



DESTINATION MANAGER FOR TOURISM

COMPETENCE REQUIREMENTS

March 2017

DESTINATION MANAGER – QUALIFICATION PROFILE

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1. INTRODUCTION

This Standard has been developed for the European context in the frame of Erasmus+ Project of the European Union, but it is applicable to everyone who possesses the specified requirements.

- Section 5 describes the competence requirements in terms of processes;
- Section 6 the competence requirements in terms of skills and knowledge;
- Section 7 describes the competence requirements in terms of access to the learning provision and certification of competences.

2. SCOPE

This Standard specifies requirements for the profession of **Destination Manager (DM)**, a professional that is capable of proposing strategies aiming at managing, enhancing and promoting tourist destinations in an integrated perspective. By considering the tourist destination as "tourist product" to enhance, develop and promote, the DM promotes the social and economic development of the territory and improving the income perspectives of the companies involved.

This Standard is applicable for the following:

- a. The curriculum development of learning service providers in different European countries;
- b. The evaluation and certification of competences of the DM, acquired in formal, informal and non-formal learning environments.

3. CLASSIFICATION SYSTEMS

3.1 European Qualifications Framework

This Standard fulfils the 5th level of the EQF – *European Qualifications Framework*.

3.2 ISCO, ESCO and NACE

The DM corresponds with the following classifications systems (Figure 1):

ISCO CODE 2008	– 3414 - Travel Consultants and Organizers (1319 General Manager, travel Agency) – 1210 - Managing Director – 1349 - Professional services managers not elsewhere classified
NACE	– 70 - Activities of head offices, management consultancy activities – 79 - Travel agencies & other reservation services activities
ESCO	Occupation 6a

Figure 1

4. WORK ENVIRONMENT

The DM can work as employee either in Public agencies (Local Tourism Agencies, Tourist Information offices, Tourist Development Agencies), or in the Private Sector (Consortium, Private

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association). He has a high level of autonomy and responsibility. He responds to higher-level officials in the public sphere. He responds to the direction of the association or consortium in the private one. He maintains relationships with numerous partners, sponsors, local actors, local tourism stakeholders, communication and advertising agencies. He can also operate as a freelancer with consulting assignment.

The DM works together with other professional figures (Figure 2):

Tourism promotion/communication agent
Tourism promotion/communication manager
Tourist information agent
Tourism development officer
Sustainability manager
Tourist guide

Figure 2. Source: The Centre for Strategy & Evaluation Services (CSES), Mapping and performance check of the supply side of tourism education and training

5. NORMATIVE REFERENCES

The following documents, in whole or in part, are normatively referenced in this Standard and are essential for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document applies.

- **Recommendation of the European Parliament and of the Council of 23 April 2008 on the Establishment of the European Qualifications Framework for lifelong learning**, in *Official Journal of the European Union* 2008/C 111/01.
- **ISO/IEC 17024:2012.**
- **ISO 29990:2010.**
- **ISO 9000:2015.**
- **International Standards Classification of Occupations – ISCO-08.**
- **ESCO Occupation.**
- **REGULATION (EC) No 1893/2006 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 20 December 2006 establishing the statistical classification of economic activities NACE Revision 2 and amending Council Regulation (EEC) No 3037/90 as well as certain EC Regulations on specific statistical domains**, in *Official Journal of the European Union* L 393/1 30.12.2006.

6. TERMS AND DEFINITIONS

For the purposes of this document, the following terms and definitions, given in ISO 9000:2015, ISO 17024:2012, ISO 29990:2011 and BE--TWIN TOOL KIT BRIDGING ECVET AND ECTS A GUIDE FOR PEDAGOGICAL STAFF, apply.

6.1 Professional Standard or Professional Profile: agreed set of characteristics, competences or rules that describes the work of a professional to be used consistently as good principles, practices or guidelines. The point of a standard is to provide a reliable basis for people to share the same expectations about a product or service.

6.2 Process: set of interrelated or interacting activities that use inputs to deliver an intended result, in terms of *output*, *product* or *service*.

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6.3 Certification process: activities by which a certification body determines that a person fulfils certification requirements, including application, assessment, decision on certification, recertification and use of certificates and logos/marks.

6.4 Certification requirements: set of specified requirements, including requirements of the scheme to be fulfilled in order to establish or maintain certification.

6.5 Competence or competency: knowledge, understanding, skill or attitude that is observable or measurable, or both observable and measurable, which is applied and mastered in a given work situation and in professional development or in both professional and personal development.

6.6 Learning outcomes: verifiable statements of what learners are expected to know, understand and be able to do. Learning outcomes statements are typically characterised by the use of active verbs expressing knowledge, comprehension, application, analysis, synthesis and evaluation, etc.

6.7 Assessment / evaluation: process that evaluates a person's fulfilment of the requirements of the certification scheme.

6.8 Examination: mechanism that is part of the assessment, which measures a candidate's competence by one or more means, such as written, oral, practical and observational, as defined in the certification scheme.

6.9 Examiner: person competent to conduct and score an examination, where the examination requires professional judgement.

6.10 Applicant: person who has submitted an application to be admitted into the certification process.

6.11 Candidate: applicant who has fulfilled specified prerequisites and has been admitted to the certification process.

6.12 Object of observation: what potential assessors observe to measure and evaluate each single competence of the professional. The object of observation can be a process, a product or a result. Example of object of observation are: documents, process performance, products, and so on.

