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# Entrepreneurship Education for Cultural Tourism

Digital Guide on Entrepreneur Profiles  
in the Cultural Tourism Sector



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## Introduction

Tradition, the transmission of customs or beliefs from generation to generation, became, in the past years, one of the main subjects of discussion in the context of globalization. Although providing the most excellent frame for social and cultural development, one drawback of the globalization process is the fading of the local/national/regional tradition.

As a tool of globalization, digitalization has its own influence over the social and cultural context. So, in a society that becomes increasingly digitalized, the labour market adapted so it could embrace the newly emerged domains, which came to exist to satisfy the employers' and employees' needs regarding working online or with online tools.

The purpose of this guide is to provide the people interested in these continuous changes relevant information about some of the great new opportunities the European labour market hosts.

As tradition is closely bonded with culture, cultural tourism seems to be one of the best ways to keep our heritage intact and to have other people learn about it as well. Cultural tourism is the subset of tourism concerned with a country or region's culture, specifically the lifestyle of the people in those geographical areas, the history of those people, their art, architecture, religion, and other elements that helped shape their way of life.

During the next chapters, this guide aims to get the reader familiarized with action plans, labour market needs, skills needed, trainings available and domain/profile challenges in what regards the profiles of Cultural Heritage Entrepreneurs (Asociación PROJUVEN), Local Tourism Managers (Youth Mobility Denmark), Touristic Itinerary Designers (Futuro Digitale), Communication Specialists in the field of Cultural Tourism (GEYC) and Mobile Application Developers in the field of Cultural Tourism (GEYC).



## 1. Cultural Heritage Entrepreneur

Selected profile:	<b>Cultural Heritage Entrepreneur</b>
Organization:	Asociación PROJUVEN

### Profile summary

Heritage tourism offers tremendous economic and social opportunities for local communities in terms of supporting the development of entrepreneurship. Cultural Heritage Entrepreneur brings to market goods and services, organises and runs cultural heritage in a commercial or non-profit manner depending on the characteristics of cultural heritage. The Cultural Heritage Entrepreneurs should be creative in order to find suitable solutions for financing different tourism activities starting with sponsoring events, grant funds, donations, also puts the financial pressure on foreign visitors. In exchange tourists seek to find quality services of tourism products and sites (interpretation), information for tourists, visitation services, diversification and upgrading of the heritage experience, etc. Cultural Heritage Entrepreneur involves an important dimension spirit of creativity where the first priority could be considered cultural value and a second one the economic value or vice versa. Unfortunately, in many cases, they prefer the economic motivation, exploitation over the cultural value.

### Keywords

Heritage entrepreneurship, Cultural development, Heritage interpretation, Heritage management, local communities, creating value.



## 1.1. Profile description

### 1.1.1. PLAN - BUILD - RUN - ENABLE – MANAGE

In the first part of our course, we will focus on the different competence areas described in the detailed profile specifications. They are derived from cultural tourism business processes and compose the following competence areas: **PLAN – BUILD – RUN – ENABLE – MANAGE.**

#### *a. Plan*

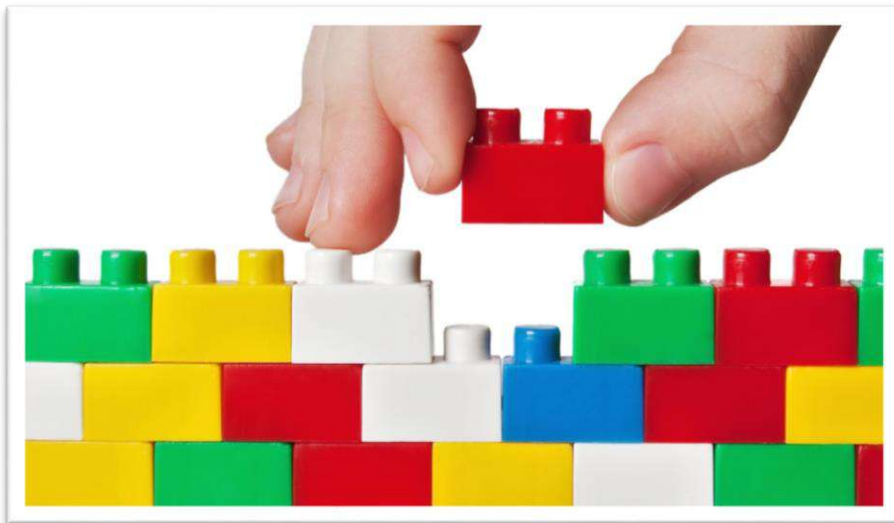
Planning is the first and one of the most important steps entrepreneurs do, with no matter in which area and business they would like to enter. Strategic planning helps entrepreneurs overview the entire process, defining where they are, what's important, defining clearly the mission (markets, customers, products, etc.) and defining what they must achieve. Developing a strategic plan might seem too boring, but without it it's hard to accomplish anything.



The heritage sector is full of new opportunities related to technological innovation, new audience and communication networks and new management approaches. Cultural Heritage Entrepreneurs are the ones who see the opportunity in the field and focus their ability and motivation to create something new benefit for the heritage sector that has been hit by cumulative cut-backs in the public sector funding for the last years. Cultural heritage tourism is one of the best parts of the tourism industry, and is a very powerful economic development tool. Based on this, Cultural Heritage Entrepreneurs should plan their steps carefully respecting visitors experience and staff, archaeological sites, natural lands, buildings and structures, irreplaceable collections, and historical records. Cultural Heritage Entrepreneur has to be prepare for the needs and specifications of all tasks and be able to



prepare his organization and staff for the currently challenges in the sector. When we speak about planning of product or service, we can definitely say that all entrepreneurs have to possess enough knowledge and must be prepared to define different plans of action that can be apply to their work. Plan is sometimes referred to the main milestones in the management plan, plan for optimization methods and decision-making methods, production plan, organizational plan, marketing plan, etc. Cultural Heritage Entrepreneurs need to explore cultural product potential and the success of this process obviously requires innovation. They have to plan how can existing cultural products be upgraded to meet market needs and how can traditional craft be adapted for modern uses, exploring new ideas.



### ***b. Build***

As in any business development, it is essential to find the right partners and stakeholders that can help your ideas happen. Every project impacts people and organizations and is impacted by people and organizations. Identifying these stakeholders early is a key success factor for all entrepreneurs. In the case of cultural and heritage products, there are some additional considerations. For example, the product may depend on the assets of a wide community, such as traditional culture, archaeological heritage, political history and the natural environment. If all of these are used within the tourism business, is also expected that the community can benefit from it. This product might be run by a single entrepreneur but also could have the support of entire community group.

### ***c. Run***

When the first two phases are accomplished, entrepreneurs can start working on their business idea and put it into practice. One of the main problems that Cultural Heritage Entrepreneurs face in their way is the efficient access to funding, innovations challenges, market obstacles, intellectual property rights and training and education. Cultural Heritage requires specific approaches and evaluation criteria based on public-private partnership which needs the maximisation of its positive external benefits on different time-horizon, at local, European and international levels. However, despite all these problems, one of the main resources from which Cultural Heritage Entrepreneurs can benefit are the number of



policy and programmes, that European Commission offer in order to promote policy collaboration between Members States and heritage stakeholders. <sup>1</sup> Cultural heritage entrepreneurs bring to market goods and services, organises and runs cultural heritage in a commercial or not for-profit manner depending on the characteristics of cultural heritage (as an asset, cultural capital or as a pure public good). Cultural Heritage Entrepreneur tries to cope with the strategic objectives of cultural environmental, social, economic and entrepreneurship policies.



#### **d. Enable**

On this point, they can test how the implementation process is going and is there something that might be changed. It doesn't matter how good and detailed is their plan, it may not work according to the previous expectations. In case that something is going wrong, is very important to identify where the problem is and find the additional resources required. Every activity in the change plan needs to be allocated to someone with the right skills and the time available to do the task. Always can happen that looking through the plan, you will find some tasks that cannot be done by your core team. The people you need have to possess different knowledge on the topic, prior size experience, motivation, education in the field, etc. Enable Cultural Heritage Entrepreneurs in developing countries is especially important as this allows for the creation of new markets, the exploitation of existing ones and the integration into global value chain.

#### **e. Manage**

There is no necessary chronological order of the phases but when everything is well prepared, the plan has to be executed in order to bring the entrepreneur the sought for success and, at the same time, to benefit the cultural heritage. In the page below, we prepared for you, an interesting study case on how a good entrepreneur idea focused on the cultural tourism development can create economy and social cultural value for all stakeholders, territory and bring tourist an amazing experience. This great idea of Gradara castle born thanks to the collaboration of the local administrations, innovation and the motivation of these entrepreneurs. The castle is also called “**La Loggia di Gradara Relais**” – “**albergo diffuso**”.<sup>2</sup>

<sup>1</sup> [https://ec.europa.eu/culture/policy/culture-policies/cultural-heritage\\_en](https://ec.europa.eu/culture/policy/culture-policies/cultural-heritage_en)

<sup>2</sup> [https://www.impresaprogetto.it/sites/impresaprogetto.it/files/articles/2-2012\\_wp\\_silvestrelli.pdf](https://www.impresaprogetto.it/sites/impresaprogetto.it/files/articles/2-2012_wp_silvestrelli.pdf)





*The link between culture and territory is inseparable for tourism. Culture can be seen as an economic drive for the tourism sector and, at the same time, local government policies and tourism firm's strategies can become instrumental in preserving and enhancing cultural assets.*

*The study paper called "Entrepreneurial innovation for cultural tourism development" and in particular the study case of "La Loggia di Gradara Relais" – "albergo diffuso" show us that entrepreneur's creativity is the key element for generating hospitality innovation and responding to new tourism trends, like cultural tourism. This "albergo diffuso" is placed within the stunning scenery of Gradara Castle, which is one of the most important and well-preserved medieval sites in Italy. The idea for the "albergo" have arose from the combination of innovative processes regarding both the product – the cultural asset that becomes hotel- and the services offered – like overnight stay, pastimes and wellness centrum- making the hotel a very attractive contexts of experience for tourists. In this case the role of the entrepreneurs, local administrations and real estate firms was fundamental to enhance the local cultural heritage, improving in this way the attractiveness of the surrounding territory. The renovations of the properties didn't damage in any way the natural environment of the village; on the contrary, the requalification was implemented in full compliance with the architectural styles of the houses. The "albergo hotel" is converted not in a simple hotel - is a project able to enhance the history and culture of the territory.*

*The same study also showed another different story - the case of "albergo diffuso – Smerillo", where the Municipality*





### 1.1.2. The competences a Cultural Heritage Entrepreneur MUST HAVE

In the table below, we collected the competences that our cultural heritage entrepreneur must have in the following order:

<b>CORE</b>	<b>Additional</b>	<b>Nice to Have</b>
<b>Cultural Awareness and Expression</b>	<b>Goal-oriented</b>	<b>Good social skills, interaction with all stakeholders, clients</b>
<b>Initiative and responsibility</b>	<b>Digital Competence</b>	<b>High degree of interpersonal skills</b>
<b>Creativity and innovation</b>	<b>Willingness to cultivate aesthetic capacity through artistic self-expression</b>	<b>Work experienced in the cultural field</b>
<b>High level of confidence</b>	<b>Dedicated</b>	<b>Flexibility</b>
<b>Self-determination</b>	<b>Motivation, passionate</b>	<b>Sense of identity</b>
<b>Systematic planning</b>	<b>Skilled at organizing</b>	<b>Craves learning</b>
<b>Identify the main milestones in a management</b>	<b>Right Education related to the field</b>	<b>Opportunistic</b>
<b>Problem Solving</b>	<b>Persuasion and influencing abilities</b>	<b>Right attitude</b>
<b>Able to manage risk</b>	<b>Quick and effective resolution of issues and reply to inquiries</b>	<b>Respect for diversity</b>

### 1.1.3. Typical expectations of achievement and abilities associated with qualifications. The European Qualification Framework (EQF).

We will briefly explain why this framework exists and why is useful for us.

**The European Qualifications Framework (EQF)** is a common European reference framework whose purpose is to make qualifications more readable and understandable across different countries and systems. Covering qualifications at all levels and in all sub-systems of education and training, the EQF provides a comprehensive overview over qualifications in the 39 European countries currently involved in its implementation. In close



cooperation with the European Commission, Cedefop provides analytical and coordination support for the implementation of the EQF and carries out a number of comparative studies and analysis on issues related to the implementation of the framework at EU, national and sectoral level.<sup>3</sup> The EQF serves such as a bridge between national qualifications systems. The core of the EQF is its **eight reference levels** defined in terms of learning outcomes, i.e. **knowledge, skills and autonomy-responsibility**. Learning outcomes express what individuals know, understand and are able to do at the end of a learning process. Countries develop national qualifications frameworks (NQFs) to implement the EQF.

