



Skills catalogue in tourism and restaurant sectors

DEL 2.3 - WP2





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1. Current overview of tourism

1.1. Analysis of the current tourism context

Over the past year, the international travel and tourism industry has experienced a strong recovery, which was also confirmed by the World Tourism Organisation (UNWTO) on the basis of the latest result published by the World Tourism Barometer.

According to the latest 2023 compilation of UNWTO world data,

International tourism is on track to recover almost 90% of pre-pandemic levels by the end of this year. According to the latest data from the World Tourism Organisation (UNWTO), some 975 million tourists travelled internationally between January and September 2023, an increase of 38% compared to the same months in 2022.

The most recent UNWTO World Tourism Barometer also shows:

- World destinations welcomed **22% more international tourists in Q3 2023** than in the same period last year, reflecting a strong summer season in the northern hemisphere.
- **International tourist arrivals** reached **91% of pre-pandemic levels** in the third quarter, reaching 92% in July, the best month so far since the start of the pandemic.
- Overall, **in the January-September 2023 period, tourism recovered 87% of pre-pandemic levels**. This puts the sector on track to recover almost 90% by the end of the year.
- International tourism revenues could reach **\$1.4 trillion in 2023**, about 93% of the \$1.5 trillion earned by destinations in 2019.
- The latest UNWTO figures show that international tourism has almost fully recovered from the unprecedented COVID-19 crisis, with many destinations reaching or even exceeding pre-pandemic arrivals and receipts.
- UNWTO Secretary-General Zurab Pololikashvili said, "The latest UNWTO data show that international tourism has almost fully recovered from the unprecedented COVID-19 crisis, with many destinations reaching or even surpassing pre-pandemic arrivals and revenues. This is critical for destinations, businesses, and communities where the sector represents an important lifeline."
- The Middle East, Europe and Africa lead the recovery
- The **Middle East** continues to lead the recovery by region in relative terms, with arrivals 20% above pre-pandemic levels in the nine months to September 2023. The Middle East remains the only region in the world to exceed 2019 levels in this period. Visa facilitation measures, the development of new destinations, investment in new tourism-

related projects and the organisation of major events are helping to underpin this remarkable performance.

- **Europe**, the world's largest destination region, welcomed 550 million international tourists during the period under review, or 56% of the world total. This represents 94% of pre-pandemic levels. The rebound was supported by robust intra-regional demand and strong demand from the US.
- **Africa** recovered 92% of pre-pandemic visitors in this nine-month period and arrivals in the **Americas** reached 88% of 2019 numbers in this period, as the region benefited from strong US demand, particularly to Caribbean destinations.
- **Asia and the Pacific** reached 62% of pre-pandemic levels in this period due to the slower reopening to international travel. However, results between sub-regions are mixed, with South Asia recovering 95% of pre-pandemic levels, while North-East Asia only about 50%.

The sustained recovery is also reflected in the trend of industry indicators. Based on data from IATA (the International Air Transport Association) and STR, the UNWTO Tourism Recovery Tracker details a strong recovery in air passenger numbers and accommodation occupancy levels.

Against this backdrop, international tourism is on track to fully recover to pre-pandemic levels in 2024, despite economic challenges such as high inflation and weaker global production, as well as major geopolitical tensions and conflicts.

1.2. Factors of change in tourism

The tourism sector is constantly evolving, influenced by a number of factors, including digitisation, environmental sustainability, changing tourist tastes and the COVID-19 pandemic.

Digitisation

Digitalisation is one of the most important drivers of tourism, as it is changing the way tourists book, travel and interact with destinations.

The vertical skills required by tourism professions in this context are:

- Digital skills: ability to use digital technologies to carry out one's work activities, such as booking travel, managing communication channels and creating digital content.
- Digital marketing skills: ability to use digital channels to reach and engage tourists.
- Artificial intelligence and machine learning skills: ability to use artificial intelligence and machine learning technologies to improve the tourist experience.



Environmental Sustainability

Environmental sustainability is another important trend in tourism, as tourists are increasingly aware of the environmental impact of their trips.

The skills required by tourism professions in this context are:

- Environmental sustainability skills: knowledge of the principles of environmental sustainability and ability to apply them in work activities.
- Sustainable event organisation skills: ability to organise tourism events with minimal environmental impact.
- Waste and energy management skills: ability to manage waste and energy in a sustainable way.

Changing tastes of tourists

Tourists' tastes are changing, as tourists are increasingly seeking authentic and immersive experiences.

The vertical skills required by tourism professions in this context are:

- Storytelling skills: ability to tell stories that engage tourists.
- Skills in organising experiential activities: ability to organise tourism activities that offer authentic and engaging experiences.
- Experiential marketing skills: ability to use marketing to promote tourism experiences.

Pandemic of COVID-19

The COVID-19 pandemic had a significant impact on tourism, as it led to travel restrictions and a change in tourist preferences.

The vertical skills required by tourism professions in this context are:

- crisis management: ability to manage crises, such as the COVID-19 pandemic.
- destination marketing: ability to promote tourist destinations effectively, even in a crisis context.
- digital communication: ability to communicate effectively on digital channels, even in a crisis context.





Tourism drivers are changing the way tourism is produced and consumed. Tourism enterprises must be able to adapt to these changes in order to remain competitive.

The vertical and transversal skills required by tourism professions are constantly evolving. Tourism enterprises must invest in training their employees to ensure that they have the necessary skills to meet future challenges.

1.3. New forms of tourism

The tourism sector experienced a period of deep crisis during the pandemic, during which many businesses were forced to suspend their activities, while many others avoided permanent closure through considerable sacrifices and significant constraints on profitability. The common mantra during the pandemic period was that 'nothing would ever be the same again'. After the acute phase of the pandemic, with the hope that it had come to a definitive end, all economic and social activities tried to resume a certain normality, with the tourism sector distinguishing itself by an astonishing recovery, characterised by a rapidly observed growth, comparable, to use a football metaphor, to a counter-attack. This upturn outlined a 'V'-shaped curve, manifesting a near-vertical fall of all indicators during the critical period and an equally fast, near-vertical recovery thereafter.