6.13 Indicators: observable aspects of the assessed competence strongly linked to the object of observation. Examples of indicators are: "completeness of the analysis", "relevance of items", "conciseness", "clearness", "coherence" Each competence element can be measured with more than one indicators. Through the indicators, it is possible to evaluate also those parts of key competences (ability to work in groups, problem solving, collaboration...) which are not specific for a particular standard but can be considered necessary for a balanced ability to work.

6.14 Descriptors: relate to indicators and represent a hierarchy of precision degrees (Rubric). Descriptors can be expressed with a simple "yes" or "no" or can describe in details, which precision level of performance /result, the assessed person can obtain (Rubric). Descriptors are a scale of attributes, which describe in very accurate way and in clear language the execution level of the assessed competence. Well-defined descriptors reduces subjectivity. Descriptors rubric is a range grid (usually not more than 5, where 1 is the lowest range and 5 is the highest) and their strength is a high level of objectiveness.

6.15 Performance: measurable result.

Note: Performance can relate either to quantitative or qualitative findings.

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7. COMPETENCES AND SPECIFIC PROCESSES OF THE DESTINATION MANAGER

The specific processes of the DM activity refer to the competences. In this Standard, a competence is defined and assessed as a process. To possess a competence means to be able to solve complex tasks in the analysed occupational field. Each competence is conceived as the sum of different processes. A process starts with an input (instructions, information, orders, work descriptions, requests etc.) and produces an output. From an input, we reach an output through different actions, using objects, materials, tools or machinery, applying procedures, skills, knowledge, methods, standards, rules.

The tasks and competences are described as processes following a precise syntax (Figure 3).

INPUT	a. Starting from + direct object (instructions, orders, requests, work descriptions...)	Processes requested to the DM. They are written as locutions
PROCESS	b. The professional + verb at the present form c. Using + direct object (knowledge, instruments, machineries, tools...) d. Applying + direct object (knowledge, procedures, standard, methods, rules...)	
OUTPUT	e. In order to + verb at the infinitive form + direct object	

Figure 3

Knowledge and skills are integral parts of every phase and are to be found in the “Using/Applying” section.

The **competences** of the DM are the following:

- 1) **To analyse the market** and the touristic trend, getting the features of the touristic demand and offer, understanding strengths and weaknesses, identifying winning models and tourism strategies, in order to make a proposal of the possibilities of the area.
- 2) **To organise the resources** (natural/historical/cultural/economical) of the destination, also by achieving the engagement of the local stakeholders, with the aim of identifying the destination offer.
- 3) **To coordinate actors and stakeholders**, by creating a network, identifying common goals and negotiating the different needs of the parties involved. This stage ends with the creation of a mutually shared business plan/model.
- 4) **To promote the territory**. The DM takes promotional actions in order to enhance the touristic offer according to the demand of the various customers, increasing their motivation towards the attractiveness of the territory. The DM organizes meetings, conferences and provides on-site information.
- 5) **To manage and solve problems**, by monitoring profits and expenses, assuring the quality of the service provided and managing time and costs.

The **specific processes** of the DM for every stage above mentioned are the following (Figure 4).

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COMPETENCE		INPUT	THE DM... (ACTION)	OUTPUT	USING	APPLYING
1. To analyse the market	1.a	A request from a client	Prepares an hypothesis	Presentation of a coherent proposal (tailor made)	• Research, analysis • Face to face meeting	• Study of the territory and its resources; identification of alternative • Communication and social skills • Goals definition
	1.b	A tailor made proposal	Contacts the client	A signed contract with goals, timetable, budget, salary	• Phone, e-mail, online conferences • Face to face meeting	• Communication and social skills • Questions asking
	1.c	A signed contract	Collects data on the area	A first map of the existing	• Books, Reports, Guides • Different resources to get information (web, ecc.), data bases	• Information analysis • Techniques for data gathering and analysis
	1.d	A map of the existing	Interviews the local actors	Features of the touristic demand and offer	Face to face meetings	• Communication skills • Interviewing techniques
	1.e	Features of the touristic demand and offer	Reads the market demand	Tourist trends analysis	• Online surveys • Contacts with stakeholders	Ability to interpret techniques and statistical methods / data
			Undertakes a consumers research	Strengths and weaknesses understanding		
	1.f	Data reporting	Analyses competitors	Identification of winning models, specific and contextualized offers undertake analysis of alternative business model	• Market analysis, on line surveys • Computer skills / information technology	Ability to interpret technique and statistical methods / data
	1.g	A map	Identifies public entities to involve	Collaboration agreement	Relations	
	1.h	Features of the touristic demand and offer	Makes hypothesis to match offer and demand	Tourism strategies and economic impact studies for implementation	Contacts with stakeholders	Investigation of local, economic and social activities
	1.i	Studies on tourism	Integrates the information obtained	A proposal of the possibilities of the area	• Databases, public and private tourism entities consulting • Satisfaction questionnaires	• Ability to interpret technique and statistical methods / data • Report and measurement