### EQF: Levels & Descriptors

	Knowledge	Skills	Competences
<b>Level 1</b>	In the context of EQF, knowledge is described as theoretical and/or factual.	In the context of EQF, skills are described as cognitive (involving the use of logical, intuitive and creative thinking) and practical (providing manual dexterity and the use of equipment, materials, tools and instruments).	In the context of EQF, competence is described in terms of responsibility and autonomy.
Level 1	The learning outcomes relevant to Level 1 are:		
Level 2	The learning outcomes relevant to Level 2 are:		
<b>Level 2</b>	basic general knowledge	• basic cognitive and practical skills required to use relevant information in order to carry out tasks	• work or study under direct supervision in structured context
Level 3	The learning outcomes relevant to Level 3 are:		
<b>Level 3</b>	knowledge of facts, principles, processes and practical concepts, in a field of work or study	• a range of cognitive and practical skills required to accomplish tasks and solve problems by identifying and applying facts, skills, tools, and other problems in a field of work or study	• take responsibility for completion of tasks in work or study
Level 4	The learning outcomes relevant to Level 4 are:		
<b>Level 4</b>	factual and theoretical knowledge to build construction in a field of work or study	• a range of cognitive and practical skills required to generate solutions to specific problems in a field of work or study	• exercise self-management within the guidelines of work or study contexts that are usually predictable, but are subject to change
Level 5	The learning outcomes relevant to Level 5 are:		
<b>Level 5</b>	comprehensive, systematic, factual and theoretical knowledge in a field of work or study and an awareness of the knowledge	• advanced cognitive and practical skills and techniques, required to solve complex and unpredictable problems in a specialised field of work or study	• monitor work of others, taking some responsibility for the organisation and improvement of work or study activities
Level 6	The learning outcomes relevant to Level 6 are:		
<b>Level 6</b>	advanced knowledge of a field of work or study, involving a critical understanding of theories and principles	• advanced cognitive and practical skills and techniques, required to solve complex and unpredictable problems in a specialised field of work or study	• negotiate technical or professional activities or projects, taking responsibility for decision-making in responsible work or study contexts
Level 7	The learning outcomes relevant to Level 7 are:		
<b>Level 7</b>	highly specialised knowledge, some of which is at the forefront of knowledge in a field of work or study, on the basis for original thinking and/or research	• specialised problem-solving skills required to research and/or innovate in order to develop new knowledge and procedures and to integrate knowledge from different fields	• take responsibility for managing professional development of individuals and groups
Level 8	The learning outcomes relevant to Level 8 are:		
<b>Level 8</b>	knowledge of the most advanced frontier of a field of work or study and/or at the interface between fields	• the most advanced and specialised skills and techniques, including cognitive and creative, required to solve critical problems in research and/or innovation and to extend and validate existing knowledge in professional practice	• demonstrate substantial authority, innovation, autonomy, scholarly and professional integrity and sustained commitment to the development of new ideas or processes at the forefront of work or study contexts including research

The EQF is a ladder in the sense that from level 1 to level 8 the associated learning becomes more complex and makes greater demands on the learner or worker. Increases in level 1 to 8 relate to different factors such as: <sup>4</sup>

- the complexity and depth of knowledge and understanding;
- the degree of necessary support or instruction;
- the degree of integration, independence and creativity required;
- the range and complexity of application/practice;
- the degree of transparency

Examples for clarification:

An apprenticeship certificate of our worker is related to e.g. level 3. After some years of work experience in the cultural sector or whoever one, and also further training within the company or another institution a graduate of apprenticeship training wants to continue his or her learning career at a university (e.g. level 5). Within these particular national regulations, these **skills and competencies acquired informally are accepted as**

<sup>3</sup><http://www.cedefop.europa.eu/es/events-and-projects/projects/european-qualifications-framework-eqf>

<sup>4</sup> [https://ec.europa.eu/ploteus/sites/eac-eqf/files/brochexp\\_en.pdf](https://ec.europa.eu/ploteus/sites/eac-eqf/files/brochexp_en.pdf)



entrance qualification for higher education instead of a formal qualification on level 4. After successful completion of the higher education programme, this person is awarded a qualification, classified **on level 5**. Therefore, the person has received a formal qualification on level 3 and one on level 5, but not one on level 4. It looks like this person has skipped the level 4 but, actually, the person commands the necessary knowledge, skills and competence on level 4 at the beginning of the study programme, because it is an entrance requirement even though no formal qualification was awarded.

If we come back to the CORE competences that Cultural Heritage Entrepreneurs should have, we can identify the following:

**LEVEL: from 1 to 5**

<b>CORE</b>	<b>Levels</b>
<b>Cultural Awareness and Expression</b>	<b>3,4, 5</b>
<b>Initiative and responsibility</b>	<b>3,4</b>
<b>Creativity and innovation</b>	<b>4, 5</b>
<b>High level of confidence</b>	<b>4</b>
<b>Self-determination</b>	<b>4,5</b>
<b>Systematic planning and good strategy</b>	<b>4,5</b>
<b>Identify the main milestones in a management</b>	<b>4, 5</b>
<b>Problem Solving</b>	<b>4, 5</b>
<b>Able to manage risk</b>	<b>4, 5</b>

As we speak about the profile of entrepreneur, it is more than clear than in order to start her/his own business all of these Core competencies need to be higher. Self-determination is the first foundational component upon which entrepreneurial behaviour is based.<sup>5</sup>

Entrepreneurs are people with very good management skills, who have a good strategy and know how to take a risk and how to manage it. However, since we are speaking about an entrepreneur in more specialized field – cultural heritage sector, cultural tourism – there is no doubt that we need to mention the importance of creativity and innovation of these persons and also their cultural awareness and expression. I hope you remember the study

<sup>5</sup> [https://mro.massey.ac.nz/bitstream/handle/10179/2096/02\\_whole.pdf](https://mro.massey.ac.nz/bitstream/handle/10179/2096/02_whole.pdf)



case presented in the previous pages when we showed how a very old Castle in Italy was developed and converted into attraction for tourist thanks of the creativity and innovation of the people who turned their idea into action. The same is valid for the events which are promoting the culture of the three small villages where the castle is situated. Thanks to their cultural expression these entrepreneurs attracted people from all over the world to get in touch with their culture, food and traditions.

Required level for the additional and nice to have competences.

<b>Additional</b>	<b>Levels</b>	<b>Nice to Have</b>	<b>Levels</b>
<b>Goal-oriented</b>	<b>3,4</b>	<b>Social competences, interaction with all stakeholders</b>	<b>2,3,4</b>
<b>Digital Competence</b>	<b>3,4</b>	<b>High degree of interpersonal skills</b>	<b>3,4</b>
<b>Willingness to cultivate aesthetic capacity through artistic self-expression</b>	<b>3,4</b>	<b>Work experienced in the cultural field</b>	<b>2,3,4</b>
<b>Dedication</b>	<b>4</b>	<b>Flexibility</b>	<b>2,3</b>
<b>Motivation, passionate</b>	<b>3,4</b>	<b>Sense of identity</b>	<b>3</b>
<b>Skilled at organizing</b>	<b>3,4</b>	<b>Craves learning</b>	<b>2,3</b>
<b>Right Education related to the field</b>	<b>2, 3,4</b>	<b>Opportunistic</b>	<b>3,4</b>
<b>Persuasion and influencing abilities</b>	<b>2,3</b>	<b>Right attitude</b>	<b>3,4</b>
<b>Quick and effective resolution of issues and reply to inquiries</b>	<b>3</b>	<b>Respect for diversity</b>	<b>2,3</b>

It looks some of the competences are similar and related to each other but it's difficult to select the core ones since there are so many different competences that are needed. Entrepreneurs must be goal-oriented with passion and motivation to chase their goal. All this can be express also as dedication on their own mission.



Regarding the education of the entrepreneur – this is very sensitive question. There a lot of examples of people that dropped out their schools and universities and started their own business, which converted them in famous and rich businessmen. Among these people there are a lot of inventors, politicians, but however, everyone knows how important it's to stay in school and get a good education.

There is no need to get a business education in order to start your own business but the Cultural Heritage area requires more of an interest in the topic. It's about having knowledge that you can apply in your work and that can contribute to the cultural heritage in your community/region/country, defending its own value and being positive for the local people and tourists' experience. Since we are living in a digital era and everything is related to the Internet and social network activities, having digital competences is a must. However, we didn't mention it within the core competences because there are still examples of good promotion by the Word-of-Mouth Advertising. The clear definition of the term "Word-of-Mouth Advertising" is an unpaid form of promotion in which satisfied customers tell other people how much they like a business, product or service. <sup>6</sup> There are a lot of cultural heritage sites that are not promoted online but when you go to some small village, as pictured in the example of South Italy, you can get a nice recommendation from locals about incredible cultural places that you didn't expect to actually exist. So not always the Internet and the digital competences of the owners/entrepreneurs are needed for promoting their business. Work experience in the cultural field can be plus for the culture heritage entrepreneur



#### 1.1.4. Technical, behaviour and managerial skills

Before seeing what the technical, behavioural and managerial skills that cultural heritage entrepreneur must have are, we will clarify what these three terms mean.

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<sup>6</sup> <https://www.entrepreneur.com/encyclopedia/word-of-mouth-advertising>



- **Technical skills** - the abilities and knowledge needed to perform specific tasks. They are practical, and often relate to mechanical, information technology, mathematical, or scientific tasks. Many technical skills require training and experience to master.<sup>7</sup> There are also typically a type of **hard skill**. Hard skills are those that can be learned, and can be defined, evaluated, and measured (as opposed to soft skills).

The Cultural Heritage Entrepreneurs need a lot of technical skills. To analyse, control and monitor their business they need to collect all the dates and make their quantitative research, reports and statistical analyses. Knowing how to create a blog, promote your cultural business through different social media such as Facebook, Instagram, etc. or having some additional knowledge to digital photography can support your initiative.

Another important technical skill that entrepreneurs have to master is the ability to effectively communicate, interact and engage with others (key stakeholders, local audience, tourist, decision makers, educational institution representatives, cultural heritage professionals, etc.). Knowing how to communicate well and manage the relationship with all stakeholders is increasingly important for the performance of your business requirements. Technical skills are also planning and scheduling, budgeting and estimating, risk assessment – all these core competences that we've described above in the table.



- **Behavioural skills** - often fall under the general heading of good character, friendliness, maturity, or common sense, and many people assume they come naturally as part of being good or smart—they don't. These are skills that must be learned and practiced. Behavioural skills are often confused with soft skills because behaviour covers almost everything. Behaviour is the response of an organism or entity to stimuli, whereas soft skills complement hard skills that are the occupational requirements of a job. A skill is an ability that a person develops through training. **While all personal behaviours are skills, not all skills are behaviours.**

Cultural heritage entrepreneur need to also have different behavioural skills. Here we can mention the flexibility of the person, dedication, goal orientation, cultural awareness, team

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<sup>7</sup> <https://www.thebalance.com/technical-skills-list-2063775>



building, negotiation, attention to details, customers and products, creativity, empathy, initiative, logical thinking, etc.

- **Managerial skills** – these can be nearly anything that enables you to manage others effectively and in general manage your business. While some skills will vary based on our industry, there are several that are universal across nearly every work environment.<sup>8</sup>



Many times the term “entrepreneur” is contrasted with the term “manager”, as they are the key persons in an enterprise that help in the organisation, management, control and administration of the company.

An entrepreneur is a person with an idea, skills, and courage to take any risk to pursue that idea, to turn it into reality. On the other hand, a manager, as the name suggests, is the one who manages the operations and functions of the organisation.<sup>9</sup>

Management is not a simple task and requires a lot of knowledge and experience. Managerial skills are divided into three types. The first one has already been – technical skills, the second one are conceptual skills and the third one are human or interpersonal management skills. Human or interpersonal managerial skills present a manager’s knowledge and ability to work with people. Without people, there will not be a need for existence of management and managers.<sup>10</sup> The conceptual skills will help managers to look outside their department’s goals. So, they will make decisions that will satisfy overall business goals. Conceptual skills present knowledge or ability of a manager for more abstract thinking. That means a manager can easily see the bigger picture through analysis and diagnosis of different states in such a way they can foresee the future of the business or department as a whole.

We dedicated our first chapter on the skills, competences and knowledge of the Cultural Heritage Entrepreneur.

Summarizing all this exposed in the previous pages **Cultural Heritage Entrepreneur is:**

- initiative and responsibility person who has great cultural awareness and expression
- possess high level of confidence, self-determination and has the ability to take a risk and manage it
- has common characteristics as all entrepreneurs – dedication, motivation, flexibility and good social skills that help him to interact with his/her stakeholders
- need to be creativity

<sup>8</sup> <https://www.careerbuilder.com/advice/what-are-management-skills-and-why-are-they-important>

<sup>9</sup> <https://keydifferences.com/difference-between-entrepreneur-and-manager.html>

<sup>10</sup> <http://www.entrepreneurshipinbox.com/202/managerial-skills/>





What's creativity? – “For us is a process when we make a connection between old and new ideas or recognizing relationship between some concepts and idea. Being creative doesn't mean to generate something new it's rather taking what is already on the market and trying to present it in a new – better way.<sup>11</sup>”



Cultural Heritage Entrepreneurs try to cope with the strategic objectives of cultural environmental, social, economic and entrepreneurship policies and nowadays cultural heritage entrepreneurship represents an important component of cultural entrepreneurship which becomes an important factor contributing to countries GDP, labour force market development, to export and import of goods and services. Cultural Heritage Entrepreneurs bring to market goods and services, organises and runs cultural heritage in a commercial or non-profit manner depending on the characteristics of cultural heritage. The Cultural Heritage Entrepreneurs should be creative in order to find suitable solutions for financing different tourism activities starting with sponsoring events, grant funds, donations, also puts the financial pressure on foreign visitors. In exchange tourists seek to find quality services of tourism products and sites, information for tourists, visitation services, diversification and upgrading of the heritage experience, etc. According to Macleod, the opportunities for tourism heritage entrepreneurs appear through the valorisation of niche tourists, thus offering more special interest holidays to remote locations and unique, colourful cultures.

## 1.2 Understanding the labour market needs

Cultural Heritage contributes to people's well-being, as well as to social cohesion, inclusion and openness towards a multicultural society. The need of entrepreneurs in the field of cultural heritage and preservation is becoming increasingly important. There are a lot of challenges and barriers related to the lack of financial resources, access to market and innovation, education and training. European action shall contribute to the development of integrated approaches that will enhance the contribution of Cultural Heritage to sustainable

<sup>11</sup> <http://www.icciproject.com/2017/11/>



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development through the preservation and regeneration of urban and rural cultural landscapes.<sup>12</sup>

Many of you may already have encountered on Social Medias Channels the following hashtag - #EuropeForCulture. Do you know what does it mean? ☺



Throughout 2018, cultural heritage across Europe will be celebrated- at EU, national, regional and local level. The main aim during the year will be to encourage more people to discover and engage with the Europe's cultural heritage, and to reinforce a sense of belonging to a common European space. This initiative is supported by all the EU institutions - The European Commission, the European Parliament and the Council of the European Union, as well as the Committee of the Regions. Why? Because there is an urgent need to shift the attention towards the Cultural projects, the development of the necessary competencies and skills, towards the conservation and promotion of World Heritage Sites, as well as towards the conceptualization of sustainable projects designed around a wide spectrum of cultural activities in the fields of natural and cultural heritage, creative industries, museums and tourism. Cultural activities are a major contributor to the national development, job creation and social cohesion. Cultural heritage shapes our identities and everyday lives, and entrepreneurs can play a vital co-creative and participatory role in the expression, production and consumption of culture.

