger Stadt-Schau-Spiel „Die Türmerin“	10
Kanutour Reichenau	9

Stadtführung Stein am Rhein	8
Schwimmbad & Strandbad Arbon	8
Schloss Achberg	6
Museum Langenargen	4
Stadtführung Schaffhausen	3
Altstadtrundgang Arbon	2
Museum Stoffels Säge-Mühle	2
Stadtführung "Ravensburger Frauen"	2
Stadtführung Radolfzell	2
Winter-Stadtführung Überlingen	2
MühlenwegMuseum Allensbach	2
Überlinger Gartenführung	1
Gesund & Fit auf dem Wirthshof	1
Städtisches Museum Engen	1
Gesamtergebnis	146,235

Source: Own representation based on BCP card user data 2022

Appendix D Internal Document about the BCP

Bodensee Card ^{PLUS}

Allgemeine Informationen und Anleitung - Zusammenfassung

1 Allgemeine Informationen

Die Bodensee Card ^{PLUS} (früher BodenseeErlebniskarte) wurde als sogenannte All-Inclusive-Card erstmals im Jahr 2000 als länderübergreifendes Kartensystem von der Internationalen Bodensee Tourismus GmbH (IBT GmbH) eingeführt. Ziel war es, die Ausflugsziele der internationalen Bodenseeregion zu bündeln, eine gemeinsame Identität zu schaffen und durch ein konzentriertes Marketing die Chance im Wettbewerb positiv zu beeinflussen. Im Verlauf der letzten 20 Jahre wandelte sich die BodenseeErlebniskarte zur Bodensee Card ^{PLUS} (BCP). Heute bietet die Bodensee Card ^{PLUS} freien Eintritt zu über 160 Attraktionen an 3 oder 7 einzeln wählbaren Tagen, die flexibel über ein gesamtes Kalenderjahr eingesetzt werden können. Damit sollen auch vermehrt Einheimische angesprochen werden. In den letzten Jahren wurden im Schnitt rund 25.000 Karten pro Jahr an Urlauber und Einheimische verkauft.

Kartentypen

Die BCP ist für 3 oder 7 Tage erhältlich. Bei den Verkaufskarten wird zwischen den folgenden Karten unterschieden:

3 Tages Karte Erwachsene	7 Tages Karte Erwachsene
3 Tages Karte Kinder und Jugendliche (6-16 Jahre)	7 Tages Karte Kinder und Jugendliche (6-16 Jahre)
3 Tages Karte Minis (0-5 Jahre)	3 Tages Karte Minis (0-5 Jahre)

Partnerkarten: Partnerkarten sind für Verkaufsstellen der Bodensee Card PLUS gedacht und sind reduziert. Sie sind auch als 3 oder 7 Tages Karten erhältlich.

Exklusivkarte: Exklusivkarten gewähren unbegrenzten freien Eintritt bei allen teilnehmenden Partnern. Die Karte ist nicht nur für die 3 oder 7 Tage nutzbar, sondern unbegrenzt häufig im gesamten Jahr. Exklusivkarten erhalten hauptsächlich nur alle Mitarbeiter der IBT.

Marketingkarten: Marketingkarten werden für den Zweck einer Pressereise, eines FAM-Trips oder für Influencer-Reisen ausgestellt.

Kartengültigkeit

Die BCP gilt vom 1.1. bis 31.12. eines Kalenderjahres. Die Kartentage sind, je nach Kartenmodell, an 3 oder 7 frei wählbare Tage im Kalenderjahr nutzbar. Sie müssen nicht an aufeinanderfolgenden Tagen genommen werden. Sind alle Nutzungstage der Karte verbraucht, ändert sich auch der Gültigkeitszeitraum der jeweiligen Karte im AVS System und die Karte kann nicht mehr genutzt werden. Die Leistungen sind in dem Fall verbraucht.

Kartenpreise

Kartenpreise 2022

	BCP 3 Tage	BCP 7 Tage
Erwachsene (ab 16 Jahre)	72,- € / CHF 76.-	114.-€ / CHF 121.-
Kinder (6-15 Jahre)	43.- € / CHF 46.-	69.- € / CHF 73.-
Minis (0-5 Jahre)	Erhalten beim Kauf einer Erwachsenenkarte auf Verlangen eine kostenlose „Mini“-Karte	

Kartenpreise 2023

	BCP 3 Tage	BCP 7 Tage
Erwachsene (ab 16 Jahre)	76,- € / CHF 81.-	121.-€ / CHF 128.-
Kinder (6-15 Jahre)	46.- € / CHF 49.-	73.- € / CHF 77.-
Minis (0-5 Jahre)	Erhalten beim Kauf einer Erwachsenenkarte auf Verlangen eine kostenlose „Mini“-Karte	

2 Cardsystem

Die Karte läuft auf einem Cardsystem mit einer Barcode-Echtzeitprüfung. Dies lief bis Ende 2022 über die feratel media technologies AG und seit Anfang 2023 über die AVS Abrechnungs- und Verwaltungssysteme GmbH (AVS). Über dieses System laufen alle Buchungen, es werden alle Akzeptanzen aufgeführt und die Abrechnung wird über dieses System durchgeführt.