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2. To organise the resources	2.a	A proposal of the possibilities of the area	Selects	The main cultural/historical resources	A cultural/historical profile and a list of the main natural resources of the destination	Desk surveys	Interviews with cultural stakeholders and responsible
				The main natural resources			
	2.b	A proposal of the possibilities of the area	Selects the main SMEs/institutions providing services related to cultural / historical / natural / touristic / economic resources		A report with the selection of local SMEs and their references (numbers, emails, etc.)	• Desk surveys • Analysis of databases (from chamber of Commerce, national institute of statistics, etc.)	Interviews with the local economic development agencies
	2.c	The report	Contacts	The main providers of cultural/historical/natural/touristic services (local touristic agencies...)	Catalogue of the existing offer of cultural/historical/natural/tourist services	• Local providers visiting • Face to face meetings	Local SMEs visiting
				Public entities and local associations	A memorandum of understanding	• Meetings • Web Contacts	
	2.d	Catalogue and memorandums	Performs social dialogue among the local stakeholders (SMEs, local public & private institutions, associations, etc.)		A full motivated engagement of local stakeholders	Meetings with groups of local stakeholders	
	2.e	Results of meetings	Collects all documentation		A document with the identification of the destination offer	Focus group with experts/representatives of the local tourist supply chain	Analysis of local tourism supply chain
3. To coordinate actors and stakeholders	3.a	A document with the identification of the offer	Hypothesizes economic aspects and solutions		A network creation, identifying common goals and ways of working		
	3.b	Network hypothesis	Contacts the most important actors one by one		Quantifying of actors' investments, hypothesis of costs and incomes	Web, phone, face to face meetings	Communication skills

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	3.c	Network hypothesis	Organizes meetings with actors divided by sectors	Negotiation of diverging needs		Communication skills
	3.d	Network hypothesis	Defines the structure of the networks with duties, responsibilities and obligations	A draft of the network structure with duties, responsibilities and obligations		• Analysis and management skills • Analytic problem solving
	3.e	Network structure	Engages private and public actors/stakeholders	A network agreement and a business model	• Phone, meetings • Communication tools	• Communication skills • Analytic problem solving
4. To promote the territory	4.a	Network and business model	Coordinates operators	A detailed marketing plan with steps, duties and costs		Coordination skills
	4.b	Marketing plan	Creates a brand image of the area	Brand recognition	Design experts and tools	• Advertising knowledge • Design skills
	4.c	Brand name and area trademark	Develops a platform for joint marketing	Web platform	• Computer professionals • Hardware and software tools	Computer knowledge and techniques
	4.d	Marketing plan, brand name and area trademark	Designs a promotion plan	Project plan with key milestones: working paper planning goals, timeline, and activities	• Tourist resources • Available material and human resources	• Organizational skills • Diagram and detail of promotion alternatives
	4.e	A working paper	Creates and / or organizes tourist information points	On-site tourist information provision	• Human resources • Related offices	Management skills
	4.f	A working paper	Organizes cultural and sport events, tours, itineraries	A cultural and sport catalogue with agenda and leisure activities	Local agents and actors	Creativity and marketing skills
	4.g	A working paper	Puts on display touristic products	Promotional actions	• Local authorities • Advertising agencies	• Advertising media • Graphic and computer
	4.h	Tourist trends analysis	Creates tailor made package tours	Diversification of the proposals according to various customers	• Customer needs analysis • Local offers	Marketing rules
	4.i	Tourist trends analysis	Identifies activities for elder people and disables	Sustainability improvement	Local offers	
	4.k	Catalogue of the existing offer of cultural/historical/	Promotes business tourism, conference, academic training	Organization of conferences and meetings. Increase of geographic diversification temporal diversification	• Relations • Magazines and publications	• Organizational and communication skills • Design skills

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		natural/tourist services				
5. To manage and solve problems	5.a	Business model / marketing plan	Controls profits and market research	Profits and expenses monitoring, comparing them with the course of the market	• Documents, statistics, yearbooks, etc. • Interviews	
	5.b	Summary document / Business model / Marketing plan.	Follows up companies of the tourism sector and public administration	Plan review	• Documents • Training methods (classes, conferences...)	• Communication and coordination skills • Goals of the marketing plan
	5.c	Network	Follows up companies of the tourism sector and public administration	Verifying of the quality of relationships, duties, roles and refreshing needs	Documents, surveys, interviews	• Communication and coordination skills • Marketing plan goals
	5.d	Summary document	Organizes training opportunities	Specific refresher courses every year	Training methods (classes, conferences...)	Communication and coordination skills
	5.e	A cultural and sport catalogue with agenda and leisure activities	Verifies the tourists' satisfaction	Creation of a quality control document	• Computer / Laptop / tablet /mobile • Paper	• Organizational skills • Surveys
	5.f	Quality control document	Implements corrective actions	Improvement and problem solving	• Meetings • Paper, phone, Internet, interviews	Communications skills
	5.g	Website management software	Checks the use and effectiveness	Effective management (reducing of time and costs)	• Computer / Laptop / Tablet • Training software	• Computer knowledge • Administration and management techniques

Figure 4

8. KNOWLEDGE AND SKILLS REQUIRED TO THE DESTINATION MANAGER

The processes (and therefore knowledge and applied skills) of the DM have been defined starting from the idea that the competence states the capacity to perform a series of processes that transform an input in a specific output, using knowledge, skills and personal skills in the specific work situation.

8.1 Knowledge

The DM must possess the following specific knowledge:

- Goals definition;
- Techniques for data collecting and analysis;
- Accounting and budgeting;
- Computer / information technology;
- Local, national and international laws and regulations on tourism;
- Local tourism supply chain;
- History and culture of the territory;
- Fundamentals of organization and management;
- Fundamentals of graphic;
- Fundamentals of design;
- Fundamentals of statistics;
- Fundamentals of economics;
- Fundamentals of training methods;
- Search and analysis techniques;
- Interviewing techniques;
- Marketing demand and consumption research;
- Measuring and reporting techniques;
- Techniques of report writing;
- Marketing rules;
- Customers' satisfaction analysis;
- Database analysis;
- Advertising;
- Communication and promotion strategies.