The statement that 'nothing will ever be the same again' is not entirely accurate, as it is undeniable that tourist demand went through a process of maturation and conscious acquisition of its role and value during the pandemic period. Tourists of all levels and market segments have fully assimilated the holistic concept of value in the context of cost/quality of service. This maturation requires careful consideration and appropriate weight from tourism service providers. The yardstick of quality assessment has emancipated itself from the sole criterion related to the main motivation behind the choice of destination.

The current situation implies that customers are no longer satisfied with standardised and poorly customised products; the quality of their stay is no longer assessed by 'what you offer me', but by 'how you make me feel' during the entire stay. Demands are therefore emerging for more immersive and personalised tourism experiences, in which tourists can be active and decisive players in planning and conducting their holidays. There is a shift to experiential tourism, in which the customer wants to learn, to fully experience the time spent in the location, to increase his or her knowledge and culture, and to have the power to decide on the activities to be carried out during the holiday.

The evolution of the meaning of tourism practice thus shifts from exclusive and material goods to relational well-being, where 'building memories' becomes an essential element for tour operators at every level and role in the tourism chain.





Consequently, the tourist offer must present immersive, memorable and unique activities, based on the principles of uniqueness (the experience can only take place at the destination), authenticity (involvement of traditions and activities linked to the territory) and involvement (active participation of the tourist in experiential and learning activities). These principles facilitate the constant creation of new, highly differentiated offers, aimed at generating satisfaction and wonder. To implement this, it is imperative to gather information, create collaborative networks for the construction of integrated and supply chain products, constantly monitor and accurately assess the evolution of consumer tastes and evaluate the actions and development of competing destinations to keep the attractiveness of the territorial brand alive.

1.3.1. Undertourism and local tourism

The Covid-19 pandemic has played a significant role in consolidating certain trends that were already in place, but which have taken on particular relevance in response to the need for social distancing to ensure health security. Among these, the phenomenon of undertourism emerges, characterised by travel away from crowded tourist destinations, also supported by the presence of digital technologies that allow the enjoyment of self-guided experiences, outside the traditional circuits. This phenomenon, which has developed over the years and will be further fostered by climate change, is particularly evident in the younger generations, who consider travel as an integral part of their lifestyle. These travellers tend to seek out little-known destinations, activating eco-friendly behaviour and supporting the idea of regenerative tourism, which combines sightseeing with environmentally-friendly services and promotes community spirit.

Closely related to undertourism is the concept of proximity tourism. The return to 'normality' has seen the emergence of new working models, including smart working approaches that are transforming the dynamics of work-related travel. Motivated by the need to recover human contact and stimulated by benefits and rewards, these new work models have given rise to the phenomenon of workation or holiday working, which consists of combining work and holiday. This modality offers greater autonomy to people, allowing them to customise their rhythms between work and leisure. The spread of agile working modes has demonstrated an increase in productivity and satisfaction, especially in contexts such as Northern Europe.

At the same time, the pandemic has helped to promote more personal health-conscious behaviour. The Eurobarometer 499 survey showed that 49% of EU citizens are likely to pay more attention to health and safety measures in the long run. In response to this need, the European Union introduced a new health safety label Covid-19 in the tourism sector. Tourist facilities and organisers of tourist activities are called upon to communicate more effectively the health safety measures they have implemented and to adopt appropriate behaviour and practices to counter current and



future health threats. Employees, especially in the area of physical facilities management and cleaning, must not only take care of operational aspects but also communication, highlighting their efforts to ensure health safety for their customers.

1.3.2. Wellness tourism

The wellness tourism sector has shown considerable expansion in recent years and looks set to further increase its weight and relevance in the future. The frenetic rhythms of work and everyday life are pushing more and more individuals to travel and seek moments of complete relaxation, aimed at recovering physical and psychological well-being.

Although wellness has always been considered a significant travel motivation, with relaxation and entertainment predominating in holiday preferences, the search for wellness has acquired deeper and more intrinsic meanings in recent years. The search for wellness experiences that go beyond the mere physical (such as spas, thermal centres, Finnish saunas, Turkish baths, etc.) has emerged as one of the dominant trends in tourist demand. The quest for well-being is no longer limited to the physical body, but also embraces intellectual, emotional, spiritual, psychological, environmental and social well-being, becoming a primary need to 'be well'.

Wellness tourism, in its most advanced form, involves the human being in terms of physical and psychological balance. In recent years, the expenditure of tourists seeking flexible and customisable offers according to their wellness needs has increased. Global Wellness Institute (GWI) data have already recorded a strong global recovery after the 2020 crash, and it is predicted that from 2020 to 2025 there will be 20.9 per cent growth in sales, starting from a base of USD 720 billion in 2019.

Sports and recreational activities in contact with nature, a healthy diet, rest and holistic treatments are the key components of this new type of tourism, which puts peace and well-being first. This favours the emergence of new opportunities, innovative products and the growth of new destinations previously little considered by travellers.

The wellness traveller can now count on an increasingly integrated and evolved hospitality system, with numerous partnerships between hotels and activities such as spas, wellness centres, restaurants, sports clubs and holistic medicine. This collaboration allows the wellness tourist to integrate all the elements that are part of their lifestyle into their holiday. The wellness product is not just limited to spa and thermal facilities, but extends to a wide range of products related to being well.