2018 EUROPEAN YEAR OF CULTURAL HERITAGE #EuropeForCulture

*"Cultural Heritage is about much more than the past – it has a crucial role in building the future."*

Commissioner Tibor Navracsics

#EuropeforCulture

European Commission

<sup>12</sup> [https://ec.europa.eu/info/events/innovation-and-cultural-heritage-2018-mar-20\\_en](https://ec.europa.eu/info/events/innovation-and-cultural-heritage-2018-mar-20_en)



There are different aspects that need to be evaluated regarding the Cultural Heritage Entrepreneurship. A major aspect that need evaluation is the importance of the regeneration and economic and social sustainable development. Here we refer to evaluation to all existing levels - macro, micro, national, regional, European and international levels on short, medium and long terms. There is an urgent need of specific approached and evaluation criteria based on public-private partnership which needs the maximisation of its positive externalities. In the beginning we mentioned that Cultural Heritage Entrepreneur involves an important dimension spirit of creativity where the first priority could be considered cultural value and the second one the economic value or vice versa, but unfortunately, in many cases, entrepreneurs are focused more on the economic motivation, exploitation over the cultural value.

### 1.3. Available Trainings for Cultural Heritage Entrepreneurs

Around Europe there are different formal and non-formal trainings for Cultural Entrepreneurs, online courses and summer schools that gives young people an introduction to the entrepreneurial dimension of cultural and creative industries.

We will list some of the European University where you can take a good education in the field:

- **Denmark** - Master of Arts in Sustainable Heritage Management - Aarhus University
- **Italy** - Master of World Heritage and Cultural Projects for Development - Turin School of Development
- **Italy** - PhD in Cultural Heritage Studies - Universita di Bologna
- **Spain** - Doctorate in Cultural and Heritage Management - Universita de Barcelona
- **Spain** - Master of Tourism Management of Cultural and Natural Resources - Universidad Carlos III de Madrid
- **Spain** - Postgraduate Degree in the Management of Museums and Cultural Heritage - UIC Barcelona
- **United Kingdom** is also one of the leader in the field with the following disciplines:
  - ✓ Critical Perspectives on Cultural Heritage - University College London, UK
  - ✓ Doctorate in Heritage - University of Hertfordshire, UK
  - ✓ International Heritage and Law MA - Kent University, UK
  - ✓ Master of Arts and Post Graduate Diploma in Art Museum and Gallery Studies - University of Leicester, UK
  - ✓ Master of Arts and Cultural Management - King's College London, UK
  - ✓ Master of Arts in Cultural Heritage and Museum Studies - Ulster University, Northern Ireland
  - ✓ Master of Arts, Master of Science and Post Graduate Diploma in Heritage and Interpretation (Distance Learning) - Leicester University, UK
  - ✓ Master of Arts Management and Heritage Studies - University of Leeds, UK
  - ✓ Master of Arts Museum and Gallery Studies - Newcastle University, UK
  - ✓ Master of Arts, Master of Science and Post Graduate Diploma in Museum Studies - University of Leicester, UK (also available via distance learning)



- ✓ Master of Arts, Master of Science, Post Graduate Diploma and Post Graduate Certificate in Socially Engaged Practice in Museums and Galleries - University of Leicester, UK
- ✓ Master of Art Gallery and Museum Studies - The University of Manchester, UK
- ✓ Master of Cultural Heritage by Research - University of Birmingham, UK
- ✓ Master of Cultural Heritage Management - University of York, UK
- ✓ Master of Cultural Heritage and Museum Studies - University of East Anglia, UK
- ✓ Master of Cultural Heritage Studies - University College London, UK
- ✓ Master of Cultural and Creative Industries - King's College London, UK
- ✓ Master of Heritage Management - Bath Spa University, UK
- ✓ Master of Heritage Studies - Newcastle University, UK
- ✓ Master of International Cultural Heritage Management - Durham University, UK
- ✓ Master of International Heritage Management - University of Birmingham, UK
- ✓ Master of Managing Archaeological Sites - University College London, UK
- ✓ Master of Museum Studies - Newcastle University, UK
- ✓ Master of Science in Conservation for Archaeology and Museums - University College London
- ✓ Master or Science in Cultural Resource Management - Heriot Watt University, Scotland
- ✓ Master of Science in Sustainable Heritage - University College London, UK
- ✓ Master of Science in Tourism and Heritage Management - Heriot Watt University, Scotland
- ✓ Master of World Heritage Studies - University of Birmingham, UK
- ✓ MPhil in Archaeology (Archaeological Heritage and Museums) - University of Cambridge
- ✓ PhD in Museum, Gallery and Heritage Studies AND PhD in Museum, Gallery and Heritage Practice - University of Leicester, UK
- ✓ Master of Arts in Heritage Studies - University of Manchester, UK

The list is much larger. In the following [link](http://www.criticalheritagestudies.org/post-graduate-courses/) (<http://www.criticalheritagestudies.org/post-graduate-courses/>) you can find much opportunity for studying in Europe, and also in Asia, Africa, Middle East, North America and Latin America.

All these Universities welcome people who wish to investigate, interrogate or create new types or approaches to business models appropriate for the creative economy. The majority of the programmes are designed to allow people to continue to innovate, but also to provide the requisite business/entrepreneurial skills and attributes to commercialise their creative and cultural practices and/or knowledge.



Funded by the  
Erasmus+ Programme  
of the European Union



Apart the formal programmes, there are another non formal education trainings that can benefit the young people and give them possibilities to learn more about the opportunities that cultural heritage entrepreneurship can bring them. There are numbers of initiative offer by different EU institutions, especially this year – The European Year of Cultural Heritage. Around Europe, currently are organizing different workshops, seminars, competition that focus people's attention on the importance of the development of cultural business and the preservation of our cultural heritage sites. Cultural Entrepreneurship Talks, is an example of event happen in Athens, Greece where participants could get a complete picture of entrepreneurship in the area of culture.

United Nations Educational, Scientific and Cultural Organization (UNESCO) has also its global capacity-building strategy, long-term engagement with Member States to create institutional and professional environments for safeguarding intangible cultural heritage and addressing different needs and priorities such as development of inventory methods and revision of cultural and other policies and legislation. UNESCO develops content and training materials and draws upon its dynamic network of trained expert facilitators to deliver capacity-building services in countries around the world.<sup>13</sup>

#### **1.4. Challenges for the profile of Cultural Heritage Entrepreneurs**

Main challenges for the Cultural Heritage Entrepreneurs and their local business are the lack of preliminary activity that can stimulate the cultural consumption and convert it in complementary one for the cultural tourism business. Important for any economy is to involve innovative people that can valuing cultural heritage and in the same time people who are able to create new specific products.

Even if young people are interested on new ideas and more demanding for renew consumption model, the level of their engagement is still low and public body should focus their attention on the involvement of local people in developing and preserving tradition, promoting handicraft or stimulating household hospitality.<sup>14</sup> Only through this method they

<sup>13</sup> <https://ich.unesco.org/en/capacity-building>

<sup>14</sup> [https://ac.els-cdn.com/S1877042815021278/1-s2.0-S1877042815021278-main.pdf?\\_tid=spdf-7a3c9e94-e801-4bb2-b048-34bb73db3948&acdnat=1519652440\\_2b7e692f60aa392bf9d0e478351ddd6](https://ac.els-cdn.com/S1877042815021278/1-s2.0-S1877042815021278-main.pdf?_tid=spdf-7a3c9e94-e801-4bb2-b048-34bb73db3948&acdnat=1519652440_2b7e692f60aa392bf9d0e478351ddd6)



could create a new significance of cultural heritage, a new identity of the place, respectively a push up for attract tourists and persons interested of cultural heritage consumption. Often young people cannot adapt to the dynamic entrepreneurial behaviour and the lack of tradition of entrepreneurial activity don't let them to see the opportunity that cultural sector can offers them. Therefore, what cultural heritage entrepreneur needs, is the alleviation of the entrepreneurial attitude and policy support for start-up initiative in the wider context of increasing networking and promoting private-public partnership. Cultural Heritage Entrepreneur needs to adapt to the new demand and be able to change the old-fashioned information, interpreting it in an attractive way that can attract the consumer's new demand profile.



Despite all the challenges and barriers that cultural entrepreneurs face related to the lack of financial resources, access to market and innovation, education and training, there are still a lot of opportunities from which young people can benefit, creating value in the cultural heritage sector and in general cultural tourism and tourist product consumption.

Cooperation across sectors and formal and non-formal education programs is needed in order to better understand the current situation and how it may involve young people, rising their entrepreneurial behaviour and help them to develop the cultural heritage.



## 2. Local Tourism Manager

Selected profile:	<b>Local Tourism Manager</b>
Organization:	Youth Mobility Denmark

### Profile summary

Tourism plays an important role for developing countries and there are different advantages that can benefit local communities with the growth based on jobs opportunities and cultural exchange. Tourism managers are these people who promote tourism in their region through advertising campaigns and strategies, and provide assistance to tourists. They work with tourists of different cultures and traditions from all over the world and should therefore keep these different needs and requirements in mind. Tourism managers more often need to gain competitive advantages, looking for the newest and greatest ways to reach their buyer persona and tailor their offering to their target audience. Local tourism managers need to engage communities using digital marketing and make sure their customers have the best possible away-from-home experience.

### Keywords

tourism management, tourism business process, local government, collaboration, market needs



## 2.1. Profile summary

### 2.1.1. Plan - Build - Run - Enable - Manage

To better describe the profile of a local tourism manager we will set competences based on 4 distinct dimensions PLAN – BUILD – RUN – ENABLE – MANAGE. Through the European Qualification Framework (EQF) we will evaluate the Level that our manager needs to have, from Level 1 to Level 5, offering a more accurate description of the profile, describing the market needs, the challenges they face and the available trainings – formal and non-formal ones.



**a. Plan** – You may ask yourself what Local Tourism Managers need to plan?

There are a lot of things that need to be planned. First of all, they need to plan the strategy that can long-term benefit their local community, promoting it in the best way possible. Usually promotion refers to the entire set of activities which communicate the product or service to the user. Tourism managers need to make tourist aware about their product, attract them and make them loyal customers.

In the case of the tourism industry, instead of a product, they are selling a place and all the things it has to offer. Nowadays, the competition is becoming increasingly tough, because local tourism managers are competing with the entire world, with countless tourism destination that are getting more and more popular. For this reason, creating a good tourism marketing plan allows tourism managers to map out their step-by-step process to success. Creating a tourism marketing plan for local destination is a priority because it's the base for the rest of their marketing activities. The most effective tourism managers are those with a detailed plan in place they use to guide their marketing actions.<sup>15</sup>

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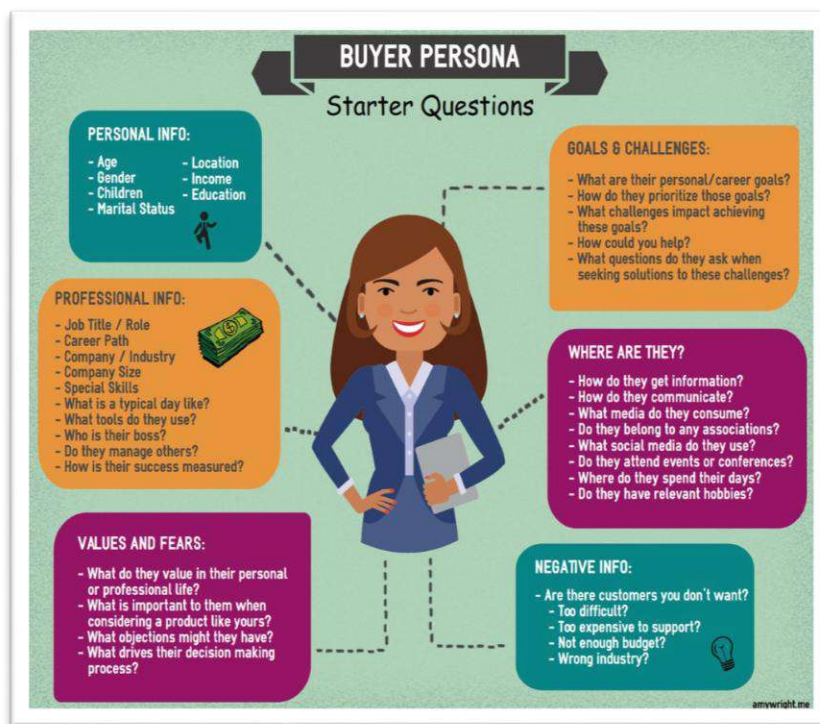
<sup>15</sup> <https://uhurunetwork.com/tourism-marketing/>





### b. Build

The role of Tourism managers is often described as a combination of activities in the area of marketing, public relations and management. Despite all the planning that this job position requires, it also needs a good preparation – preparing tourist or visitor information. He/she needs to build a good partnership with local and international partners, bringing the attention and forward motion to the destination. Building a good plan is always a good start but Tourism managers need to also focus on who they are marketing to. Tourism Managers need to create their *Buyer Persona*.



A buyer persona is a semi-fictional representation of the ideal customer based on market research and real data about the existing customers. A detailed buyer person will help determine where to focus your time, guide product development, and allow you to preserve your time and efforts. As a result, you will be able to attract the most valuable visitors, leads, and customers to your local business.<sup>16</sup> The process of creating effective buyer personas is vital for tourism managers. If you wonder how to create your buy persona you can download the *persona templates* from the following [link \(https://offers.hubspot.com/persona-templates?\\_ga=2.66565357.2114275526.1519834074-84661249.1519834074\)](https://offers.hubspot.com/persona-templates?_ga=2.66565357.2114275526.1519834074-84661249.1519834074) and easily organize your audience segment.

### c. Run

In this third part of the process, we include all the tasks and activities that Local tourism managers need to do in their daily work. Tourism Managers must facilitate the relationship

<sup>16</sup> <https://uhurunetwork.com/tourism-marketing-strategy/>



with hotels/restaurant and attractions in their local region. Their main objective is to stimulate the economic development, promoting tourism in the area. This job position can also require a monthly meeting with a tourism advisor committee, reporting directly to the Executive Director of the Economic Resource in the region, attending seminars, conventions, and workshops. All these events can help tourism managers to always be aware of the changes in the tourism industry and gain further knowledge, exchanging information about their interests. Always depending on the specific job location, tourism managers may need to produce and commission tourist information, including art work, write press releases, tourism guides and newsletters, set up and attend exhibitions and holiday shows, organise special and seasonal events and festivals, undertake market research with members of the public and visitors to particular attractions.<sup>17</sup> Sometimes their responsibilities may look endless.