8.2 Skills

The DM must possess the following skills:

- Communication and social skills;
- Conflict resolution skills;
- To define priorities and achieve goals;
- To work independently and under pressure;
- To make hypothesis on economic aspects and solutions;
- Business management;
- To solve problems;
- To organize, plan and coordinate;
- To research and analyse;
- Management skills;
- To collect and analyse data;
- Interviewing skills;
- Initiative and entrepreneurship skills;
- To consult databases;

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- To study the territory and its resources;
- To engage public/private entities;
- To perform social dialogue among the local stakeholders (SMEs, local public & private institutions, associations, etc.);
- To work under social responsibility;
- To interpret statistical methods and data;
- To apply organizational and planning techniques;
- To use information technology such as computers, tablets, graphic and / or design software;
- To develop platforms for joint marketing with computing professionals, using hardware and software tools;
- To analyse the market, competitors and consumption;
- Project design skills;
- To define a structure of network with duties, responsibilities and obligations;
- To organise and conduct meetings;
- To coordinate design experts and design tools;
- To create brand images of the area;
- To organise training opportunities;
- To transmit information, ideas, problems and solutions to a specialized and non-specialized audience;
- To design a promotion plan with tourist resources;
- To create and/or organise tourist information points, human resources, related offices;
- To organise cultural and sport events, tours, itineraries with local agents and local actors;
- To create tailor-made package tours through customer needs analysis and local offers;
- To promote the touristic business;
- To follow up tourism sector companies and public administration;
- To verify tourists' satisfaction;
- To manage profit and expenses.

9. ACCESS REQUIREMENTS

9.1 Minimum requirements for the learning provision

The applicant for the learning provision must provide evidence of the following requirements:

- Linguistic level
- Education experience
- Work experience

9.2 Minimum requirements for the certification of competence

The applicant for the certification of competence must provide evidence of the following requirements:

- Successfully completed DM training experience; or equivalent work experience (at least 2 years full time)
- Age: at least 18 years old;

10. EVALUATION OF THE COMPETENCES OF THE DM

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The evaluation of the competences of the DM starts from the description of competences and tasks as well as exhibited in Figure 2. The first is to identify the object of observation, namely what must observe the examiner in order to decide if the process is performed correctly by a professional or not. The second is to define the indicators to evaluate objectively the evidence defined, and therefore the related descriptors.

The process followed by the present standard for the evaluation of the DM competences is summarised in the following table (Figure 5).

• INDICATORS	Noun that describes the criteria for collecting evidence
• WEIGHT OF THE INDICATOR	1 to 5
• DESCRIPTORS	On a scale of 1 to 5, with 1 being NO and 5 being YES, they describe with technical language the extent to which the candidate performs the task required
• OBJECT OF OBSERVATION	Two possible categories: process (performance) or product (result of the overall task)
• SCORE OBTAINED	Maximum score Minimum score Total achievable Pass mark Total score

Figure 5

The evaluation of the DM competences is based on the elements set out in the table below. At each competence or stage of the DM activity correspond some specific input and output, to which are associated an observation object and therefore an indicator (Figure 6).

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COMPETENCE	INPUT	OUTPUT	OBJECT OF OBSERVATION	INDICATOR	DESCRIPTOR (1=NO; 5=YES)
1. To analyse the market	A request from a client	Presentation of a coherent proposal (tailor made)	The proposal	Coherence and feasibility of the proposal	1. Extremely poor coherence and feasibility 2. Poor coherence and feasibility 3. Average coherence and feasibility 4. Good coherence and feasibility 5. Extremely good coherence and feasibility
	A tailor made proposal	A signed contract with goals, timetable, budget, salary	The contract	Coherence between goals, timetable, salary	1. Extremely poor coherence between goals, timetable, salary 2. Poor coherence between goals, timetable, salary 3. Average coherence between goals, timetable, salary 4. Good coherence between goals, timetable, salary 5. Extremely good coherence between goals, timetable, salary
	A signed contract	A first map of the existing	The map	The number of information collected	1. Extremely poor number of information gathered 2. Poor number of information gathered 3. Average number of information gathered 4. Good number of information gathered 5. Extremely good number of information gathered
	A map of the existing	Features of the touristic demand and offer	Interviews	Quality of questions	1. Extremely poor quality of questions 2. Poor quality of questions 3. Average quality of the questions 4. Good quality of the questions 5. Extremely good quality of questions
	Features of the touristic demand and offer	Tourist trends analysis	Data reporting	Quantity and completeness of data	1. Extremely poor quantity and completeness of data 2. Poor quantity and completeness of data

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					3. Average quantity and completeness of data 4. Good quantity and completeness of data 5. Extremely good quantity and completeness of data
		Strengths and weaknesses understanding	SWOT	Quantity and completeness of data	1. Extremely poor quantity and completeness of data 2. Poor quantity and completeness of data 3. Average quantity and completeness of data 4. Good quantity and completeness of data 5. Extremely good quantity and completeness of data
	Data reporting	Identification of winning models, specific and contextualized offers undertake analysis of alternative business model	Results of analysis	Quantity and completeness of data	1. Extremely poor quantity and completeness of data 2. Poor average quantity and completeness of data 3. Average quantity and completeness of data 4. Good quantity and completeness of data 5. Extremely good quantity and completeness of data
	A map	Collaboration agreement	List of entities	Completeness	1. Extremely poorly developed completeness 2. Poorly developed completeness 3. Average completeness 4. Well-developed completeness 5. Extremely well-developed completeness
	Features of the touristic demand and offer	Tourism strategies and economic impact studies for implementation	Implementation plan	Feasibility of the plan	1. Extremely bad feasibility of the plan 2. Bad feasibility of the plan 3. Average feasibility of the plan 4. Good feasibility of the plan