The demand for wellness tourism can be divided into three main groups:



1. Tourists who predominantly seek the spa and thermal product, with other offers considered residual and only sought after if appropriately promoted. This target group is increasingly looking for integrated offers between wellness centres, spa facilities, organic catering, holistic practices in contact with nature, glocal travel, farm travel and digital detox itineraries.
2. Tourists are mainly looking for products focused on the 'active life', sport, nature and food and wine, with spa and thermal offers seen as an entertainment option that is not always fully exploited. Active holidays are a clear trend, with new sports disciplines and practices that can be activated at an amateur level.
3. Tourists who are looking for complete and immersive wellness experiences, eager to take advantage of all that an area offers to satisfy the need to 'be well'. This target blends the characteristics of the two previous groups, seeking a return to the essential, authentic and in harmony with nature, with a focus on environmental protection. The customer journey of this target group is partly planned according to a precise design, but can also be guided and conditioned by offers that stimulate curiosity and the desire to try and learn.

2. Technology and Competitiveness of tourism industries

2.1. Role of technology in the tourism sector

Digital plays a prominent role in determining the competitiveness of companies, especially in the tourism sector, especially in a post-pandemic context. The most recent surveys show an increase in investments in digitisation by tourism businesses, a phenomenon also attributable to the impacts of the pandemic. In the early 2020s, when the spread of the pandemic was not yet foreseeable and the growth prospects of the tourism sector were on the rise, it was believed that technological innovation in the sector would continue steadily, as observed over the past two decades, remaining immune to possible setbacks. This phenomenon is even more evident in the current context, in which digitalisation emerges as a fundamental tool for the revival of a sector strongly affected by recent events, offering the possibility of interpreting and anticipating the signs of change and meeting the needs of tourists.

An increase in customer communications via the company website is observed, along with the expansion of digital marketing channels. Website sales, the adoption of cashless solutions and the use of digital platforms show significant growth.

These trends in the tourism sector derive from changes in travellers' behaviour, who show a greater inclination to manage contacts and purchases of products and services at a distance, as well as





from business strategies adapted to demand trends. Tourism enterprises, in particular, stand out for their intense use of web sales channels, performing above the average of other economic activities.

Digital strategies play a crucial role as they enable the full exploitation of the potential offered by artificial intelligence and big data analysis. These technologies make it possible to rapidly collect and analyse large volumes of data from multiple sources, such as the internet, social networks and apps, overcoming the limitations of traditional statistical information on which geographical analyses are still based. Technologies such as augmented reality, already in use in the tourism sector for the communication and enjoyment of cultural heritage, offer opportunities for expansion, potentially responding to the phenomenon of undertourism.

Digital technologies make it possible to monitor all phases of the journey, and the means to do so are manifold:

- The universally recognised Blockchain technology offers advantages in payments, ensuring security and traceability, and in the certification of the reliability of customer ratings, baggage tracking and reward systems through loyalty programmes.
- Chatbots, exploiting artificial intelligence, demonstrate their potential in customer relationship management in the tourism sector. Looking ahead, AI will become increasingly relevant for developing innovative solutions in translation and natural language, as well as interpreting travellers' tastes and behaviour, offering more effective proposals.
- 5G technology represents a revolutionary opportunity for the development of unexplored solutions for the enjoyment of the territory and cultural heritage, enabling new services and attractive experiences for tourists. 5G will facilitate detailed tracking of tourist flows and in-depth profiling of behaviour, also facilitating increasingly traceable payments.
- Analytics allow facilities to collect data on their customers to increase loyalty through feedback, promotions and other initiatives.
- The Metaverse and Augmented Reality, focused on immersive communication, enrich the tourist experience by offering previews of the facility and destination.
- Hand-held and wearable devices, in conjunction with interaction technologies such as NFC, Bluetooth Low Energy, QR Code and Geofencing, act as 'containers' of tourist cards, enabling geo-referenced promotions, loyalty programmes and reward systems.
- IoT technology enables innovative solutions, from the implementation of sensors in airline seats to measure travellers' biometric parameters to the use of tablets in hotel rooms to personalise the environment according to guests' preferences.





- Mobile check-in offers guests traditional keyless access, also allowing them to order food, book transport and discover nearby attractions, enhancing the customer experience.
- Smartphone payments simplify the purchase of services locally, reducing dependence on cash.
- Big data, derived from users, devices and operations, allow in-depth analyses of tourist behaviour, improving marketing strategies and adapting them to user needs. The tools and techniques for exploring and studying the tourism phenomenon, based on the analysis of big data, identify the characteristics of tourist demand, tourist behaviour and the degree of satisfaction with the services used.

In summary, technological evolution in the tourism sector is intrinsically linked to the adoption of innovative digital strategies, harnessing the potential of artificial intelligence, big data analytics and emerging technologies such as augmented reality and blockchain. These solutions, integrated synergistically, foster the creation of more engaging, personalised tourism experiences that conform to travellers' expectations, contributing to the revitalisation of the sector in a post-pandemic context.

2.2. Impact of technologies on tourism demand

In the past, the main channel for the promotion and distribution of tourism products was the travel intermediation and production system. Travel agencies and tour operators collaborated synergistically in a traditional way, emphasising face-to-face contact and direct discussions with the end customer and suppliers.

However, the advent of technology and digital has radically transformed the dynamics between supply and demand in the tourism sector. This has entailed not only new ways of searching for information and purchasing, but also a redefinition of the way tourism products are enjoyed. From this scenario has emerged the expression 'never-ending tourism' which denotes the ability to extend the tourism experience in time and space, before and after the trip, by exploiting the opportunities offered by digital. This includes inspiring users, facilitating access to services, enriching the on-site experience and proposing online content such as courses, guided tours and workshops, as well as goods related to the territory and merchandising.

The pandemic has amplified this trend, as the restrictions have changed consumers' habits, leading them to spend more time on digital tourist and cultural content, as well as on the online purchase of products typical of the locations visited.





Analysing the 'digital tourist journey' in its different phases, i.e. inspiration, information search, booking, purchase, experience sharing and reviews, the omnipresence of digital clearly emerges. In particular, in the booking and stay phases, tourists use tools such as virtual tours, augmented reality and social platforms to enrich their experience.