#### **d. Enable**

During their daily tasks, tourism manager need to create a deeper understanding of the factors that have an effect on local tourism experiences and, consequently, understand how the different stakeholders such as tour operators, tour leaders, etc. can improve the benefits for tourist and local communities in term of quality tourism management. Local tourism manager need to analyse a large set of customer satisfaction data, understanding the role of stakeholders in service failure situations and through different training programmes enabling employees to create a not only functional but also an emotional environment that can deliver better experience<sup>18</sup> It is important that the products attract people and persuade them to come back.

Taking part in different local, regional or national events, tourism managers need to find new opportunities for their local community, public funding and investors. They need to ensure long-term socio-economic benefits, fairly distributed to all community stakeholders, including stable employment and income-earning opportunities, social services, and poverty alleviation.

#### **e. Manage**

Summarizing all the responsibilities of the local tourism manager, we can end up that the most important after planning all these steps and tasks, is the ability to manage them. Local

<sup>17</sup> <https://www.prospects.ac.uk/job-profiles/tourism-officer>

<sup>18</sup> [https://www.doria.fi/bitstream/handle/10024/101128/Ae13\\_2014.pdf](https://www.doria.fi/bitstream/handle/10024/101128/Ae13_2014.pdf)



tourism managers need to maintain tourism budget and deal with difficult, unpleasant and over-demanding people. Tourism managers manage tourism information centres, including staff supervision and development, business and office systems. They need to ensure that quality services are delivered by responding to day-to-day tourism inquiries. They regularly check and report to management on the status of the marketing budget for tourism. They work with tourists of different cultures and traditions from all over the world and should, therefore, keep these different needs and requirements in mind, knowing how to control groups of people and deal with unexpected situations. <sup>19</sup>

### 2.1.2. Competences a Local Tourism Manager MUST HAVE

<b>CORE</b>	<b>Additional</b>	<b>Nice to Have</b>
<b>Commercial awareness</b>	<b>Work experienced</b>	<b>Good math skills</b>
<b>The ability to produce or deliver a quality product or service on a limited budget</b>	<b>Deal with unexpected situations</b>	<b>Creativity and innovation</b>
<b>Wide-ranging IT skills</b>	<b>Initiative and Enthusiasm</b>	<b>Experience in marketing presentations</b>
<b>Local knowledge and a lively interest in the sector</b>	<b>Creativity</b>	<b>Dedicated</b>
<b>Excellent communication and presentation skills</b>	<b>Tourism Management Education</b>	<b>Be a good listener</b>
<b>Foreign languages</b>	<b>Be able to control groups of people</b>	<b>Problem solving</b>
<b>Able to implement different marketing plans, strategies</b>	<b>Interpersonal skills</b>	<b>Flexibility</b>
<b>Adaptability</b>	<b>Goal-oriented</b>	<b>Craves learning</b>
<b>Organisational skills</b>	<b>Leadership</b>	<b>Willingness to travel</b>

### 2.1.3. The European Qualification Framework (EQF)

In the context of EQF, knowledge is described as theoretical and/or factual, skills are described as cognitive (involving the use of logical, intuitive and creative thinking) and practical (involving manual dexterity and the use of methods, materials, tools and

<sup>19</sup> <http://www.gostudy.mobi/careers/view.aspx?oid=3>



instruments), competence is described in terms of responsibility and autonomy.<sup>20</sup> Levels escalate from Level 1 to Level 5, which are related to EQF levels 3 to 8.

<b>CORE</b>	<b>Level</b>
<b>Commercial awareness</b>	<b>4,5</b>
<b>The ability to produce or deliver a quality product or service on a limited budget</b>	<b>5</b>
<b>Wide-ranging IT skills</b>	<b>4,5</b>
<b>Local knowledge and a lively interest in the sector</b>	<b>5</b>
<b>Excellent communication and presentation skills</b>	<b>4,5</b>
<b>Foreign languages</b>	<b>3,4</b>
<b>Able to implement different marketing plans, strategies</b>	<b>4,5</b>
<b>Adaptability</b>	<b>4</b>
<b>Organisational skills</b>	<b>4,5</b>

Commercial awareness is one of the core competences local tourism managers must have. Commercial awareness can be simply defined as staying up-to-date on daily happenings and developments in the business and commercial world.<sup>21</sup> The ability to produce or deliver a quality product or service on a limited budget for sure deserved a high score just because tourism manager need to balance between budget and quality customer service. Clients always expect good customer service and become frustrated when their expectations are not met. Providing outstanding customer service at the right price is the holy grail of most tourism managers and the best way to promote their local destination satisfying and understanding customers' needs. Between the core competences, we also identified the need of wide-ranging IT skills that are identified one of the most sought-after skills for this job position. Local tourism manager need to be computer literate and often contribute to and monitor the flow of new web content that can ensure a good online strategy and promotion of the local destination. Talking about the local tourism manager position, there is no need to say why it is so important that our profile needs to have local knowledge and a lively interest in the sector. Only people who are passionate about their work can easily apply all of their skills and energy into their work, bringing deserved success.

<sup>20</sup> [http://ecahe.eu/w/index.php/European\\_Qualifications\\_Framework](http://ecahe.eu/w/index.php/European_Qualifications_Framework)

<sup>21</sup> <https://www.allaboutlaw.co.uk/law-careers/commercial-awareness/what-is-commercial-awareness>



Nowadays it's hard to imagine any job that doesn't require you to communicate well. Most jobs need good communicators, people who can express themselves clearly and positively, both verbally and in writing. Local tourism managers need to communicate everyday with different local authorities, employees and customers, and for this reason excellent communication and presentation skills are increasingly important for the implementation of their daily tasks. The ability to communicate effectively in different languages is also very helpful for this job position. In today's globalized world, the importance of knowing foreign languages is a necessity and multilingualism is viewed as an investment in the future, especially in the tourism industry.

<b>Additional</b>	<b>Level</b>	<b>Nice to Have</b>	<b>Level</b>
Work experienced	4,5	Good math skills	3
Deal with unexpected situations	3,4	Creativity and innovation	3,4
Initiative and Enthusiasm	3,4	Experience in marketing presentations	3
Creativity	3,4	Dedicated	3
Tourism Management Education	4,5	Be a good listener	3
<b>Additional</b>	<b>Level</b>	<b>Nice to Have</b>	<b>Level</b>
Be able to control groups of people	3	Problem solving	3,4
Interpersonal skills	3,4	Flexibility	3
Goal-oriented	3,4	Craves learning	2,3
Leadership	4	Willingness to travel	2,3



Being a Local Tourism Manager is not an easy task. Young people need to gain as much pre-entry experience as possible, to increase their chances to successfully occupy this position. Sometimes the relevant work experience is essential, and can be gained via seasonal or vacation employment, or by working as a volunteer/paid assistant in a tourist information centre. Usually people that have graduated with degrees in languages, travel, tourism, leisure, business studies, marketing, management or journalism have an advantage.

Apart the communication and presentation skills, key skills for this job position are also the interpersonal skills. As the very nature of the business is to provide spectacular customer service and interact with customers on a regular basis, excellent interpersonal skills allowing you to make positive connections with clients, guests, vendors, and even other employees are a must.

Demonstrated skills in planning, organization and flexibility are also essential. Local tourism managers often have unusual hours or longer hour job and on their workplace, they must be ready to switch gears at a moment's notice if unexpected situations arise. Being adaptable to multiple positions is an aspect of tourism managers which is invaluable.



#### **2.1.4. Skills local tourism managers need**

##### ***Social skills***

Everyone knows that social skills are important in every aspect of the life.

When we talk about social skills, we basically have to mention skills such as communication skills, which include speaking, writing and body language, and also the ability to work with others as part of a team. Supporting other team members to coordinate activities to achieve quality service delivery of the business's product and respecting cultural diversity of team members, seeking their assistance to service the culturally diverse needs of customers is very important. Successful members of the tourism industry work well with others and can be productive members of a team, creating value for everyone and making significant contributions to an organisation's overall success.



### **Technical skills**

A large number of careers in tourism require different technical skills, such as tourism manager, chef, sommelier, beauty therapist, etc. IT skills that we mention as core competences for our profile are required at least at a basic level: database searching and use of internet. To give an example of technical skills let's analyse a sommelier. To be able to perform his or her daily tasks, a sommelier needs to possess skills in tastings, to know more about the wines, wine service and wine and food matching.<sup>22</sup> All these skills are learned skills, hence hard skills.

## **2.2. Understanding the labour market needs**

Tourism has the potential to play a significant role in the development of European regions, contributing to employment and wealth creation, sustainable development, enhanced cultural heritage, and the overall shaping of European identity. Infrastructure created for tourism purposes may contribute more generally to local economic development, while jobs that are created can help counteract industrial or rural decline.<sup>23</sup> The competitiveness of the EU's tourism sector is closely linked to its sustainability, as the quality of tourist destinations is strongly influenced by their natural and cultural environment and their integration into the local community. Local tourism managers play a key role in sustaining and increasing this growth through effective marketing of the products and services within their region. Local tourism needs people who are prepared and know how to develop good strategies that can regenerate tourism in their areas.

Although the development of tourism can bring a range of economic benefits to a region, not all the economic impacts are always positive. There are some disadvantages that need to be control from the local tourism managers.

- Inflation: one of the biggest problem that could happen, inflation can be described as a rise in the general level of prices. Tourism can cause inflation because it can make the demand for a certain product or service go up sharply, where it may be in limited supply.

<sup>22</sup> <http://trainedfortourism.org/mt/news.aspx?nid=44>

<sup>23</sup> <http://ec.europa.eu/eurostat/documents/3217494/5785629/KS-HA-14-001-EN.PDF/e3ae3b5c-b104-47e9-ab80-36447537ea64>



- Costs: another impact are the costs that tourism brings to the local community. These costs are direct, indirect and opportunity costs. However, some of these costs can be recouped via taxation on tourist activities or also can be supported from public money.

The role of the local tourism managers is to be aware of all these changes in the local communities and try to adapt and regulate negative impacts. Often this happens with the support from the local, regional or national governments.

### 2.3. Training available

Local Tourism managers can access general and specialised training courses and seminars through key professional bodies such as the Tourism Management Institute (TMI)<sup>24</sup> and The Tourism Society. The Tourism Management Institute is the professional organisation for anyone working in tourism destination management that supports destination management professionals throughout their career, from students setting out through to established senior practitioners. TMI is situated in London, but the institute also offers online distance education courses.

Other training programmes that can be useful for young people that would like to become tourism managers in their local communities are in areas such as report writing, IT skills, personal development, presentation skills, networking and funding applications. However, youngsters need to have enough experience in order to get this managerial position. In general, most of the tourism management experience is gained on the job – through working with colleagues or by learning from the development of a specific project. Personal qualities, skills and relevant experience, particularly of working within a customer-focused or tourism role, are often cited as more important than your degree's subject.<sup>25</sup>

Other qualification that can help young people increase their chance for this job position are knowledge in the following areas:

- European Studies
- Business/management degree
- Journalism
- Marketing
- Media Studies
- Modern Languages
- Tourism Management
- Urban/Rural regeneration

<sup>24</sup> <https://www.tmi.org.uk/>

<sup>25</sup> <https://www.prospects.ac.uk/job-profiles/tourism-officer>





Around Europe there are a lot of opportunities for people seeking a Bachelor in Tourism degree. Academic institutions in Europe are offering Bachelor in Tourism programs, maintaining a high level of standards and have top-notch universities with innovative teaching methods. A Bachelor in Tourism in Europe can be a positive first step towards a successful career in the industry.

In the following [link \(https://www.bachelorstudies.com/Bachelor/Tourism/Europe/\)](https://www.bachelorstudies.com/Bachelor/Tourism/Europe/) you can find some of the best Bachelor’s Degrees in Europe for 2018. Among them, there are online bachelor’s classes that allow students to learn on their own timetable. As some of the programs are offered online, there are also opportunities for students to further their knowledge and experience through different internships.

## 2.4. Challenges for this profile

<b>Political factors</b>
The policy making and planning of each country can affect the daily tasks of local tourism managers since their work depends directly of the public sector and government institutions. It is only governments which have the power to provide the political stability, security and the legal and financial framework which tourism requires. They provide essential services and basic infrastructure. It is only national governments which can negotiate and make agreements with other governments on issues such as immigration procedures or flying over and landing on national territory. <sup>26</sup> Local tourism managers must and fulfil the criteria required by the political/legal system, for the management activity to be truly legitimate. Local tourism managers need to face a lot of problems such as political stability, trade regulations, social and environmental policies, employment laws and safety regulations.
<b>Economic factors</b>
Public resources spent on improving the airports, roads and other infrastructure can positively influence the development of local destination that can facilitate the work of the local managers. Depending of the economic climate of the country, tourism managers can face some problems regarding the changes in consumer behaviour that can affect the demand of product or service their local community offers. Another negative impact of tourism which a local tourism manager can face is the prices increase. Increasing the demands for basic services and goods from tourists will often cause price hikes that negatively affect local residents whose income does not increase proportionally. The tourism development and the related rise in real estate demand may

<sup>26</sup>[https://kelasparhiugm2016.files.wordpress.com/2016/02/ebooksclub-org\\_\\_tourism\\_\\_politics\\_and\\_public\\_sector\\_management.pdf](https://kelasparhiugm2016.files.wordpress.com/2016/02/ebooksclub-org__tourism__politics_and_public_sector_management.pdf)



dramatically increase building costs and land values, making difficult for local people to meet their basic daily needs. The tourism function is more likely to be part of an economic development manager role, or be located within an arm's length destination management organisation, a city-centre management team or business improvement district.

The economic climate can also affect the salary of the local tourism managers. For example, the hotels and tourism salary in Denmark is estimated as: AVG. GROSS SALARY (\$) - US\$ 61,138, AVG. GROSS SALARY - DKK 339,975, AVG. NET SALARY - DKK 194,776. <sup>27</sup> In Spain - AVG. GROSS SALARY (\$) - US\$ 33,997, AVG. GROSS SALARY - EUR 26,327. Romania - AVG. GROSS SALARY (\$) - US\$ 32,376, AVG. GROSS SALARY - RON 118,355. Italy - AVG. GROSS SALARY (\$) - US\$ 62,869, AVG. GROSS SALARY - EUR 48,353. However, many aspects affect salaries such as education and experience, as well as location, gender, and benefits.

**Social factors**

Socio-cultural factors can play a crucial role in the management of local tourism and here we refer to demographic changes in the country and region, family and community relationships prevailing in the society, the characteristics of lifestyle, the aspects of health and education, etc.