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	Studies on tourism	A proposal of the possibilities of the area	The proposal	Coherence of the proposal	5. Extremely good feasibility of the plan 1. Extremely poorly developed coherence of the proposal 2. Poorly developed coherence of the proposal 3. Average coherence of the proposal 4. Well-developed coherence of the proposal 5. Extremely well-developed coherence of the proposal
	A proposal of the possibilities of the area	A cultural/historical profile and a list of the main natural resources of the destination	The profile, lists	• Quantity and quality of information • Number of items	1. Extremely poor quantity and quality of information 2. Poor quantity and quality of information 3. Average quantity and quality of information 4. Good quantity and quality of information 5. Extremely good quantity and quality of information 1. Extremely poor number of items 2. Poor number of items 3. Average number of items 4. Good number of items 5. Extremely good number of items
	A proposal of the possibilities of the area	A report with the selection of local SMEs and their references (numbers, emails, etc.)	The report	Number of references obtained	1. Extremely poor number of references obtained 2. Poor number of references obtained 3. Average number of references obtained 4. Good number of references obtained 5. Extremely good number of references obtained

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	The report	Catalogue of the existing offer of cultural/historical/natural/tourist services	The catalogue	Number of services described in each catalogue	1. Extremely poor number of services described in each catalogue 2. Poor number of services described in each catalogue 3. Average number of services described in each catalogue 4. Good number of services described in each catalogue 5. c good number of services described in each catalogue
		A memorandum of understanding	The memorandum	• Congruity of items • Language used	1. Extremely poorly developed congruity of items. Language used 2. Poorly developed congruity of items. Language used 3. Average congruity of items. Language used 4. Well-developed congruity of items. Language used 5. Extremely well developed congruity of items. Language used
	Catalogue and memorandums	A full motivated engagement of local stakeholders	Meetings organization	• Number of stakeholders involved • Number of participants • Percentage between invited and participants	1. Extremely poor number of stakeholders involved. Number of participants. % between invited and participants 2. Poor Number of stakeholders involved. Number of participants. % between invited and participants 3. Average number of stakeholders involved. Number of participants. % between invited and participants 4. Good number of stakeholders involved. Number of participants. % between invited and participants 5. Extremely good number of stakeholders involved. Number of participants. % between invited and participants

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	Results of meetings	A document with the identification of the destination offer	The document	The number of products, services and experiences included in the destination offer	1. Extremely poor number of products, services and experiences included in the destination offer 2. Poor number of products, services and experiences included in the destination offer 3. Average number of products, services and experiences included in the destination offer 4. Good number of products, services and experiences included in the destination offer 5. Extremely good number of products, services and experiences included in the destination offer
	A document with the identification of the offer	A network creation, identifying common goals and ways of working	The network hypothesis	• Congruity of items • Language used	1. Extremely poorly developed congruity of items. Language used 2. Poorly developed congruity of items. Language used 3. Average congruity of items. Language used 4. Well-developed congruity of items. Language used 5. Extremely well developed congruity of items. Language used
	Network hypothesis	Quantifying of actors' investments, hypothesis of costs and incomes	The template of economic plan	• Congruity of items • Language used	1. Extremely poorly developed congruity of items. Language used 2. Poorly developed congruity of items. Language used 3. Average congruity of items. Language used 4. Well-developed congruity of items. Language used 5. Extremely well developed congruity of items. Language used
	Network hypothesis	Negotiation of diverging needs	Communication skills	Negotiation ability	1. Extremely poor negotiation ability 2. Poor negotiation ability

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					3. Average negotiation ability 4. Good negotiation capacity 5. Extremely good negotiation capacity
	Network hypothesis	A draft of the network structure with duties, responsibilities and obligations	The network structure	Completeness of information and rules	1. Extremely poorly developed completeness of information and rules 2. Poorly developed completeness of information and rules 3. Average completeness of information and rules 4. Well-developed completeness of information and rules 5. Extremely well developed completeness of information and rules
	Network structure	A network agreement and a business model	The business model	Coherence of items	1. Extremely poor coherence of items 2. Poor coherence of items 3. Average coherence of items 4. Good coherence of items 5. Extremely good coherence of items
	Network and business model	A detailed marketing plan with steps, duties and costs	The marketing plan	Coherence between cost, activities and results	1. Extremely poor coherence between cost, activities and results 2. Poor coherence between cost, activities and results 3. Average coherence between cost, activities and results 4. Good coherence between cost, activities and results 5. Extremely good coherence between cost, activities and results
	Marketing plan	Brand recognition	The brand name and area trademark	Originality and functionality of the brand	1. Extremely poor originality and functionality of the brand 2. Poor originality and functionality of the brand 3. Average originality and functionality of the brand 4. Good originality and functionality of the brand