The mobile dimension, with the increasing use of smartphones, plays an increasingly important role, allowing users to book and share experiences anytime and anywhere. The 'Easy Jet Generation' concept represents the approach of the younger generations, who use the web to evaluate offers, read reviews and share their travel experiences.

Big data management also plays a crucial role in corporate strategies, providing support in reputation management, customer profiling and message adaptation according to the channels used. Speed of reaction becomes a crucial aspect, requiring real-time communication to meet customer needs.

In organisational terms, the pervasive diffusion of digital has significantly influenced the way interpersonal relationships are conducted, leading to a redefinition of tourism promotion and marketing strategies. Omnichannelality, characterised by the coexistence of human and digital relationship models, has become essential to ensure a uniform customer experience across all touchpoints.

In conclusion, 'never-ending tourism' offers new business opportunities, allowing to tap into unprecedented sources of revenue and to extend the relationship with visitors over time, creating a continuous tourism experience. However, managing these dynamics requires flexibility, timeliness and an in-depth understanding of changing customer needs and behaviour.

2.3. The technologies behind the development of new tourism products

The digital environment contributes to the creation of new configurations of offers in the tourism sector, exerting a significant impact on the motivations and consumption behaviour of tourism demand. In addition to the transformation of traditional tourism products, digital dynamics give rise to new forms of tourism and innovative tourism products:

1. **Affordable Luxury Travel:** This tourism mode, characterised by affordable luxury, is made possible by digital. Platforms such as Trivago, Voyage Privé and Luxury Retreats enable the integration of luxury experiences with low-cost airline tickets, creating packages that combine affordable solutions with luxury elements.





2. **Bleasure Travel:** This type of travel combines business and pleasure, facilitated by digital platforms offering dedicated sections for this purpose. Business customers show a particular propensity for technological innovation to meet their needs for flexibility.
3. **Branding Oriented Tourism:** This modality focuses on the enrichment of the cultural tourism product through destination branding, mainly through storytelling on social platforms.
4. **Last Minute Offers:** These offers, which stimulate impulse purchases through web portals, trigger push marketing strategies. The use of analytics enables the customisation of offers based on data provided by users through their web browsing cookies.

Furthermore, the ability to provide online stimuli, such as banners with advantageous offers or the sharing of travel experiences on social media by friends and influencers, contributes to the deseasonalisation of tourism demand. This favours the preparation of offers that enhance the opportunities and products offered by facilities and territories throughout the year.

Despite these evolutions, traditional tourism products will not disappear, but this requires greater flexibility on the part of the actors in the sector (agencies, tour operators, accommodation facilities, restaurants) in order to customise the offer in real time, adapting it to market demands and anticipating changes in customer tastes, while guaranteeing the economic sustainability of the new products on offer.

However, it should be noted that digital technology produces two relevant phenomena. On the one hand, direct contact between producers and consumers impacts new product design policies in relation to their economic viability. The possibility of comparing products, companies and prices risks focusing attention on the 'price' factor, jeopardising new product launch strategies and seasonal adjustment policies. Therefore, more expertise is needed in the management of data, particularly internal data, to ensure more effective management of room rates in response to the dynamics of demand.

On the other hand, tour operators are faced with the challenge of competing in a market characterised by a wide range of offers, due to the increase in customers' 'propensity for infidelity' and the ease with which they can explore substitute and/or complementary alternatives.

3. Health and safety in tourism

The pandemic, as we know, was one of the causes that brought about several important changes in the tourism phenomenon. Between now and the next few years, some of these changes may come to an end, while others may become more consolidated. It is difficult to assess what the





actual impact of what has been produced in the last three years may be, what is certain is those certain behaviours, particularly those aimed at seeking greater safety, also in terms of health, are still present and characterise various dynamics of tourist demand.

Firstly, customers' expectations have changed in relation to the hygiene standards of accommodation and services in general, which will have to work towards an accurate and evident dissemination of information regarding sanitary measures and hygiene protocols. In response to the social distancing practices necessitated by the raging virus, there has been an increasing demand for contactless and NFC solutions via mobile devices throughout the travel experience. This demand extends not only to payments, but also, for instance, to online check-in for flights or hotel accommodation. This transition also entails the emergence of new security requirements for digital services and identity protection. In the post-Covid period, success correlates with the ability to implement phygital solutions, i.e. to integrate the physical and digital worlds in a complementary way.

The pressing need for security is reflected in outdoor spaces that can provide a sense of freedom together with a reassuring environment. This has generated an increased demand for outdoor areas for communal activities such as outdoor breakfasts or dinners, as well as green spaces for meetings and events. The preference for outdoor environments has increased the demand for outdoor-centred living while facilitating the practice of social distancing.

Consumers also show a particular appreciation for clear and flexible offers, as they seek optimisation of expenditure combined with minimisation of health risks. Therefore, it is crucial to supplement information on health protocols with messages on flexible bookings and full reimbursability of costs incurred, and to convey these communications with a transparent approach.

4. The Relationship between Environment, Digital and Tourism

4.1. Critical relationship between environment and tourism

The environment and tourism are intrinsically linked.

A new travel report from Booking.com found that 76 per cent of respondents hope to adopt sustainable travel plans in the coming year. The survey also found that many travellers are looking for new ways to reduce their impact while travelling, from reusing laundry to turning off air conditioning in their hotels and other accommodations.

In the Sustainable Travel Report 2023, which collected responses from more than 33,000 travellers worldwide, Booking.com found that the vast majority of those who travel seek to do so in a more





sustainable way. Some 76 per cent of respondents want to travel sustainably in the next 12 months. But according to the report, costs also influence travel decisions. About half of the respondents believe they will see a worsening of climate change impacts in the next six months, and 64% of respondents believe the cost-of-living crisis will also worsen during this period. Many respondents (76%) noted that rising costs and the global energy crisis are affecting their budgets, and 49% of respondents believe that sustainable travel options are too expensive. However, some travellers (43%) are willing to pay a little more to support certified sustainable travel options. As many as 74% of respondents said that travelling more sustainably in general is important to them.