The social aspect focuses on the forces within the society. Family, friends, colleagues, neighbours and the media are social factors. These factors can affect our attitudes, opinions and interests. So, it can impact sales of product and revenues earned. <sup>28</sup>

**Technological factors**

Digital technology is having a profound impact on society as a whole and, more specifically, on the work force and recruitment. It is forcing organizations to reinvent themselves in order to stay competitive and successful. For Local tourism managers, digital skills are highly valued and knowing how to answer your emails, to access a company's files on Google Drive, or to tweak a website's code, form small part of all digital skills that are increasingly sought-after in today's job market. Moreover, the explosion and rapid evolution of digitalisation in the tourism sector requires new, specific knowledge not only from employees but also from tourism managers and entrepreneurs. Technology issues affect how an organization delivers its product or service to the marketplace and tourism industry is one of the most affected by digital development. Local Tourism Managers need to engage communities using digital marketing and make sure their customers have the best possible away-from-home experience.

<sup>27</sup> <http://www.averagesalarysurvey.com/hotels-tourism/denmark>

<sup>28</sup> <http://pestleanalysis.com/social-factors-affecting-business/>



### 3. Touristic Itinerary Designer

Selected profile:	Touristic Itinerary Designer
Organization:	ASSOCIAZIONE DI PROMOZIONE SOCIALE FUTURO DIGITALE

#### Profile summary

The touristic itinerary designer is not a travel agent, nor a tour operator. This is a new travel section created by specialists who tailor travels by hand, based on individual interests and specific skills.

In this column you will find the description of the Designer Touristic Itinerary, their peculiarities that, hopefully, are of inspiration for starting the inexhaustible discovery of the world.

The touristic itinerary designer designs integrated tourist itineraries between tangible and intangible assets with tourism potential.

Promotes the tourist enhancement of countries and territories, organizing itineraries to discover artistic, cultural, food and wine attractions.

Operates in various sectors related to the design of integrated tourist routes, organization of events, innovative promotion of itineraries and locations, tourist marketing and animation.

#### Keywords (5-10 words)

Entrepreneur, Culture, Tourism, Itinerary, Business , Heritage, tourist itineraries, marketing, heritage promotion, catalogues, tour operator.



### 3.1. Profile description

Travel designers have to respond to needs, desires (and also the whims) of very wealthy people who don't like group travel but want to follow a specific program, aimed at creating the feeling that the traveller is the true protagonist.

So, the Tourist Itinerary Designer prepares custom-made trips and personalized itineraries to places already visited by himself. Therefore, he offers an exclusive and reliable tourist package, gives advice and suggestions on cities not always included in the catalogues provided by tour operators. His capability to personalize travel can be very interesting for companies that work on niches, luxury, or on specific topics such as food and wine, responsible tourism, etc.

A Tourist Itinerary Designer doesn't buy packages from a catalogue or a local consultant. As the word says, he designs itineraries and experiences considering the client's needs and interests, using his own experience as a traveller and technician. Therefore, he is a consultant, a professional, a leisure coach, even a psychologist, who organizes custom-made travel experiences. Furthermore, he is creative: he doesn't have a catalogue or pre-set itineraries, but works on on the spot programmes and makes journeys only for specific clients. He suggests the best experiences to live and how to explore them, and creates trips based on his experience and the needs of the tourist.

The "Designer of tourist - cultural itineraries" is a deep lover of territory and problems related to it; knows all the receptive organizations operating (hotels, villages, camping, restaurants, craft shops, shops); is able to identify different paths to highlight the variety of the territory and satisfy everyone's interests. Through alternative tourist-cultural itineraries, he/she wants to offer the opportunity to discover those signs, those testimonies that allow to capture the historical, environmental, architectural and anthropological peculiarities of places that are often as close as they are unknown.

The task of the designer is to diversify at best the itineraries, whose routes should also include the indication of all that characteristic and folklore (craft shops, refreshment points, etc.) the chosen place can offer, in addition to the indication of the means of transport necessary to connect the various sites.

Intertwining art, myth, archaeology, nature, history, culture, gastronomy and crafts in integrated itineraries are able to make tourists "the other dimension of travel", made up of new, fascinating discoveries and initiatives aimed at experimenting with a different way of enhance the territory in question, to encourage a different and more qualified tourist enjoyment.

Regions, Employment Centres and Organizations offer a wide range of courses, training activities and orientation days for aspiring travel industry professionals.

Many tourism professions are evolving, others emerging and many are in consolidation.



The tourist-cultural itinerary designer responds to the needs of the tourist not only by providing itineraries already prepared according to the demand of the diversified target, but adapting the proposals according to the requests and curiosities of the tourist in the drafting of personalized itineraries.

The Tourist Cultural Itineraries Designer possesses all the tools to elaborate and interpret market data; use them to meet the needs of the application, knows the main tourist itineraries to create new ones. It will have to interact with the organizations that work in the sector, know the territory on which it operates and which will become "the product" that will be used to convey.

This professional figure is able to operate independently of an organizational structure because it has all the skills to provide a qualified service to those working in the sector.

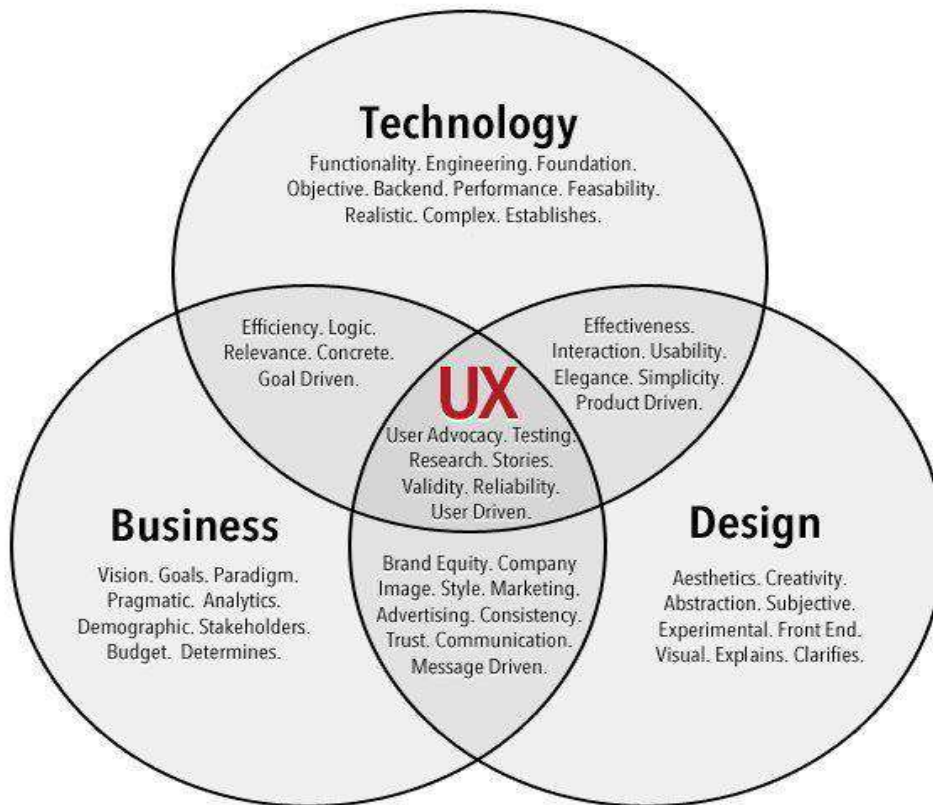
### 3.1.1. Competences

Such a promising sector needs highly specialized figures with adequate training and education, and above all, able to cooperate to achieve the ultimate goal: tourist audience.

The Travel Itinerary Designer has great organizational skills accompanied by the knowledge of touristic geography, cultural baggage, sense of initiative, creativity. It is important that the Travel Itinerary Designer knows how to define one or more tourist itineraries starting from the study of a tourist destination. The professional must also understand how a tourist itinerary can satisfy certain travel needs. On a technical level he/she must be able to identify the services necessary to compose the tourist offer. The figure must know the contractual aspects that bind the different suppliers, must define a final price for the product that will be marketed.

In order to operate in this field it is extremely important to know the territory and learn how to exploit the tourism resources: from historical and artistic assets, to the landscape up to the typical features. In the same way, it is essential to have acquired the principles of marketing, in addition mastering at least two foreign languages and using the Internet.

**Skills:** legal knowledge of regional legislation, national and community directives related to the sector, the legislation for the protection of artistic, cultural and environmental heritage, as well as the main lines of financing; ability to build a tourist dimension of the territory, through the redevelopment of cities, villages and cultural heritage; ability to plan the tourist offer with elaboration of integrated paths; ability to organize hosting campaigns in its various phases: from fundraising to logistics and promotion.



His professional knowledge, besides languages and tourist geography, are mainly based on a technical nature, useful to provide tourism products; from the techniques used to make the tour packages catalogues and travel on demand, to those used to the acquisition of transport and accommodation services, to the organization services systems.

The technical aspects have to be supported by a wide range of general knowledge and personal experience that allow customise the products offered, based on cultural, recreational and sports interests of the customers, and provide a professional service of advice and information.

Moreover, the knowledge of the fundamentals of marketing, communication and advertising methods, tourist psychology as well as the organization of the agency services work and the best integration with other activities are very useful. The knowledge of two or more foreign languages is essential, with a good knowledge of the legislation and commercial contracts necessary to the partnership with the service providers.

The Travel Itinerary Designer does not buy packages from a catalogue or a local correspondent. On the contrary, he is a lover of the world and proposed destinations, where he returns several times, maybe he has even lived there. As the word says, he draws itineraries and experiences starting from the client's needs and interests, making available his own experience as a traveller and technician. He is therefore a consultant, a professional, a leisure coach, even a psychologist, who organizes tailor-made travel experiences. After all, he is a travel guru as well.



The following table shows in detail the set of competences that the Travel Itinerary Designer needs in order to qualify as an entrepreneur.

Set of competences	Competences	Proficiency level 1-5 (EQF 3-8)	Additional skills
PLAN	<p>Business Strategy Alignment***</p> <p>Service level management** *</p> <p>Business Plan Development** *</p> <p>Project Planning***</p> <p>Product and Service Planning***</p>	<p><u>Level 5</u> Identifies and seizes opportunities to create value by exploring social, economic, cultural landscape</p> <p><u>Level 5</u> Identifies needs and challenges that need to be met</p> <p><u>Level 5</u> Develops ideas and opportunities to create value, better solutions to existing ones.</p> <p><u>Level 4</u> Develops a vision to turn ideas into action</p> <p><u>Level 4</u> Analyses and defines current and target status. Estimates cost effectiveness, points of risk, opportunities, strengths and weakness. Creates structured plans, establishes time scales.</p> <p><u>Level 3</u></p>	<p>*Creativity, *Vision, *Ethical and Sustainable thinking.</p>



	<p>Application design***</p> <p>Sustainable development**</p> <p>Innovation***</p>	<p>Analyses, specifies and makes available a model to implement applications in accordance with customer needs</p> <p><u>Level 4</u> Defines objective and strategy of sustainable cultural tourism development in accordance with the business sustainability policy</p> <p><u>Level 5</u> Provides strategic leadership for the introduction of revolutionary solutions</p>	
BUILD	<p>Analyse the tourism offer of the territory and the promotional channels***</p> <p>Documentation**</p> <p>Fundraising**</p>	<p><u>Level 4</u> Carries out a survey of the tourism offer, in terms of product / service, through visits, inspections, contacts with tourist organizations - analyses market data - identifies the most suitable promotional channels</p> <p><u>Level 3</u> Produces documents describing products, services. Selects appropriate media for the presentation of materials.</p> <p><u>Level 2</u> Develops strategies to cultivate a donor. Matches the donor's passion with a specific need within the company resulting in funding.</p>	<p>*Analytical skills *Self-awareness, *Motivation and *Perseverance. *Knowledge of cultures, traditions, geography, psychology, heritage, gastronomy</p>





<p>RUN</p>	<p>Client support***</p> <p>Service delivery***</p> <p>Problem management** *</p>	<p><u>Level 3.</u> Manages the planned service process according to the needs of customers. Acts creatively, applies continuous service improvement.</p> <p><u>Level 3</u> Programmes the schedule of operational tasks. Manages budget</p> <p><u>Level4</u> Identifies and resolves the root cause of issues. Provides leadership and takes the responsibility of the entire process of problem management.</p>	<p>*Mobilizing Resources, *Financial and Economic skills literacy, *Legal literacy * ICT literacy, *Foreign language skills, * Communication skills, *Cultural awareness *Storytelling</p>
<p>ENABLE</p>	<p>Education and training provision**</p> <p>Security Strategy**</p> <p>Quality development** *</p> <p>Purchasing***</p>	<p><u>Level3</u> Acts creatively to analyse skills gaps; identifies potential sources for training provision.</p> <p><u>Level 5.</u> Provides strategic leadership to information security of the company's business culture</p> <p><u>Level5.</u> Defines and improves a formal strategy to satisfy expectations and improves the overall quality of business performance.</p> <p><u>Level3</u> Ensures positive commercial relationship. Selects products, services by evaluating performance, cost, timelines, and quality.</p>	<p>*Taking the initiative, *working with others, *Interpersonal, *leadership skills, *Media skills *ICT skills *Flexibility</p>



	<p>Sales Proposal development** *</p>	<p>Decides contract placement and complies with organizational policies. <u>Level3</u> Acts creatively to develop proposal incorporating a complex solution. Ensures feasibility, legal and technical validity of customer offer.</p>	
	<p>Sales management** *</p>	<p><u>Level 4</u> Estimates appropriate sales to deliver company results. Decides and allocates annual sales targets and adjusts incentives to meet market conditions.</p>	
	<p>Contract management** *</p>	<p><u>Level3</u> Provides and negotiates contract in accordance with the company processes. Ensures that the contract and deliverables are provided on time, meet quality standards.</p>	
	<p>Personnel development** *</p>	<p><u>Level4</u> Takes action and develops organizational process in order to address the development needs of individuals of entire workforce.</p>	
	<p>Information and knowledge**</p>	<p><u>Level3</u> Analyses business processes and associated information requirements and provides the most appropriate information structure.</p>	
	<p>Needs Identification***</p>	<p><u>Level5</u> Provides leadership in support of the customers' strategic decisions. Helps customer to get new cultural tourism solutions, fosters partnerships, and creates value.</p>	



	Digital Marketing**	<p><u>Level 3</u></p> <p>Develops Digital Marketing strategy. Selects appropriate tools and sets budget for the channels adopted. Monitors and analyses the digital marketing activities.</p>	
MANAGE	<p>Forecast development**</p> <p>Project management** *</p> <p>Risk management** *</p> <p>Business change management ***</p>	<p><u>Level 4</u></p> <p>Interprets market needs and evaluates market acceptance of products and services.</p> <p><u>Level 4</u></p> <p>Implements plans for a programme of change. Defines activities, responsibilities, tasks, resources, skills needs, and budget.</p> <p><u>Level 4</u></p> <p>Provides leadership to define a policy for risk management by considering all the possible constraints, including technical, economic and political issues.</p> <p><u>Level 5</u></p> <p>Assesses the implications of new tourism solutions. Defines the requirements and quantifies the business benefits. Manages the deployment of change taking into account structural and cultural issues. Maintains business and process continuity throughout change, monitoring the impact, taking any required remedial action and refining approach.</p>	<p>*Organizational,</p> <p>*Time management,</p> <p>*Collaborative skills,</p> <p>*Presentation skills</p> <p>*Conflict Management</p>



## 3.2. Understanding the labour market needs

The economic crisis that has been affecting the states of the Mediterranean area of Europe has produced massive unemployment due to redundancies, bankruptcies of companies or simply because of cuts of personnel due to a lower need for labour, a drop in demand. In this period, to be able to find a monetary income that supports family expenses, there is a need to find new types of employment, which are able to cover the needs shown by the market. In this guide, in particular, we will talk about a new professional figure, we will show you how to succeed in becoming a Touristic Itinerary Designer.