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					5. Extremely good originality and functionality of the brand
	Brand name and area trademark	Web platform	The website	Feasibility and ease of use	1. Extremely bad feasibility and ease of use 2. Bad feasibility and ease of use 3. Average on feasibility and easy of use 4. Good feasibility and ease of use 5. Extremely good feasibility and ease of use
	Marketing plan, brand name and area trademark	Project plan with key milestones: working paper planning goals, timeline, and activities	The project plan	Completeness of the plan	1. Extremely poorly developed completeness of the plan 2. Poorly developed completeness of the plan 3. Average completeness of the plan 4. Well-developed completeness of the plan 5. Extremely well developed completeness of the plan
	A working paper	On-site tourist information provision	The points of tourist information	• Number of people employed • Number of information • Quantity of materials delivered	1. Extremely poor number of people employed and Number of information quantities of materials delivered 2. Poor number of people employed and Number of information quantities of materials delivered 3. Average number of people employed and Number of information quantities of materials delivered 4. Good number of people employed and Number of information quantities of materials delivered 5. Extremely good number of people employed and Number of information quantities of materials delivered
	A working paper	A cultural and sport catalogue with agenda and leisure activities	The agenda	Number of proposals	1. Extremely poor number of proposals 2. Poor number of proposals 3. Average number of proposals 4. Good number of proposals

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	A working paper	Promotional actions	Guides, posters, internet, social media, etc.	Number of diverse media	5. Extremely good number of proposals
					1. Extremely poor number of diversification media 2. Poor number of diversification media 3. Average number of diversification media 4. Good number of diversification media 5. Extremely good number of diversification media
	Tourist trends analysis	Diversification of the proposals according to various customers	The proposals	Number of proposals	1. Extremely poor number of proposals 2. Poor number of proposals 3. Average number of proposals 4. Good number of proposals 5. Extremely good number of proposals
	Tourist trends analysis	Sustainability improvement	The special activities proposed	• Number of special offers • Respect of special needs in the proposals	1. Extremely poor number of special offers and respect of special needs in the proposals 2. Poor number of special offers and respect of special needs in the proposals 3. Average number of special offers and respect of special needs in the proposals 4. Good number of special offers and respect of special needs in the proposals 5. Extremely good number of special offers and respect of special needs in the proposals
	Catalogue of the existing offer of cultural/historical/natural/tourist services	Organization of conferences and meetings. Increase of geographic diversification temporal diversification	The number of conferences organized	Number of conferences organised	1. Extremely poor number of conferences organized 2. Poor number of conferences organized 3. Average number of conferences organized 4. Good number of conferences organized

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					5. Extremely good number of conferences organized
	Business model / marketing plan	Profits and expenses monitoring, comparing them with the course of the market	The summary document	Ability of interpreting the market	1. Extremely poor capacity of reading the market 2. Poor capacity of reading the market 3. Average on capacity of reading the market 4. Good capacity of reading the market 5. Extremely good capacity of reading the market
	Summary document / Business model / Marketing plan.	Plan review	The review document. Updated marketing plan	Calculation skills	1. Extremely poor calculation skills 2. Poor calculation skills 3. Average on calculation skills 4. Good calculation skills 5. Extremely good calculation skills
	Network	Verifying of the quality of relationships, duties, roles and refreshing needs	The summary document. Indicators	Quality and quantity of items	1. Extremely poor quality and quantity of items 2. Poor quality and quantity of items 3. Average on quality and quantity of items 4. Good quality and quantity of items 5. Extremely good quality and quantity of items
	Summary document	Specific refresher courses every year	The courses organized	Coherence with needs and programme. Number of courses. Number of participants	1. Extremely poor coherence with needs and programme, number of courses and number of participants 2. Poor coherence with needs and programme, number of courses and number of participants 3. Average on coherence with needs and programme, number of courses and number of participants 4. Good coherence with needs and programme, number of courses and number of participants

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					5. Extremely good coherence with needs and programme, number of courses and number of participants
	A cultural and sport catalogue with agenda and leisure activities	Creation of a quality control document	The items of the surveys to verify the level of satisfaction	Number and coherence of items	1. Extremely poor number and coherence of items 2. Poor number and coherence of items 3. Average number and coherence of items 4. Good number and coherence of items 5. Extremely good number and coherence of items
	Quality control document	Improvement and problem solving	The implemented procedures	Correctness of procedures (PDCA)	1. Extremely poor correctness of procedures (PDCA) 2. Poor correctness of procedures (PDCA) 3. Average on correctness of procedures (PDCA) 4. Good correctness of procedures (PDCA) 5. Extremely good correctness of procedures (PDCA)
	Website management software	Effective management (reducing of time and costs)	The checklist	Presence of solutions	1. Extremely poor presence of solutions 2. Poor presence of solutions 3. Average on presence of solutions 4. Good presence of solutions 5. Extremely good presence of solutions

Figure 6

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The competences assessment of the applicants will apply the following methods:

1. Evaluation of prerequisites:

- a) Copy of the ID card;
- b) Qualification (see section 9.1);
- c) Certification of successfully passed DM course or Curriculum Vitae and supporting documents, which prove at least two years work experience in the DM sector;
- d) Ethic code of the DM signed;

2. Examination:

The tests will be chosen among the following:

- a) Multiple choice;
- b) Case study (see section 5);
- c) Interview;
- d) Project work;
- e) Presentation.

The certification of the competences of the DM is valid for **3 years**.

For the annual **maintenance** of the certification is required an evidence of professional update concerning the technological and methodological innovations of the tourism sector.

For the triennial **renewal** of the Certification is provided an examination in order to prove the continuous professional maintenance and improvement of the DM.