The report highlights the stress of rising costs and climate change on people around the world.

"Although travel may be coming back, the rising cost of living and climate anxiety have led to greater demand for cheaper, planet-friendly options," said Glenn Fogel, CEO of Booking.com in a note. "Travel can be a force for good and travellers themselves are proving to be the change-makers of today, adopting more sustainable travel habits and seeking responsible experiences."

In addition, the report found other barriers to sustainable travel, including a perceived lack of sustainable travel options and uncertainty about where to look for travel options that promote environmental stewardship and support local communities. Respondents also showed distrust in the validity of sustainable claims and credentials.

For many travellers, it was important to minimise their impact in every possible way. The number of travellers turning off air conditioning and appliances in their accommodation or reusing the same towels has increased since the 2022 report. More than half of the respondents (55%) travel with their own reusable water bottle.

But one of the biggest problems with travel is transit. Tourism accounts for about 8% of global greenhouse gas emissions and is expected to increase. According to the Booking.com report, about 43% of travellers plan their holidays to walk, cycle or use local public transport. However, there is still much to be done about one of the biggest sources of emissions: aviation.

Keywords such as environment, sustainability and sustainable development are, therefore, now an integral part of the tourism vocabulary and are associated with a concept of well-being that concerns quality of life and revolves around three main components:

1. **Environmental sustainability (Keyword: Responsibility in the use of resources):** Tourism becomes sustainable when it does not harm the environment globally and locally, but on the contrary, ensures the preservation of biological diversity. This implies the promotion of low-carbon activities, the adoption of eco-mobility solutions, energy efficiency and the use of renewable sources in tourism services, the protection of natural resources and a plastic-free approach.





2. **Economic sustainability (Keyword: income and employment: ability to generate...):** Tourism flows represent a huge economic potential, but to have positive effects they must respect local culture and promote sustainable development. It is essential to adopt an approach that promotes social inclusion, sharing of economic wealth, creation of new jobs and adequate livelihoods for local populations.
3. **Social sustainability (Keyword: safety, health, justice and wealth):** Sustainable tourism must ensure a high degree of social integration between visitors and inhabitants, protecting the historical, artistic and cultural heritage of the place. Socio-cultural contaminations are valued instead of a globalised and standardised offer, with a focus on ethical behaviour and respect for laws and traditions.

In recent years, social awareness of environmental sustainability has led to an increase in ethical and eco-friendly solutions in tourism. This includes eco-friendly hotels, built according to the principles of bio-architecture and feng shui, and food and wine tourism products focusing on the promotion of short supply chains and organic products.

A significant change has also emerged in sustainable mobility, with a growing interest in modes such as walking, cycling, car sharing or bike sharing, and a preference for public transport. These actions reduce greenhouse gas emissions and are considered crucial by consumers.

The concept of 'slow' tourism, which favours forms of tourism with a very low environmental impact such as walking, allows for a more in-depth experience of localities than other forms.

The focus on waste reduction and recycling is another important ecological practice in tourism, aligned with the goals of the circular economy. The increasing sensitivity of the public and companies to environmental and sustainable development issues is significantly influencing tourism production.

4.2. Combined Effect of Digital and Environment on Tourism

The circular economy and digitisation emerge as two megatrends destined to shape the evolution of work in a decisive and intrinsically interconnected way. The Recovery and Resilience Plans drawn up by European states, in response to the Next Generation EU to overcome the post-pandemic crisis, emphasise the crucial importance of the concepts of 'green' and 'digital'. Digitalisation, on the one hand, can catalyse the development of the circular economy, while, on the other hand, the latter can stimulate technological innovation.

The report "Tourism Transition Pathway," prepared by the European Commission's Directorate-General for the Internal Market, Industry, Entrepreneurship and SMEs, recognises that addressing





the challenges of the double transition and providing sustainable tourism services requires that all workers acquire both green and digital skills, in addition to their traditional professional skills. This is essential to ensure that the tourism sector in the European Union, especially SMEs, remains competitive and develops its resilience.

This will have a significant impact on the world of work, generating not only the creation of new professions and skills, but also the formation of 'constellations of new professions' and skills, since sustainable development, in its various dimensions, induces synergetic and concomitant transformations in the world of work.

A tangible example of this interaction is evident in recent platform developments that facilitate the management of meeting and event organisation activities in the metaverse (digital twin). As well as providing flexibility and customisation, this approach achieves significant environmental benefits for hotel companies, reducing on-site inspections and enabling hybrid conferences with a lower carbon footprint.

Another illustrative perspective relates to food sustainability, a significant concern also in the catering sector, as a matter of course. Digital solutions, such as intelligent software, emerge as key tools to support the restaurant industry in reducing food waste in the purchasing, processing and disposal of food. The introduction of specialised figures such as the 'green chef' reflects the adoption of sustainable practices in kitchen management, promoting waste avoidance, energy and water saving, and waste sorting and recovery.

In summary, the interaction between the circular economy and digitisation not only changes the employment landscape through the creation of new jobs, but also by stimulating the transformation of existing work practices towards a sustainable paradigm. The policy environment, increasingly geared towards limiting emissions, will help drive companies towards technological solutions, with major implications for those who do not adopt such sustainable approaches.

5. Climate change and the tourism sector

Reflections on climate change currently do not identify a direct implication on the professional skills of employees; however, it is imperative to keep a close watch on this phenomenon in order to preserve existing company skills. Climate change currently requires the acquisition of specific skills, already identified in the driver analysis. This includes skills for optimising energy sources, creating supply solutions aligned to the sustainability preferences of tourism demand, controlling production costs and limiting the environmental impact of tourism practices, as well as skills for ensuring the safety of people and facilities.