Economic activities related to tourism sector involved just over 12 million people in the European Union; travel agencies and tour operators represent almost half a million.

	Total non-financial business economy <sup>(*)</sup>	Services <sup>(*)</sup>	Tourism industries (total) <sup>(*)</sup>	Transport (total) <sup>(*)</sup>	Accommodation (scope of Reg. 692/2011) <sup>(*)</sup>	Food and beverage (total) <sup>(*)</sup>	Car and other rental (total) <sup>(*)</sup>	Travel agency, tour operators (total) <sup>(*)</sup>	Selected tourism industries <sup>(*)</sup>
<b>EU-28</b>	133 076 972	55 244 131	12 043 560	1 988 400	2 364 233	6 960 025	199 664	492 426	3 252 701
Belgium	2 709 917	1 210 008	:	:	22 245	131 927	4 134	8 773	36 394
Bulgaria	1 864 690	606 534	:	:	39 349	90 996	1 947	5 946	48 301
Czech Republic	3 486 702	1 071 154	186 473	27 288	30 074	115 165	2 060	11 885	47 486
Denmark	1 601 015	639 217	:	:	16 973	41 923	1 532	6 304	32 468
Germany	26 468 059	10 823 695	2 076 514	273 320	499 935	1 176 844	28 804	97 611	662 078
Estonia	400 718	150 405	:	:	6 090	13 060	698	1 766	8 160
Ireland	1 097 444	543 723	:	:	54 145	91 445	1 727	4 602	66 624
Greece	2 198 983	853 200	:	:	74 102	196 549	3 797	11 604	88 143
Spain	10 574 716	4 748 975	1 324 118	:	241 857	841 933	14 863	50 277	325 378
France	15 295 948	6 825 778	1 323 076	398 351	193 283	662 794	27 476	41 172	302 761
Croatia	996 631	347 568	112 055	14 343	30 936	59 714	1 311	5 751	:
Italy	14 407 907	5 545 722	1 404 906	157 048	256 365	932 266	13 535	45 692	325 172
Cyprus	207 254	92 970	:	:	16 778	17 338	638	1 565	19 352
Latvia	584 281	229 221	36 939	6 598	6 089	20 793	1 339	2 120	9 563
Lithuania	869 398	299 795	45 837	5 866	7 446	27 975	1 646	2 904	10 854
Luxembourg	243 372	116 843	:	:	3 437	12 391	404	:	:
Hungary	2 393 877	924 340	152 050	32 599	23 300	87 116	3 367	5 668	31 073
Malta	121 972	57 440	20 258	:	7 790	6 962	:	1 596	:
Netherlands	5 343 971	2 677 890	:	:	75 937	279 782	9 035	22 356	123 379
Austria	2 707 211	1 105 638	333 704	46 328	109 690	162 209	3 697	11 780	129 370
Poland	8 205 480	2 436 109	334 938	100 377	66 066	143 465	7 260	17 770	89 731
Portugal	2 853 849	1 136 541	:	:	54 277	192 533	4 383	9 675	74 832
Romania	3 835 627	1 174 306	215 042	59 617	40 115	102 817	2 638	9 855	59 542
Slovenia	573 850	190 031	:	:	10 135	21 186	359	1 944	13 204
Slovakia	1 401 847	435 793	66 943	12 734	11 976	37 098	1 989	3 146	18 819
Finland	1 457 598	475 170	:	:	8 899	33 601	1 087	4 822	17 007
Sweden	3 027 838	1 326 564	249 989	60 109	45 959	128 391	2 978	12 550	68 139
United Kingdom	18 146 817	9 199 501	2 125 821	232 831	410 985	1 331 752	56 960	93 292	580 731
Norway	1 540 190	625 508	135 389	45 461	29 190	53 238	1 538	5 962	42 804
Switzerland	2 744 454	1 102 948	:	:	66 611	124 138	1 348	15 957	95 189

Note: Tourism aggregates estimated using available data and including 2012 data for some countries. Due to unreliable data at country level, the use of 2012 data instead, and rounding, deviations can occur between total and subtotals.

(\*) NACE sections: B-N\_S95\_X\_K (Total business economy, repair of computers, personal and household goods; except financial and insurance activities). IE, EL and FI: 2012 data.

(\*) NACE sections: H-J, L-N and NACE division S95.

(\*) NACE classes: H491, H4932, H4939, H501, H503, H511, I551, I552, I553, I561, I563, N771, N7721 and division N79.

(\*) NACE classes: H491, H4932, H4939, H501, H503 and H511. LT: 2012 data.

(\*) NACE classes: I551, I552 and I553. IE: 2012 data. EE, IE, LU and NL: including NACE class I559.

(\*) NACE classes: I561 and I563. IE: 2012 data.

(\*) NACE classes: N771 and N7721. EU-28 estimate not including MT. IE: 2012 data. DK, EE, IE, ES and CH: not including class N7721.

(\*) NACE division N79. EU-28 estimate not including LU. IE and FI: 2012 data.

(\*) NACE divisions: H51, I55 and N79. FR and SE: include class H511 instead of division H51.

Note: Full description of economic activities covered, see under "Data sources and availability".

": Aggregate not available due to one or more unreliable components at NACE 3 or 4 digit level.



Tourism is one of the industries that is not wholly affected by a crisis. On the contrary, according to data from the World travel & tourism council, in 2014 it grew by 4.7%. Tourism is a major engine for job creation and a driving force for economic growth and development.

According to the World Travel and Tourism Council data, in 2015 tourism directly created over 107 million jobs (3.6 per cent of total employment representing 3 percent of total GDP) and supported (directly and indirectly) a total of 284 million jobs, equivalent to one in 11 jobs in the world. By 2026, these figures are expected to increase to 136 and 370 million jobs respectively representing one in nine of all jobs worldwide.

The tourism market is in constant turmoil as a result of the given demand, the tourist offer is more refined and detailed. Now more and more people are looking for something different and people working in the tourism sector have to face the challenge and offer travellers something more than the classic tours. Now the needs have changed, the information has multiplied and there is a little time and space to absorb the information.

In addition to the "classic" and recognized tourism sector professionals such as tour guide, tour animator or travel agent, the new technologies have led to the birth of new figures, such as Destination manager or Travel Itinerary designer.

The travel itinerary designer is a new professional figure who aims to support recent changes in the tourism market as today there is an increased number of tourists and, as mentioned above, the needs have changed. Fewer classic and standard trips, more personalized trips. Now it's difficult to accept a standard package proposed by travel agencies, people now prefer to live a unique experience, optimizing in the best way their available time. They rely on a travel itinerary designer who, in a more technical way, offers his advice to find the most convenient travel offers, creating an itinerary tailored to the client's tastes and avoiding unpleasant surprises.

The Travel Itinerary Designer is required in travel agencies, Tour Operators, Tour Organizer Agencies and as an independent tourism consultant.

### **3.3. Training available**

The Internet has literally revolutionized the way people interact, but also the way companies work in many sectors, encouraging the birth of new specific professional figures. In order to guarantee a correct technical training, ad hoc courses have also been designed to provide the adequate technical and practical knowledge to carry out the desired work. In the following section we will try to provide all the information on how to become a travel itinerary designer and work in the tourism sector.



What kind of training does a travel designer need? Surely curiosity and desire to travel are the basic requirements for those who want to do this profession. As far as training is concerned, no special courses or studies are required: we recommend a knowledge of history, architecture, art as well as photography, entertainment and marketing. For those who do not have direct knowledge of these issues, it is possible to take courses of travel designers organized by public or private bodies.

In order to be able to achieve this profession in the best possible way, there is the need to have a good cultural background, composed of historical knowledge related to the territory, especially traditions, art, architecture, monuments, food and wine. In addition to being in possession of a diploma, he will have to perfect himself by studying as much as possible as a self-taught person.

The Cultural Tourism Itinerary Designer should get a complete and complex training and knowledge.

If you are interested to be an entrepreneur in this sector we recommend you to follow a degree which covers both Entrepreneurship and Tourism sectors.

There are designed Master Degrees that enable participants to develop and focus on applying skills and theories that allow them to recognize and use market opportunities in- and outside organizations. Thus they are provided with the necessary base to be innovative and reach sustainable success.

These kind of Master Degrees enables students:

- ✓ to gather sound and application-oriented knowledge to further develop management expertise and approaches to entrepreneurship in tourism;
- ✓ the reflection and discussion of key competencies needed to develop entrepreneurial and intercultural leadership skills;
- ✓ the students acquire profound and practice-based knowledge about strategic and operational marketing and learn how to professionally apply this knowledge in the tourism and leisure industry;
- ✓ the development of key skills and competencies needed to lead family businesses in tourism;
- ✓ the development of a sound understanding and theory of market trends and their implications for international tourism;
- ✓ to gather sound knowledge and know-how to deal with the key-issues for the management of destinations and innovation.

Furthermore, it's recommended and essential that the future cultural tourism entrepreneur gets wide range of cultural, leadership, language training courses both in formal and non-formal settings.

Erasmus+ provides non-formal training courses in various topics that are fully funded.

For the reference of training opportunities access: [www.salto-youth.net](http://www.salto-youth.net)



Erasmus For Young Entrepreneurs is another opportunity to grow us an entrepreneur.  
For more details: <https://www.erasmus-entrepreneurs.eu>

Tourism can make use of distance learning, which can satisfy different student and professional groups. The quality of distance learning is based mostly on online applications created by professionals and can be considerably improved through online textbooks, unified course structure, detailed study time plan, different communication tools, student motivation and an information server. It is advisable to combine distance learning with face-to-face consultations and seminars to ensure personal and language skill development.

The platforms, such as [www.edx.org](http://www.edx.org) , [www.coursera.org](http://www.coursera.org) , [www.futurelearn.com](http://www.futurelearn.com), [www.iversity.org](http://www.iversity.org) provide great, interactive e-learning courses aimed at aspiring entrepreneurs.

IATA has wide range of courses aimed at tourism. For more details look: <http://www.iata.org/training/subject-areas/Pages/travel-tourism-courses.aspx>

But above all, the travel itinerary designer should travel and experience as much as possible, this figure must transmit his passion via his work.

### 3.4. Challenges for the profile of Travel Itinerary Designer

#### PEST Analysis

##### **Political factors**

- The new business models and the skills necessary to develop and manage them will in the near

future respond in particular to the challenges that involve transversally the development of the cultural tourism sector at national and regional and international level and will influence its competitiveness in the near future:

- the development of new products and territories little or not known at all;
- repositioning and differentiation of already established destinations, also with a view to de-seasonalization.

The "challenges", which also concern the sphere of governance and destination management, will then be superimposed on the identified drivers of competitiveness (business networks, use of technologies, public / private relations) and the key-themes (generational transition) , accessible tourism, etc.).



- **Legal Obligations**

A wide range of legal issues imply on cultural tourism start-ups. It is essential to get acquainted with legal situations of the places in order to launch and run a sustainable business in this sector.

Before launching your business, it is recommended to hire competent legal counsel to get advice about how to take care of legalities and plan taxes.

### **Economic factors**

Innovation and the ability to intercept new market and target trends. The creative industry has become one of the pilasters on which to build the visitors' economy - the inability to develop new products and the lack of innovative ideas are perceived as one of the problems both within companies and in the system, so much so that they see the solution in a contamination from other sectors, given that tourism seems not very innovative within it.

### **Social factors**

Provision of a unique, special, and participatory tourist experience.

Cultural tourism is often seen as a means to maintain the past, as well as to provide economic development, and create jobs. Unique, special, and participatory tourist experience that will bring with it jobs and economic development of investment in a range of initiatives. The challenge is further complicated by the need to preserve the character of the community and its cultural resources, offer an authentic experience, while ensuring the sustainability and authenticity of the tourist product.

### **Technological factors**

- Access to Technology
- Navigational tools/mobile apps underdeveloped and/or not integrated across multi-state region
- Little social media integration related to tourism across states
- Some reluctance among tourism actors to adopt new technologies

As we mentioned the Travel Itinerary Designer is a new profession, perhaps little known by many, which is quickly starting to spread. There are many people who love to travel and, embarking on the path to this career, will combine business with pleasure and work starting from something that deeply appeals.

First of all we suggest you step by step get ready to take this path; you must, of course, have a diploma and you will have to further enrich your cultural baggage, informing yourself as much as possible about history, architecture, monuments, arts, food and wine of the





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territory. The degree in tourism sciences is not a requirement but it represents, certainly, an extra gear as it allows to possess a lot of information and notions suitable for the profession.

The figure has a lot of potential to develop tourism industry and respond to the market needs.

If you wish to establish a business or career in this sector make sure that travelling is your passion, immerse yourself in cultures and be creative.