3 Partnerbetreuung

Akzeptanzstellen/Leistungsträger

Leistungsträger/Akzeptanzstellen: LTs bieten eine komplett freie Leistung, die normalerweise zu bezahlen ist (Eintritt, Verleihgebühr, etc.). Sie akzeptieren die BCP und gewähren einen freien Eintritt. Hier spricht man von einer Akzeptanz.

Exklusivpartner: Exklusivpartner bieten Rabatte, die man ansonsten keinem anderen Partner gewährt (spezielles Angebot, bspw. Hotelangebot, mindestens 10% Rabatt). Exklusivpartner erhalten keine Ausschüttung. Eine Exklusivleistung ist einmalig für den Gast nutzbar.

Akzeptanznachbuchungen

Können Karten an der Akzeptanzstelle aus einem Grund nicht erfasst werden, können diese nachgebucht werden. Dafür schickt uns die Akzeptanzstelle eine Liste aller Akzeptanznachbuchungen. Diese werden dann von uns auf die entsprechende Akzeptanzstelle manuell auf den korrekten Tag, an dem die Leistung in Anspruch genommen wurde, nachgebucht.

Besonderheiten bei der Akzeptanzfassung

Bodensee Schifffahrt: Die Schifffahrt kann an 2 der 3 Tage oder an 4 der 7 Tage unbegrenzt genutzt werden. Hierbei wird nicht jede Transaktion einer Karte an einem Tag als Akzeptanz gewertet, sondern lediglich die Ersttransaktion pro Karte an einem Tag wird als eine Akzeptanz definiert.

Bergbahnen: Einmalige freie Berg- und Talfahrt pro Karte, Berg- und Talfahrt müssen an einem Tag eingelöst werden. Berg- und Talfahrt werden zusammengeführt und gelten zusammen als eine Akzeptanz.

RAB Erlebnisbus 1&2: Für den Erlebnisbus werden keine Akzeptanzen über das AVS-System erfasst. Die Akzeptanzen werden nach Saisonabschluss des Erlebnisbusses abgefragt und manuell bearbeitet.

Verkaufsstellen

Verkaufsstellen: Verkaufsstellen sind die Partner, die die BCP verkaufen. Dies können zum Beispiel Tourist-Informationen oder Hotels sein.

4 Marketing

Vertrieb: Die Karte wird über den Webshop und bei den zahlreichen Verkaufsstellen rund um den See verkauft. Auch im Büro der IBT ist die Karte erhältlich. Zudem findet eine jährliche Prospektausfahrt und in Zusammenarbeit mit Bodensee Tourismus Service GmbH ein Info-Versand der Print-Produkte statt.

Print-Produkte: Als Print-Produkt gibt es den Bodensee Erlebnisplaner und den BCP Flyer. Der Planer stellt die BCP und ihre Ausflugsziele ausführlich vor und enthält weitere Informationen zur Region. Der Flyer informiert kurz und knapp über die BCP und bietet eine gute Übersicht. Diese Produkte liegen bei den Verkaufsstellen und Leistungspartnern in der Region aus. Außerdem gibt es Plakate der BCP, die ebenfalls zur Bewerbung der BCP in den zahlreichen Verkaufsstellen aushängen.

Newsletter: Es gibt einen separaten BCP-Newsletter, der zur BCP informiert. Hier werden Tipps zur Nutzung der BCP gesendet und über aktuelle Angebote und Aktionen der BCP informiert.

Werbung und Vertrieb auf Partnerseiten: Es wird nicht nur auf unserer Website über die BCP informiert und für sie geworben, sondern auch auf einigen Seiten von Tourismusorganisationen oder Leistungsträgern und Verkaufsstellen. Die BCP arbeitet mit Medienhäusern zusammen. Dort werden unterschiedliche Werbemaßnahmen in Print- und Digitalform geschaltet und Region übergreifend dargestellt. Seit kurzem ist es auch möglich, Affiliate-Partner zu werden. Diese Partner binden auf ihrer Website einen Affiliate-Link ein, der auf unseren Webshop linkt. Durch Zuordnen des Links auf die VK, erhält die VK pro erfolgreichen Kauf eine Verkaufsprovision.