All human activities, including the tourism industry, are and will be affected by climate change. Tourism, in particular, is one of the sectors most profoundly affected by climate change, with significant consequences both on the demand side, with changes in the composition, seasonality and expectations of customers, and on the supply side, with the need to adopt new proposals and instruments.

The average increase in temperatures is one of the most obvious impacts. Weather projections indicate the possibility of no snow in some locations in the coming years, with devastating consequences for winter tourism. Summer seasons marked by excessive heat could also make some destinations less attractive. These changes affect seasonality and the composition of demand flows, increasing the management complexities for tourist destinations and businesses in the sector.

The list of possible effects is extensive and includes changes in marine ecosystems, rising seas and impacts on people's physical and mental health. Higher temperatures can lead to health problems for tourists, affecting the choice of destinations. Climate change can generate safety concerns during travel and affect the psychology of tourists, for example by generating fears of delays or blockages during transfers.

The complexity of the phenomenon requires adaptation and mitigation strategies to deal with possible disastrous impacts. However, climate change, while posing a challenge, can open up new opportunities for sustainable tourism, in line with tourists' growing awareness and attention towards more environmentally friendly practices.

In the hospitality sector, climate change will have significant impacts on the skills required, including a focus on energy resource management, water consumption control, preventive maintenance of facilities, sustainable management of food resources and demonstration of environmental sustainability efforts. In addition, the introduction of technological innovations will be crucial in addressing climate change challenges, such as the use of renewable energy and sustainable cooling solutions, requiring appropriate staff training. Overall, hotels will have to adopt more sustainable and resilient approaches to adapt to climate change and remain competitive. This will involve possible investments in infrastructure, staff training and the adoption of new technologies.

6. The drivers of change. Conclusions

The perspective outlined through the preliminary analysis of drivers and subsequent trends implies first of all a significant increase in the quality of professional skills required of tourism workers. While it is essential that specific technical skills, such as table service, ticketing and reservation management, are maintained at the highest level, the element that will really make the difference





between a 'good job' and an 'excellent job' in the future will be the ability of operators to independently make decisions and manage work processes.

This evolution towards a high level of performance will require, for all professional roles, the ability to interpret processes and mediate between different interests and subjects, according to the specific contingent circumstances that occur during the course of work.

One important aspect is the consolidation of the concept of 'hybrid', referring to professions that need to integrate traditional professional technical skills with new and different skills. Through these 'connections' or 'contaminations', these professions offer significant opportunities not only from an economic point of view, but also in terms of their impact on the environment and society as a whole.

Already now, new consumer demands are emerging that are giving rise to rapid changes in existing models, and tourism businesses must be ready to adapt to these transformations. Adapting business strategy is crucial to respond promptly to these changes. At present, health and safety are top priorities to overcome the pandemic in the present and the near future. The industry's priorities focus on protecting individual health and safety, with adherence to healthcare protocols, flexible booking and simplified reimbursement processes. Furthermore, it is of paramount importance to ensure the confidentiality of sensitive customer data through the implementation of appropriate security and privacy systems.

Digitalisation is an enabler for innovation and transformation in the tourism sector. At this precise moment in history, the completion of digital transformation for companies within the tourism ecosystem is of vital importance. This relevance is further underlined by the fact that digitisation is one of the cornerstones of the National Recovery and Resilience Plan; therefore, now is the right time to invest in this area. The benefits of digitisation not only affect the customer experience, improving the user experience (UX) and simplifying the management of heterogeneous customers, but also enable the adoption of a data-driven approach, turning data into a strategic tool to guide investment decisions. Digitisation not only serves the customer, but also affects operations and the back-end.

Training emerges as a key factor for the future. The changes triggered by the pandemic have led to the development of more collaborative working models and a diversification of the skills required of HR to ensure coverage of all activities. Considering the digitisation of the sector and the introduction of new services, it is more necessary than ever to broaden the skills of the workforce and work cross-functionally to maintain quality service that matches the brand and ensure the solvency of the accommodation facilities. Training, supported by digitisation, should focus on two key areas: sustainability, which is playing a key role in the modernisation of tourism, and effective





communication, especially in digital channels and virtual experiences, to maintain a strong link with the community and reassure travellers.

The industry needs to adopt a 'never-ending tourism' approach, enabling customers to prolong the tourism experience in time and space through digital tools. Digitalisation makes it possible to inspire users, enrich their experiences, offer online content and increase the chances of keeping vivid memories of activities and experiences.

However, it is essential to emphasise that such developments require careful planning, involving a large number of territorial actors and an engineering of network relations aimed at the creation of the territorial brand. Moreover, the presence of specialised skills is essential to support innovation processes and the creation of new products, thus creating a favourable context for the sustainable development of the tourism sector.

7. The evolution of skills

The analysis of the drivers of change in the tourism sector identified a list of skills that will be required by professionals in the sector, particularly in the area of accommodation.

These skills can be divided into two macro-categories:

- Transversal skills, which are required in different sectors and professions.
- Vertical competences, which are specific to the tourism sector.

Transversal skills are increasingly important in the labour market, as they enable professionals to adapt to different contexts and successfully meet challenges.

Among the transversal skills required of tourism professionals, the following can be identified:

- digital: ability to use digital technologies to perform one's work activities, such as booking travel, managing communication channels and creating digital content.
- problem solving: being able to identify and solve problems effectively.
- communication: being able to communicate effectively with colleagues, customers and other stakeholders.
- teamwork: being able to work effectively with others, sharing objectives and responsibilities.
- flexibility and adaptability: being able to adapt to changes and unforeseen situations.





- leadership: being able to guide and motivate others.

Vertical competences are specific to the tourism sector and enable professionals to carry out their activities effectively.