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11. DOCUMENT HISTORY

VECTOR Project

E-mail: vector.erasmus@gmail.com

URL: www.vector-tourism.net

Document	
Deliverable n.	Title
Dissemination level	Text
Authors	Laura Bulgari; Letizia Sgalambro, Peter Völk
Status D-Draft; F – Final	F
File Name	Destination Manager – Competence Requirements
Date	2017-03-06

Document History		
Version	Date	Description / Changes
1 V0	2017-03-03	First draft version
2 V2	2017-03-06	Final version



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ANNEXES

Annex 1: Repertorio Regionale delle Figure Professionali (RRFP) – Dettaglio Scheda Figura Professionale

DESTINATION MANAGER – QUALIFICATION PROFILE

1. APPLICATION OF THE INTERNATIONAL STANDARD AT LOCAL LEVEL

Denominazione figura	DESTINATION MANAGER
Settori di riferimento	Turismo alberghiero e ristorazione (22)
Ambito di Attività	Promozione ed erogazione servizi turistici
Livello di complessità	5 EQF
Descrizione	Effettua analisi di contesto di una determinata area geografica al fine di individuare risorse di interesse turistico. Elabora e gestisce progetti di sviluppo turistico locale, che promuovano l'immagine e le attività turistiche. Cura la valorizzazione turistica dell'area, pianifica, gestisce e coordina attività turistiche. Elabora una strategia di promozione e commercializzazione del prodotto turistico coinvolgendo le imprese locali e promuovendo partnership pubblico/privato; coordina le attività di promozione dell'offerta turistica, monitorandone lo svolgimento e verificandone i risultati.
CONTESTO DI ESERCIZIO	
Tipologia Rapporto di lavoro	E' un dirigente che opera, o come dipendente di livello Quadro A o B, oppure come libero professionista o contratto di collaborazione.
Collocazione contrattuale	CCNL Turismo
Collocazione organizzativa	Può operare come dipendente sia in ambito pubblico (ad esempio, per Aziende di turismo locale, Agenzie di sviluppo, Uffici di informazione turistica regionali o comunali) che in ambito privato (Consorzi, associazioni private). Lavora con autonomia e responsabilità. Risponde ai funzionari di livello superiore nell'ambito pubblico, alla direzione della associazione o consorzio, in quello privato. Verso l'esterno, intrattiene numerosi rapporti con partner, sponsor, attori turistici locali, agenzie di comunicazione e pubblicità. Può anche operare come libero professionista con rapporto consulenziale.
Opportunità sul mercato del lavoro	
Percorsi formativi	Possesso almeno del titolo di istruzione superiore turistica di 5° livello EQF. Può provenire da studi universitari ad indirizzo turistico, con specializzazione nel commercio e nel management. Conosce approfonditamente almeno due lingue straniere. Conosce internet e i principali applicativi d'ufficio.
Indici di conversione	
<i>Sistemi ufficiali di classificazione a fini statistici</i>	
ISCO 2008	3414 - Travel Consultants and Organizers (1319 General Manager, travel Agency) 1210 - Managing Director 1349 - Professional services managers not elsewhere classified

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ISTAT Professioni (CP2001)	3.3.3.5.0 - Tecnici del marketing 3.3.3.4.0 - Tecnici della vendita e della distribuzione 3.4.1.1.0 - Tecnici delle attività ricettive e professioni assimilate 3.3.3.6.2 - Tecnici delle pubbliche relazioni 1.2.2.5.0 - Direttori e dirigenti generali di aziende nel settore dei servizi di alloggio e ristorazione 1.3.1.5.0 - Imprenditori e responsabili di piccoli alberghi, alloggi o aree di campeggio e di piccoli esercizi di ristorazione 3.4.1.1.0 - Tecnici delle attività ricettive e professioni assimilate
Denominazione ADA	Analizzare il mercato
Descrizione della performance	<i>Predisporre una proposta contrattuale al committente, creare mappe delle risorse del territorio, analizzare e comprendere le caratteristiche e le dinamiche della domanda e dell'offerta turistica, definire modelli di business vincenti, definire studi di impatto economico e strategie di intervento.</i>
Capacità	Preparare proposte progettuali e contrattuali
Capacità	Analizzare il territorio e le sue risorse
Capacità	Raccogliere, analizzare e interpretare dati di fonti primarie e secondarie
Capacità	Analizzare e interpretare le informazioni
Capacità	Organizzare e gestire incontri con più operatori
Capacità	Elaborare e effettuare interviste
Capacità	Decodificare i feedback provenienti dal mercato per strutturare strategie di intervento
Capacità	Realizzare attività di studio e di analisi del mercato e della concorrenza per strutturare offerte specifiche e contestualizzate
Capacità	Identificare gli attori pubblici e privati rilevanti
Capacità	Definire modelli di business vincenti
Conoscenze	Definizione degli obiettivi
Conoscenze	Metodologie della ricerca di mercato, ricerche sui comportamenti d'acquisto, analisi banche dati specifiche
Conoscenze	Principi di contabilità e bilancio
Conoscenze	Banche dati e statistiche per l'analisi dei principali indicatori del settore
Conoscenze	Fondamenti di statistica
Conoscenze	Tecniche di ricerca economico-sociale
Conoscenze	Tecniche di progettazione
Conoscenze	Fondamenti di informatica
Conoscenze	Normative locali, nazionali e internazionali sul turismo
Conoscenze	Redazione di report tecnico-economici
Conoscenze	Specificità del territorio per lo sviluppo di proposte coerenti con le peculiarità del contesto di riferimento