Messen und Prospektbörsen: Über das Jahr ist die BCP gemeinsam mit Partnern auf verschiedenen Messen vertreten. Zu Saisonstart und im Frühjahr wird die BCP ebenfalls auf Prospektbörsen vorgestellt, um Präsenz und Aufmerksamkeit bei den Partnern zu erhöhen.

Kooperationen: Die gemeinsame Vermarktung mit verwandten und ergänzenden Produkten wie dem Bodensee Ticket, das ÖPNV-Ticket der Region, steht dabei im Vordergrund. Zum anderen kooperiert die BCP auf den Sozialen Netzwerken, wie beispielsweise Instagram, Blogs und Facebook mit Influencern. Diese fertigen im Rahmen einer Pressereise oder individueller Einteilung der Kartentage Content in Form von Bild und Video an. Kooperationen mit Landestourismusorganisationen sowie Dachorganisationen und Tourist-Informationen finden ebenfalls statt.

Appendix E Tourism Statistic VLR

Tourismus Statistik 2017 Vierländerregion Bodensee

Region	Saisonverlauf 2017			
	Ankünfte	Veränderung	Übernachtungen	Veränderung
BaWü inkl. Oberschwaben	2.761.421		8.652.756	
Lindauer Bodensee	383.828		1.104.595	
Thurgau	198.892		406.681	
St.Gallen	232.758		432.272	
Schaffhauserland	91.676		152.721	
Liechtenstein	80.286		148.630	
Bodensee Vorarlberg	683.089		1.355.365	
Summe	4.431.950	1,57%	12.253.020	0,47%

Tourismus Statistik 2018 Vierländerregion Bodensee

Region	Saisonverlauf 2018			
	Ankünfte	Veränderung	Übernachtungen	Veränderung
BaWü inkl. Oberschwaben	2.919.051		9.147.473	
Lindauer Bodensee	407.952		1.165.103	
Thurgau	207.217		423.378	
St.Gallen	237.916		433.495	
Schaffhauserland	90.080		149.478	
Liechtenstein	86.646		161.105	
Bodensee Vorarlberg	687.010		1.386.933	
Summe	4.635.872	4,60%	12.866.965	5,01%

Tourismus Statistik 2019 Vierländerregion Bodensee

Region	Saisonverlauf 2019			
	Ankünfte	Veränderung	Übernachtungen	Veränderung
BaWü inkl. Oberschwaben	3.198.349		10.332.189	
Lindauer Bodensee	399.927		1.125.845	
Thurgau	198.871		402.080	
St.Gallen	235.491		434.536	
Schaffhauserland	90.131		149.586	
Liechtenstein	99.596		177.094	
Bodensee Vorarlberg	695.232		1.480.534	
Summe	4.917.597	6,08%	14.101.864	9,60%

Tourismus Statistik 2022 Vierländerregion Bodensee

Region	Saisonverlauf 2022			
	Ankünfte	Veränderung	Übernachtungen	Veränderung
BaWü (Bodensee)	1.699.953	47,87%	5.213.587	55,05%
BaWü (Hegau)	203.063	5,72%	669.950	7,07%
Lindauer Bodensee	371.855	10,47%	1.094.995	11,56%
Thurgau	201.363	5,67%	393.722	4,16%
St.Gallen	257.767	7,26%	476.611	5,03%
Schaffhauserland	81.285	2,29%	133.862	1,41%
Liechtenstein	100.875	2,84%	196.232	2,07%
Bodensee Vorarlberg	635.156	17,89%	1.292.520	13,65%
Summe	3.551.317	45,37%	9.471.479	29,35%

Source: Preparation of the IBT based on the data of the national statistical offices Baden-Württemberg (Oberschwaben, Hegau, Bodensee), Bayern (Stadt Lindau, Wasserburg, Nonnenhorn), Bodensee Vorarlberg Tourismus, Liechtenstein Marketing, St.Gallen Bodensee Tourismus, Thurgau Tourismus, Schaffhauserland Tourismus

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Affidavit - Eidesstattliche Erklärung

I hereby affirm that I have not previously submitted this thesis to any other examination authority, that I have written it independently, and that I have not used any sources or aids other than those indicated, and that I have clearly indicated any citations.

Hiermit versichere ich, dass ich die vorliegende Arbeit bisher bei keiner anderen Prüfungsbehörde eingereicht, sie selbstständig verfasst und keine anderen als die angegebenen Quellen und Hilfsmittel benutzt sowie Zitate kenntlich gemacht habe.

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