Among the vertical skills required of tourism professionals, one can identify those related to the following areas:

- marketing: being able to promote tourist destinations, products and services.
- customer management: be able to manage customer relations, before, during and after the trip.
- sales: being able to sell tourism products and services.
- foreign languages: be able to communicate in foreign languages, especially those most in demand in the tourism market.
- local knowledge: knowledge of the history, culture and traditions of the tourist destination.
- environmental sustainability: being able to operate in a sustainable manner, respecting the environment.

The skills required of tourism professionals are, therefore, constantly evolving due to the changes affecting the sector. Therefore, it is important for tourism professionals to be able to continuously learn and develop new skills also in order to be able to adapt to changes and unforeseen situations.

Learning can take place in different ways, through:

- Formal training: training and education courses provided by specialised institutions.
- Informal training: learning that takes place on the job, through experience and interaction with colleagues and customers.
- Self-directed learning: learning that occurs independently, through reading, research and experimentation.

Companies should invest in training their employees to ensure that they have the necessary skills to perform their activities effectively.

Next, a number of competence areas were indicated, in relation to the analysed change factors, which represent elements on which competence innovation paths in hospitality and catering are grafted.



1. ***Formulating strategies and setting goals for online communication and marketing, taking into account different market dynamics and customer needs.***

In contrast to many other economic sectors, in the context of tourism, communication is not limited to 'informing' the market about the availability of a good or service, but plays a fundamental role in helping to qualify the product itself, becoming an integral part of it. The web offers tourism businesses the possibility of managing the peculiarities of the service, such as intangibility, contemporaneity between production and fruition, customisation combined with standardisation, and perishability.

The opportunities associated with web-based marketing are simplified by not requiring specific logistics and transport services, given the intangible aspect of the product sold. The hybrid use of sales channels by customers is increasingly widespread, with digital touchpoints playing an increasingly important role.

The shift to Web 2.0 has caused a sea change in communication and marketing processes, with a transition from advertising to advertainment. The latter aims to entertain the audience, creating a WOW effect to stimulate conversations and viral spread.

In a context where the consumer has become a consumer-actor, traditional marketing and communication techniques are considered partly outdated. The active participation of the customer, who is now also involved in sharing the product experience, requires a redesign of promotional and marketing strategies and actions.

This macro-competence translates into the need to acquire skills and behaviours that ensure participative and engaging communication right from the design phase, using digital tools for an omnichannel approach. The skills in question are:

- Identify and formalise the communication and sales objectives to be achieved
- Define the target demand to be addressed, describing its characteristics
- Planning the methods and timing of the communication and marketing strategy to be adopted and the related resources to be deployed
- Identifying the tools to be used for product promotion via the network
- To make communication consistent across the different channels used, on and off-line, following an omnichannel logic
- Use the languages and contents of communication for the promotion of products and services on the web



- Acting ways to manage relations with target segments through the web
- Defining the framework of indicators for monitoring and evaluating the actions undertaken.

Obviously, the activities and competences foreseen in this area are applicable to the different levels of the company organisation, appropriately graded and adapted in relation to the tasks foreseen by the role.

2. *Engineering the packaging and possible assembly points by the customer, using digital systems*

The disintermediation of individual services, combined, on the one hand, with an ever-increasing customer travel experience, on the other with the greater organisation and diversification of the supply system at the destination, and with the constant increase in the amount of information available online, has led to a progressive 'unpacking' of organised travel, regardless of the length of the distribution channel. Naturally, this trend is supported, as well as permitted, by digital technology. It is in fact possible to propose modules that can be assembled, directly by the traveller according to his needs, through dynamic packaging systems. This facilitates the self-production of products, even on a thematic basis, by the customer, who becomes a co-creator of services (prosumer).

There are no changes in the composition techniques of the packages in the strict sense, which, therefore, do not undergo any particular innovations, but technology favours faster and more flexible ways of assembly that can be implemented by both the operator and the customer.

Obviously, this entails the need to design and supply, upstream, one's own digital warehouse, i.e. those tourist 'raw materials' which, digitised, are the points of interest, the experiences, the services which, appropriately combined, contribute to generating the image of a product highly customised to the customer's needs.

The disintermediation of individual services, coupled with the increased customer travel experience and the increased organisation and diversification of the supply system at the destination, together with the constant increase in information available online, has led to a gradual 'unpacking' of organised travel, regardless of the complexity of the distribution channel. This trend is facilitated, and even encouraged, by digital. Through dynamic packaging systems, it is now possible to offer modules that can be assembled directly by the traveller according to his or her needs, allowing the self-production of thematic products by the customer, who assumes the role of co-creator of the services (prosumer).





Although package composition techniques in the strict sense do not undergo any particular innovation, technology facilitates faster and more flexible ways of assembling both the operator and the customer. This process implies the need to design and provide in advance one's own digital warehouse, consisting of digitised tourist 'raw materials' such as points of interest, experiences and services that, combined in an appropriate way, contribute to creating a highly customised product according to the customer's needs.

Packaging engineering, facilitated by digital, involves the ability to perform a number of tasks such as:

- Selecting the strands/themes around which to allow the possible production of thematic products by the customer
- Identifying raw materials and points of interest, through territory analysis, to enable dynamic customer packaging
- Extending the services offered in order to facilitate the realisation of margins for the company through so-called 'ancillary revenues', i.e. revenues from the sale of additional services
- Assist the customer for any problems arising in the management phase of the dynamic packaging process.

3. *Using Information and Communication Technologies (ICT) to maintain customer and supplier relations and ensure data security*

Businesses must consciously consider every interaction, physical or virtual, with their audience as contributing to the creation of a unique and personal experience. If this experience is satisfying, it can generate a stable and trusting relationship. Consequently, corporate strategies and actions should focus not only on the product, but also on the customer, adopting a customer-centric approach.

The involvement of the customer in co-design, co-production and value-sharing activities, facilitated by digital, reduces the distance between supply and demand in terms of language, technology, strategy and culture. Communication relationships, asynchronous or not, are established, free from the temporal contextuality of message exchange between the company and its audiences, following one to one, one to many, many to many and many to one approaches, depending on the number of actors involved and the characteristics of the message and the channel.