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Denominazione ADA	Organizzare le risorse
Descrizione della performance	<i>Identificare, selezionare e analizzare le principali risorse del territorio e i principali soggetti coinvolti per creare una mappatura. Contatta i principali fornitori di servizi per sviluppare processi di dialogo sociale, organizza incontri per coinvolgere gli attori locali al fine di ottenere piani di integrazione e sviluppo dell'offerta turistica di destinazione.</i>
Capacità	Individuare, le principali risorse culturali naturali e gastronomiche del territorio
Capacità	Identificare i principali fornitori di servizi, enti pubblici e associazioni del territorio
Capacità	Contattare i principali fornitori di servizi, enti pubblici e associazioni
Capacità	Applicare tecniche di pianificazione e di organizzazione delle risorse
Capacità	Applicare strumenti partecipativi e tecniche di dialogo sociale
Capacità	Disegnare e gestire progetti collettivi
Capacità	Redigere un piano di integrazione e sviluppo dell'offerta di destinazione
Conoscenze	Risorse del territorio
Conoscenze	Fonti informative settoriali
Conoscenze	Normativa nazionale e internazionale sul turismo
Conoscenze	Fondamenti di organizzazione e pianificazione
Conoscenze	Abilità di comunicazione e relazionali
Conoscenze	Strumenti organizzativi e legislativi di integrazione dell'offerta locale

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Denominazione ADA	Coordinare attori e stakeholders
Descrizione della performance	<i>Stabilire contatti individuali con gli attori del territorio, organizza incontri settoriali, disegna possibili reti, definisce la struttura del network, elabora accordi di partenariato e sviluppa un modello di business programmando e controllando le risorse finanziarie</i>
Capacità	Analizzare i bisogni del committente pubblico o privato in termini di dinamiche partecipative o di negoziazione
Capacità	Ricerca partnership con gli attori del territorio per la realizzazione di progetti integrati
Capacità	Realizzare partnership con gli attori del territorio per la realizzazione di progetti integrati
Capacità	Organizzare incontri
Capacità	Favorire la coesione e la collaborazione interna e la gestione di conflitti
Capacità	Pianificare l'utilizzo delle risorse finanziarie
Capacità	Gestire budget e elaborare report periodici per il controllo di gestione
Conoscenze	Principali approcci e metodi dialogico-deliberativi
Conoscenze	Tecniche di comunicazione e negoziazione, e gestione dei conflitti
Conoscenze	Tecniche partecipative
Conoscenze	Tecniche di comunicazione avanzate
Conoscenze	Problem solving
Conoscenze	Fondamenti di organizzazione e gestione delle risorse umane
Conoscenze	Tecniche per la definizione di budget
Conoscenze	Tecniche di rendicontazione

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Denominazione ADA	Promuovere il territorio
Descrizione della performance	Elaborare un piano di marketing definendo obiettivi e strategie promozionali, coordinando i servizi tecnici di supporto. Disegnare pacchetti e itinerari tematici sulla base di target individuati. Identificare i canali distributivi, elaborare e gestire e controllare il budget del piano marketing
Capacità	Elaborare il piano di marketing
Capacità	Creare un brand image del territorio
Capacità	Sviluppare un piano promozionale della destinazione
Capacità	Coordinare lo sviluppo di piattaforme di marketing integrato
Capacità	Coordinare esperti e strumenti di design
Capacità	Disegnare un catalogo degli itinerari e degli eventi con gli attori del territorio
Capacità	Creare pacchetti individualizzati basati su target differenziati
Capacità	Progettare itinerari e offerte tematiche
Capacità	Scegliere i canali distributivi e gli eventuali intermediari coinvolti
Capacità	Gestire budget e elaborare report periodici per il controllo di gestione
Conoscenze	Principi di marketing mix
Conoscenze	Principi di web marketing
Conoscenze	Principi di marketing turistico e territoriale
Conoscenze	Segmenti-target del turismo: caratteristiche, bisogni e specificità
Conoscenze	Tecniche di analisi e controllo dati
Conoscenze	Tecniche per la definizione di budget
Conoscenze	Lingua inglese livello B2

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Denominazione ADA	Analisi, Gestione e risoluzione dei problemi
Analisi, Gestione e risoluzione dei problemi	<i>Elaborare un piano di monitoraggio e verifica degli obiettivi prefissati e adotta azioni correttive: monitora spese e profitto, rivede gli obiettivi e la documentazione, verifica la qualità delle proposte. Organizza opportunità formative, verifica la soddisfazione del turismo, implementa azioni correttive, controlla l'uso dell'ICT per la promocommercializzazione.</i>
Capacità	Elaborare il piano di verifica qualità e di
Capacità	Identificare e utilizzare indicatori di performance (economici, tecnologici, soddisfazione del cliente)
Capacità	Analizzare e controllare i risultati economici
Capacità	Identificare opportunità di formazione
Capacità	Verificare la soddisfazione dei clienti e individuare azioni di supporto
Capacità	Verificare il livello di utilizzo degli strumenti di promo-commercializzazione e identificare azioni di sviluppo
Conoscenze	Tecniche e metodi formativi in presenza e online
Conoscenze	Principi di web marketing
Conoscenze	Principi di marketing turistico e territoriale
Conoscenze	Principi e strumenti di controllo qualità
Conoscenze	Principi e strumenti dell'analisi e controllo di gestione
Conoscenze	Indicatori di performance in ambito turistico
Conoscenze	Tecniche di problem solving
Conoscenze	Applicazione del metodo PDCA (Ciclo di Deming)