## 4. Communication Specialist in the field of Cultural Tourism

Selected profile:	Communication Specialist in the field of Cultural Tourism
Organization:	GEYC

### Profile summary (7-10 rows)

Lately, tourism has become one of the most interesting working fields for youngsters all over the world. Thus, in the past few years, lots of new jobs and professions related to tourism seemed to replace the traditional ones in the young people's preferences. One of the most sought-after occupations in this area is, of course, the so-called communication specialist, which is the equivalent of the travel blogger or travel vlogger. Regular trips in dreamy places, outstanding photos from all over the world and on top of that, a huge amount of people interested in your life, must feel like the dream job. In reality, behind all the glamorous articles and pictures, there are a lot of hours of editing. Eating in fancy restaurants and visiting incredible destinations come with more rejections and a lot of consistent work. However, work never felt more pleasant than in this case.

### Keywords (5-10 words)

Travel blogger, travel vlogger, communication specialist, social media specialist, photo editing, video editing



## 4.1. Profile description

Being a travel blogger or a travel vlogger sounds like a lot of fun activities and it seems like everyone can do it; how much of that is true?

Even if it might seem extremely easy to travel around the world, stay in luxurious hotels, take a lot of glamorous pictures and record all your adventures, the life of a travel blogger or a travel vlogger is extraordinarily different than how it looks on the screen.

Even though there is no degree required for this profession, being a full-time online influencer demands a set of skills that you might consider if you would like to join the blogosphere or vlogosphere anytime soon.



Firstly, it must be acknowledged that being a successful travel blogger or travel vlogger will take time and will involve a lot of effort. It's true that there are no certificates of degrees required, but you will have to work hard, develop new skills, always reinvent yourself and never stop believing in your passion.

Starting with planning, it is important to be sure in which direction you are heading. If it's the blog one, you should definitely start reading "how to write catchy articles", "what is SEO" and all these kinds of informative articles. After all, you will have to be a communication specialist, you have to know HOW to communicate with your audience and WHAT to tell them in order to become regular readers. If you are thinking that the video part will be easier, well you couldn't be more wrong. Even though not in every case the vlogger has a script, in the unlikely event of a block, you should have a plan, so writing skills work for vloggers too.



Oh, wait! Rewinding a little bit, before starting the “actual writing” you must type a few times on any friendly search engine some keywords like “copywriting”, which bring us to the very first skill that you must develop in order to become a professional: research. Most of the times overlooked, this skill can get from 0 to 100 real quick, if you know what I mean. There is nothing more valuable than knowing your field, knowing what you should do in order to succeed and which the following steps that you should take are.

After all the search and reading about your new career, you should start doing something, because the best way to learn something is by making mistakes; and you will make a lot of those at the beginning which is really good news because from those mistakes you will learn the most valuable lessons for your path.

Once you start a blog or a video channel you should take in consideration possible collaborations that will make your new platform more visible to your future audience. For this, as you may guess, you will need to communicate, get out of the house and make connections, spread the word among your family, friends, relatives, acquaintances and whoever do you consider right. Developing or improving social skills will help you grow faster and also learn faster how this industry works.



Before continuing with the set of skills that you need to run this, it must be mentioned that a communication specialist in the field of tourism is more than just a voice, it's an echo.



This means that your content must be good, actually impressive to become viral. Always keep this in mind.

Going on with the skills, a successful travel blogger or travel vlogger is definitely not just a promoter of some certain destinations, hotels or airlines. A travel blogger or travel vlogger is an ambassador of a new lifestyle and consequently, of a new type of feeling - the feeling of freedom. Thus, a communication specialist in the field of tourism or a newbie that dreams to become one, must have a very strong and well-developed package of skills which includes both the ones that are mentioned above and the ones mentioned below.

After planning and building this sentiment of comfort given by your own channel or platform, it is time to grow. Growing engages more of your communication skills since you also need to adapt to social media platforms. Even if adapting the content to each one of them, learning about the algorithms and how to “beat” them in order to succeed, might seem difficult at the beginning of your journey, you will find yourself mastering these skills like no one else.

By the time a travel blogger or travel vlogger acquires all the previously-mentioned skills, there will be a peak in his career which will also come with a “dead-point”. This may occur sooner than expected. In every situation, a dead-point is not the end of the road but just a closed door. You know what they say, “if the door is closed, enter by the window”. This moment is the perfect time to develop new skills such as critical thinking which is an essential tool that helps correcting and improving your work.

Lastly, after the hard work is done, it is time for maintenance and monetizing. Sometimes, maintaining can be even harder than building. In order to do it right, a travel blogger or travel vlogger needs to plan a long-term strategy. Choosing the destinations, making the posts and affiliating with any brand or service must be done very carefully because any step can decide over the failure or the legacy of the new business that you just set up.





Set of competences	Competences	Proficiency level	Additional skills
PLAN	Researching	3	Planning
BUILD	Writing, Video Making	4	Editing, SEO
RUN	Social Media	5	Copywriting, Communication
ENABLE	Critical thinking	4	Forward-planning and strategy
MANAGE	Management	5	Good time management

## 4.2. Understanding the labour market needs

Since 1994, when the first blog was created, the world of online influencers has been developing a lot and incredibly fast. Niche blogs started to be more and more popular and created a new generation of role models that are now known nearly as much as TV celebrities. With such a big stake, the only issue left is the labour market. How did it adapt to the new trends and how is it going to develop?

Tens of years ago, when social media wasn't exactly a thing, people were mostly traveling to popular destinations, where either everyone was going or someone who they knew have previously gone. The bookings were made only by travel agencies and travel guidebooks were "the bible" of the tourist. While European cities like Paris, London and



Rome were all the time in the top of the tourists' choices smaller cities like Seville, Porto or Bologna were rarely taken into consideration.

Once the social platform took over the internet and everyone was looking for inspiration in the online world and less in their friends' recommendations, a new branch of occupation started to develop: online influencers. Even though at that time no one called them like this, today all the persons who have an influence on a large group of people through online tools are known as an influencer. In the tourism field, most of them are self-titled as travel bloggers or travel vloggers, depending on the type of content that they are producing.

At the beginning of blogging, the labour market wasn't exactly ready for this "wave" of professionals, but it is gradually adapted to the high demand coming from the new generations. In the postmodern times, the internet seems to respond better to human social needs and developed a strong need to interact through online communication media. Thus, no wonder why a lot of online users embraced so quickly the appearance of a new type of role models and idols related to a different area of activities. Apart from that, a huge number of online users had access to online communities, forums and other platforms which helped the internet to become one of the most reliable sources of information.

As a result of consuming more content and continuously searching for a unique source of information, the blogger phenomenon found its place in the labour market. Nowadays, bloggers and vloggers are a big part of our daily life representing the "loudest" voices in online.

### 4.3. Training available

Now, it's time to get this blog or video channel started, but firstly, education. Even though education in this field is different than any formal education required by most jobs, the internet is an infinite resource of courses.

As mentioned, there is no formal education for this but nevertheless there are a lot of articles, videos, courses and seminars that can help any beginner build an empire. Some of the most valuable are listed below:

- 9 ways to become a successful blogger - <https://www.nomadicmatt.com/travel-blogs/become-successful-travel-blogger/>



- 6 things to know before start travel blogging - <https://superstarblogging.nomadicmatt.com/start-a-travel-blog/>
- So, you want to start a travel blog? 10 things I wish I'd known - <https://indianajo.com/so-you-want-to-start-a-travel-blog-10-things-i-wish-id-known.html>
- 11 secrets to becoming a professional travel blogger - <https://expertvagabond.com/professional-travel-blogger/>
- 6 ways to become a better travel vlogger - <https://www.heynadine.com/6-ways-become-better-travel-vlogger/>
- How to become a travel vlogger according to HeyimNatalia - <https://www.studentflights.com.au/travel-mag/2017/11/how-to-become-a-travel-vlogger-as-told-by-heyimnatalia>
- HOW TO TRAVEL VLOG! 4 Steps For Beginners - <https://youtu.be/4gGbm9qoRiM>
- How To Make a TRAVEL VIDEO - 10 Tips you need to know - <https://youtu.be/MGhjvist4gk>
- Travel Tips on How To Pack Light | ANN LE - <https://youtu.be/Gd87KwDRdGU>
- How to learn social media marketing: 30 resources for beginners - <https://blog.hubspot.com/marketing/social-media-marketing-resources>
- 10 free online courses to start learning social media marketing - <https://blog.hubspot.com/marketing/social-media-marketing-resources>
- 37 Free Social Media and Marketing Courses to Elevate Your Skills Today - <https://blog.bufferapp.com/marketing-courses>
- 5 essential travel vlogging gear to have in your backpack - <https://vloggerpro.com/travel-vlogging-gear/>
- How to take your own travel photos - <https://youtu.be/01nVxQ3W3g4>
- Take Better Travel Photos Like Chris Burkard - <https://youtu.be/v7cPHWQ-IsY>
- How to Edit WARM GOLDEN TRAVEL Photos | Lightroom Tutorial For Instagram - <https://youtu.be/jlK9BdkUh9U>
- How to Become a Travel Vlogger and Make Money Traveling on YouTube — Nadine Sykora Interview - [https://youtu.be/1x\\_moZdHeRU](https://youtu.be/1x_moZdHeRU).





## 4.4. Challenges for this profile

### PEST Analysis

In order to have a better understanding of the challenges that a travel blogger or a travel vlogger is facing, we will take a look at a PEST analysis related to online activities focused on traveling.

#### Political factors

Political factors have a deep impact in the development of cultural tourism all over the world. Whether we are speaking about the changing of government regimes or terrorism, the effect is always irreversible. Let's take, for example the situation of Egypt, a well-known destination among travel bloggers or travel vloggers. Even though the landmarks in Egypt are spectacular and a trip there can boost the popularity of any influencer, the instable situation of the country is influencing the decision of many travelers.

Year	Total number of tourists, million	Total number of nights, million	Total revenue, billion USD
2010	14.7	147.4	12.5
2011	9.8	114.2	8.7
2012	11.5	137.8	9.9
2013	9.5	94.4	6.0
2014	9.9	97.3	7.2
2015	9.3	84.1	6.1
2016	5.4	37.2	

Sources: Adla Ragab (January 14–15, 2014). Recent development of TSA in Egypt (pdf). Fourteenth Meeting of the Committee of Statistics and Tourism Satellite Account (TSA). Retrieved 9 October 2014 and Matt Smith (11 September 2014). "Egypt tourist numbers to rise 5–10 pct. in 2014 – minister". Reuters. Retrieved 9 October 2014.

#### Economic factors

The economic situation all over the world seems to push even harder on the tourism sector to develop. People are spending more money on traveling and the necessity of communication specialists in this field is rising. The emergence of low-cost airline companies, the rising popularity of hostels and the launching of new platforms like Couchsurfing or Airbnb contributes to this need.



On a local note, global economy changes and different marketing strategies implementation have changed the income of bloggers and vloggers in a very positive way. According to HubSpot, “53% of marketers say blogging is their top content marketing priority”, which means that travel blogging or travel vlogging can be easily transformed into a really profitable business. Adding to that, Statista mentioned that “The Number of Bloggers is expected to reach 31.7 million in 2020.”

### Social factors

Regarding social and cultural factors, traveling has become one of the most important aspects of the millennials’ life. Thus, the popularity of travel bloggers and travel vloggers increased among them and created a new area of activity. According to a report made in November 2016 by Airbnb (“Airbnb and the Rise of Millennials Travel”), “Travel is deeply important to millennials, especially in China. Most millennials would prioritize travel over buying a home or paying off debt”. Also, on the same page we must mention that Millennials have a totally different way of travelling than their parents’ generation. They prefer unique and adventurous experiences that will help them to understand better the culture and the customs of different places.

“Over 80% of millennials seek unique travel experiences and say that the best way to learn about a place is to live like the locals do.” Regarding the landmarks that they would like to see, the things are changing also. If 10 years ago, everyone would go to Paris to take a picture with the Eiffel Tower, nowadays the trends have changed. The Millennials (the targeted group by travel bloggers and travel vloggers) are more into hidden local places where they can take amazing pictures.

According to a recent study by the Adventure Travel Trade Association (ATTA), the definition of adventure is changing. Risky adrenaline activities are favoured 45% less than “experiencing a new culture” in the definition of adventure travel.

### Technological factors

Technology has facilitated communication and transfer of information bridging the gap between several parts of the world since the internet came into the picture. More and more tourists are now conducting research and are trying to find the best deals online before they go for the final booking which brings us to our main pawns: travel bloggers and travel vloggers. By using so much the internet in their research for new destinations and amazing deals, the customers started to take in consideration more the pieces of advice received from the online influencers, helping in this way the development of this segment.

The emergence of social networks also improved the visibility of content creators. According to Nymarketing, 94% of people who share posts do so because they think it might be helpful to others. On top of that, “Google gets over 100 billion searches a month.



Funded by the  
Erasmus+ Programme  
of the European Union



*Additionally, more than half of those searches are coming from mobile devices.”* which helps online influencers to get the millennials attention because they are spending most of their times in front of the screen devices.

Last but not least, *“Blogs have been rated as the 5th most trusted source for accurate online information.”* according to HubSpot.



## 5. Mobile Application Developer in the field of Cultural Tourism

Selected profile:	Mobile Application Developer in the field of Cultural Tourism
Organization:	GEYC

### Profile summary

Undoubtedly, mobile devices are more and more present in our lives and they became an important part of our day to day life. Apart from being one of the most used gadgets nowadays, the ordinary smartphone is also an important factor in modern travel behaviour. In the era of speed, mobile apps are one of the most useful tools for tourists and they serve as a trustworthy friend in times of need. Mobile applications, or more simple - apps, are helping millions of tourists in their journey by providing booking services, the inspiration for new adventures and a platform where to share their memories. Behind all of that is a generation of new entrepreneurs, the mobile application developers who are improving each stage of this process with the help of new technologies.

### Keywords (5-10 words)

Mobile apps, entrepreneurs, gadgets, travel apps, mobile applications, culture, tourism.



### 5.1. Profile description

Apps have been popularized by the giant company - Apple with the introduction of App Store that was soon followed by Google's Play Store in 2008. This new branch of activity served as a plain terrain for a lot of developers that were looking for a new challenge in their career. The number of mobile application developers has risen in the past few years extremely fast due to the high demand and competitive salary.

Based on the last years' trends in terms of careers, students and freshly graduates are more and more interested in joining the IT domain, but most of them are getting stuck in the beginning of the path when they have to choose which language they should learn first.

### WHICH PROGRAMMING LANGUAGE SHOULD I LEARN FIRST?

Writing very specific instructions to a very dumb, yet obedient machine.

**LANGUAGES**

- PYTHON
- JAVA
- C
- PHP
- C++
- JAVASCRIPT
- C#
- RUBY
- OBJECTIVE-C

**START**

- Start with Scratch, then move on to...
- For my kids
- I don't know, just pick one for me
- just for fun
- I prefer to learn things...
- None. Just want to get started
- I have a brilliant idea/platform in mind?
- The only way
- The best way
- The slightly harder way
- Auto or Manual car?
- Auto
- Manual
- The really hard way (but easier to pick up other languages in the future)
- I've an old & ugly toy, but I love it so much!

**WHY DO YOU WANT TO LEARN PROGRAMMING?**

- Get a job
- Make money
- I have a startup idea!
- Improve myself
- Which platform?
  - Web
  - Mobile
  - 3D/Gaming
- Which OS?
  - iOS
  - Android
- Do you want to try something new with huge potential, but less mature?
  - YES -> JS
  - NO
- Does your web app provides info in real time, like twitter?
  - YES
  - NO
- Do you have a favourite toy?
  - Lego
  - Play-Doh

**THE LORD OF THE RINGS ANALOGY TO PROGRAMMING LANGUAGES**

Python	Java	C	C++	JavaScript	C#	Ruby	PHP	Objective-C
<b>DIFFICULTY</b> ★★☆☆☆	<b>DIFFICULTY</b> ★★★★★	<b>DIFFICULTY</b> ★★★★★	<b>DIFFICULTY</b> ★★★★★	<b>DIFFICULTY</b> ★☆☆☆☆	<b>DIFFICULTY</b> ★★★★★	<b>DIFFICULTY</b> ★☆☆☆☆	<b>DIFFICULTY</b> ★★★★★	<b>DIFFICULTY</b> ★★★★★
<b>POPULARITY</b> ★★★★★	<b>POPULARITY</b> ★★★★★	<b>POPULARITY</b> ★★★★★	<b>POPULARITY</b> ★★★★★	<b>POPULARITY</b> ★★★★★	<b>POPULARITY</b> ★★★★★	<b>POPULARITY</b> ★★★★★	<b>POPULARITY</b> ★★★★★	<b>POPULARITY</b> ★★★★★
<b>AVG. SALARY</b> \$107,000	<b>AVG. SALARY</b> \$102,000	<b>AVG. SALARY</b> \$102,000	<b>AVG. SALARY</b> \$104,000	<b>AVG. SALARY</b> \$99,000	<b>AVG. SALARY</b> \$94,000	<b>AVG. SALARY</b> \$107,000	<b>AVG. SALARY</b> \$99,000	<b>AVG. SALARY</b> \$107,000

**ACTUALLY... IT DOESN'T REALLY MATTER HOW YOU START.**

You need to know at least few languages to understand the underlying concepts. Just get your feet wet!

**TO GET STARTED, CHECK OUT THE FULL LIST OF BEST TUTORIALS AND TOOLS FOR EACH PROGRAMMING LANGUAGE AT:**

**CARLCEO.COM/STARTCODING**



**PLAN.** To begin with, it is very important for a novice to have a clear image of what they would like to do after learning the specific language. If it's still hard to decide, the previous visual questionnaire can help.

After deciding on the language, any beginner should know that there are no rules or barriers in informatics that can stop them, except not having enough time to test everything they have in mind. Thus, the first thing that should be done is practicing. "Practice makes it perfect" is one of the most suitable quotes for this career. As long as you keep practicing, you will become better - so consistency is a must.

**BUILD.** Coming back to our main topic, along with knowledge in the field of mathematics and mastery of logical reasoning, a mobile app developer should be a visionary. Being able to see what the people would like to have in the future is one of the greatest gifts that anyone can have. If used in right way, it can generate a pretty good income. But this is not enough! Having a great idea can occur to anyone, but having the right people with whom they can put it in practice is not so common. Thus, we are adding to the "must have skills" list the ability to work in a team, to motivate, support and organize a whole team of experts.

**RUN.** Now that the team is ready and the idea is almost out in the world, a mobile app developer should start to plan the marketing strategy or to make sure that someone in the team knows how to sell an idea or how to make money out of it. Being able to monetize the work, a mobile app developer can build a solid team that can help and grow the business.

**ENABLE.** Practice indeed makes it perfect but it also leads to mistakes. Therefore, any newcomer should be able to analyse and find a solution to each problem in order to deliver a useful final product. Apart from that, adaptability, the ability to cut off what is not working and start from the scratch can sometimes make miracles, so make mistakes, correct them, and never be afraid to start again.

**MANAGE.** Assuming that the idea worked, the app is already out and the things are doing great, the hardest part has just began. In order to go forward to implement new ideas and develop new projects, a mobile app developer should be self-motivated and really good at planning.



Set of competences	Competences	Proficiency level	Additional skills
PLAN	Mathematics	4,5	Consistency
BUILD	Visionary	4	Team player, Leadership
RUN	Management & Advertising	3	Communication
ENABLE	Critical thinking	5	Forward-planning and strategy, Adaptability,
MANAGE	Self-motivation	5	Good time management

## 5.2. Understanding the labour market needs

Starting with the first mobile app ever launched, this market seemed to be one of the most successful area of activity, but will it always be like this?

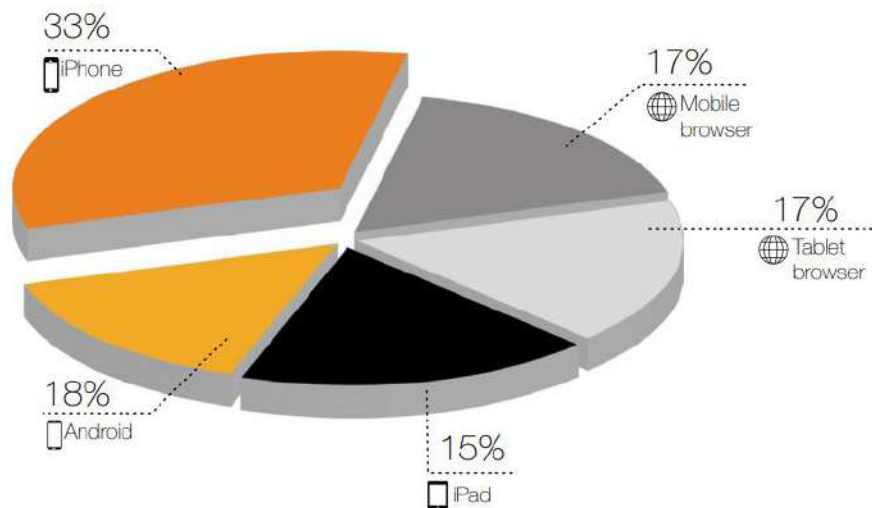
The development of the mobile app market has been on the rise since the launch of the first app store in July 2008. For almost a decade, the mobile applications changed the perception on smartphones and their utility. They are now playing an important role in almost all the stages of travel, either we are speaking about planning, booking or sharing.





Before going deeper into the subject and analysing all the steps of traveling and how mobile applications are involved in it, let's take a look to some numbers published by Expedia, one of the largest travel company from all over the world and Kayak, a fare aggregator and travel metasearch engine. According to a report conducted by Expedia, *an overwhelming majority of 76 % of travellers are saying that smartphones play a crucial role in today's lives.*

In a Mobile Travel Report conducted by Kayak, the respondents have answered *that 66% of searches occurred on the app* and most of them are made from an iOS platform as it's shown in the following chart:



According to the five stages of travel elaborated by Google's information and resources hub, each holiday can be split in the following steps: dreaming, planning, booking, experiencing and sharing. In all the five stages mobile app industry plays a significant role and find its particular place.

**Dreaming.** Before the internet took over, most of the tourists were dreaming about popular destinations, reachable ones or the places that were recommended by their relatives/acquaintances. After the emergence of the social media platforms and the implementation of mobile apps for each of them, the first stage of travel was moved on Pinterest, Instagram or Facebook feeds. According to Pinterest 100, a trend report predicting the top 100 trends for 2018 across a range of categories from food to interior design, this year, the users will be attracted more to the desert





destinations, local and genuine experiences, island hopping, river cruises, old Europe and ancient sites and one day trips.

**Planning.** When it comes to planning, Pinterest and TripAdvisor apps are the most used sources of inspiration. While Pinterest is helping tourists to find the best ideas for their trip, TripAdvisor is mainly used for eating places and activities.

**Booking.** In the past decade, the booking process has changed from an offline activity to an online one 100%. Even if we are talking about traveling through travel agencies or by themselves, the tourists are doing all their bookings through apps like Booking, Airbnb, Hostelworld and many others - and it's not only the accommodation. Apps like eSky, Skyscanner, Visit a City - Offline Guides, FlixBus, Planes Live, GetYourGuide and Kiwi are trending at the moment in the app store from iOS devices.

**Experiencing.** The fourth stage of traveling is actually the most exciting one. It is the step in which the tourists are enjoying their time in the destination that they have chosen. In this stage, the mobile apps are not so present, the only segment that they are covering is related to orientation in which Waze and Google Maps are the main players.

**Sharing.** Sharing memories process has changed a lot over years and nowadays it's mainly done by social media platforms. Instagram and Facebook are still in the top of tourists' preferences when it comes to sharing their pictures from holidays.

### 5.3. Training available

Anyone can be a mobile app developer and with the right training can change the world. With plenty of options from where to learn, a beginner can suddenly advance depending on the time spent practicing and the motivation that he has.

Universities and colleges from all over the world have online bachelor and master programs that can provide the necessary information for a fresher in this career. Here is a list of some of them:

- **Arizona State University** - Online Computer Science Bachelor's Degree: B.S. in Software Engineering



- **Baker College** - Online Computer Science Programs: A.A.S. in Computer Programming, B.C.S. (Bachelor of Computer Science) in Computer Science
- **Bellevue University** - Online Computer Science Programs: B.S. in Software Development
- **California State University-Monterey Bay** - Online Computer Science Bachelor's Degree: B.S. in Software Development

Apart from that, there are a lot of independent courses and tutorials like the following ones which can be used as tools to learn a language at home:

- <https://www.codecademy.com/>
- <https://codecombat.com/>
- <https://www.freecodecamp.org/>
- <https://www.coursera.org/>
- <https://www.edx.org>
- <https://www.codewars.com/>
- <https://dash.generalassemb.ly/>
- <https://www.khanacademy.org/>
- <https://eu.udacity.com/>
- <https://www.sololearn.com/>
- <http://thecodeplayer.com/>
- <https://bento.io/>
- <https://www.udemy.com/>
- <https://code.org/>
- <https://scotch.io/>
- <http://www.html5dog.com/>
- <https://developer.mozilla.org/en-US/>
- <http://jsforcats.com/>
- <https://nodeschool.io/>
- <http://www.learn-js.org/>
- <http://eloquentjavascript.net/>
- <http://www.wpbeginner.com/>
- <https://python.swaroopch.com/>
- <http://www.learnpython.org/>
- <https://learnpythonthehardway.org/book/>
- <https://learnrubythehardway.org/>

Last, but not least, Youtube channels or blogs can also be a great source of information:

- <https://www.youtube.com/user/learncodeacademy>
- <https://www.youtube.com/user/thenewboston>
- <https://www.youtube.com/user/derekbanas>
- <https://www.youtube.com/user/ProgrammingKnowledge>



- <https://davidwalsh.name/>
- <https://www.softwarehow.com/>
- <https://www.sitepoint.com/>
- <https://tutsplus.com/>
- <http://alistapart.com/>
- <https://css-tricks.com/>

## 5.4. Challenges for this profile

### PEST Analysis

Find out more about the risks and the challenges from a mobile application developer's career by briefly analysing some of the most important factors:

#### **Political factors**

One of the main issues that mobile app developers are facing are the taxes policy. Currently most of the countries have a tax of 70% of the selected price for the paid apps, but taking in consideration the huge incomes that are collected by app developers, it is expected to change.

#### **Economic factors**

In the past few years, the thriving economy supported the development of many areas of activity. The global mobile application market accounted for \$108,440 million in 2016, and it is expected to grow at a CAGR of 19.2% to reach \$311,249 million by 2023. But this is not all! The user-friendly interface and the high demand regarding the development of new applications will increase the number of players in this field.

#### **Social factors**

In a survey of 183 European travel industry executives conducted by EyeforTravel in 2016, mobile emerged as an area of huge interest. Asked to name where they saw the greatest opportunities in 2016, 79% of the travel executives named mobile, while 59% mentioned content and digital marketing, and 35% said social media. App development, which is of course linked to mobile, was in fourth place with 24% (EyeforTravel Marketing and Mobile Strategies to Engage the Connected Traveller, 2016).



Strongly linked with the smartphones market, the mobile app market is one of the most promising from the digital field. In this regard, there is no wonder that one of the largest market for mobile app is in Asia, thus smartphone penetration has reached its highest level worldwide in South Korea, with 88% of the total population owning a smartphone, compared to 72% in the US, 68% in the UK, 67% in Canada, 60% in Germany, and 58% in China, according to a survey by Pew Research Centre in 2015 (Pew Research Centre, 2015).

### **Technological factors**

John Pavolotsky, a practicing legal professional who focuses on technology transactions and other intellectual property matters at Greenberg Traurig, stated that one of the biggest risks for app developers is the owning title. Usually the apps are developed by third parties and without a contractual provision presenting the necessary information, the ownership of an app is uncertain.

Another reason for concern regarding technological factors will always be the malware. A huge number of users are reporting daily problems in this regards.



## Conclusions

With the society and culture getting into an accelerated digitalization, the innovative job opportunities didn't delay to appear. This is how we can mention today jobs we could only dream of in the past years.

For the cultural tourism field we have identified five activities that are especially important, innovative and full of resources for today's always on the move employee/ entrepreneur/ millennial.

Cultural Heritage Entrepreneur, Local Tourism Manager, Touristic Itinerary Designer, Communication Specialist in the field of Cultural Tourism and Mobile Application Developer in the field of Cultural Tourism are the jobs that we thought were most fit to comply with the high demand we face nowadays from possible employees to work remotely, to always be on the move and to have the liberty/ independence to travel/ work on themselves.



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