As already covered in communication and marketing strategies, customers seek an omnichannel experience that integrates service at every step, laying the foundation for building personalised and lasting relationships and gaining a competitive advantage. Artificial intelligence plays a predominant role in such strategies, enabling companies to manage requests from different channels in a structured manner and resolve them in a timely manner.

In this perspective, customer experience is no longer the sole responsibility of marketing and sales functions, but involves all business functions and divisions. Digital platforms foster process integration and dialogue between the various business areas, improving the productivity of human resources in customer relationship management.

Finally, it is essential to consider the 'places' of the relationship, both physical and digital, when designing tourist engagement and emotions. Tourist destinations need to pay attention not only to physical places, but also to digital spaces, since a tourist moving in a digital context is already an acquired customer. It is crucial to anticipate the design to the 'before' and 'after' phases of the trip, thus helping to build a relationship with the travel experience and customer loyalty, especially in relation to new generations.

Using ICT for customer relationship management involves the ability to perform a range of activities such as:

- to be able to create value at every contact point, using different on and offline channels and adapting methods, content and language according to the channel used
- using digital platforms and solutions that accompany the customer in the phases of dreaming, planning & booking, experiencing and recollecting the tourist experience
- providing integrated reporting tools
- applying a proactive customer engagement model, to engage the customer during each stage of the experience, exploiting knowledge of their buying habits and behaviour and also using multimedia storytelling techniques.

However, the customer is not the only recipient of the relational dynamics influenced by the impact of digital and technology. Equally significant is the management of relationships with the supplier system, including intermediary actors, where digital induces significant changes, especially in business models, with a focus on distributors/assemblers. In this context, Property Management Systems (PMS) assume a relevant role due to their ability to manage reporting and transaction flow.





Finally, managing relationships with different actors in the supply chain entails an increased risk of encountering cyber security problems. These risks range from loss of customer data to more serious threats such as phishing, DDoS attacks and ransomware, to name but a few. For this reason, cybersecurity protocols are becoming increasingly important, especially when employees work in smart working mode. It is essential to understand the legal obligations related to the protection of customers' personal data and to properly manage security measures, which include physical, logical/procedural and organisational aspects, in order to protect the information involved and ensure the security of all those who, for various reasons, come into contact with the company.

4. *Select suppliers using solutions and tricks to increase the value of the tourism product offered (supply chain enhancement)*

Business activities increasingly require an orientation towards external activities, integrating all actors involved in customer satisfaction, albeit with different modalities and intensities. In this context, Supply Chain Management (SCM) takes on a crucial role, structuring the company's

system of relations with suppliers and customers, managing in an integrated manner certain processes that are fundamental to the business and adopting various coordination mechanisms. SCM aims to systematically and strategically coordinate traditional business functions within the company and along the supply chain, with the goal of improving the performance of individual members and the entire supply chain.

To optimise its functionality, many organisations are moving towards digitising the entire supply chain, often integrating supply chain management into ERP software. These tools optimise the flow of products, information and finance through more accurate demand and sales forecasts, improving and automating procurement to ensure greater competitiveness.

The adoption of information and communication technologies (ICT) in the tourism supply chain offers opportunities for collaboration between tourism operators, between operators and tourists, and between tourists themselves. This makes it possible to offer flexible experiences that respond to the personal needs and desires of tourists, who are increasingly oriented towards authenticity and direct contact with the visited territory. Thanks to ICT, new organisational models have emerged based on collaborative networks that directly connect local service providers to tourists. These models aim to revitalise territorial identity by networking the services offered by local operators and exploiting the territory's natural, cultural and historical resources.





In this scenario, a collaborative network model joins the traditional tourism supply chain model, characterised by the centrality of a tour operator offering a series of services to its customers by involving suppliers. In the latter, the collaboration involves several operators on an equal footing, offering a network of modular services to the customer within a supply chain.

That said, both models are characterised by the performance of a series of activities aimed at selecting and involving suppliers in order to enhance the supply chain and the integrated management of services:

- interpreting the link with logistics well in order to make the supply chain as efficient as possible
- identifying processes and redesigning organisations through Business Process Reengineering (BPR)
- use the main management software to recognise, address and solve critical issues in the supply chain
- value ESG (Environmental, Social, Governance) efforts for a sustainable supply chain.

5. *Identifying market trends functional to the design of new tourism services and/or products through the use of digital data mining techniques*

Knowing tourists and understanding their behaviour is the primordial step to anticipate trends and provide reliable market perspectives. Digitalisation, in this context, emerges as a powerful driver, offering the possibility of real-time data analysis and forecasting systems.

Based on the assumption that innovation is an intrinsic feature of human evolution and that the innovative approach confers a significant advantage in life, the importance of investing in market understanding to gain a competitive advantage becomes evident.

There is also the need to have all relevant information available for entertainment activities in the locality in order to provide an excellent service, subjectively considered to be of high quality. This implies a thorough process of reconnaissance and evaluation of the objective quality of service and product provision, often beyond the tourism sector. The competence required in this process goes beyond the identification of the objective characteristics of territorial offers and includes the evaluation of the tourist use of what is made available, also considering the reliability of the provider and his predisposition to hospitality.

The study, analysis and understanding of the market are fundamental in order to anticipate the desires of tourists and implement up-to-date solutions capable of satisfying the needs detected. Analysing the data in its own portals, as well as in social and territorial tourism promotion portals,





makes it possible to understand the periods in which travellers seek information, their preferences and the sections of greatest interest. Implementing up-to-date solutions requires the use of appropriate survey and analysis tools, which go beyond traditional offline surveys, including content analysis and sentiment on text or images from online and offline sources.

Satisfying these needs also implies an in-depth knowledge of the factors of territorial supply and the various suppliers capable of guaranteeing high quality standards. The translation of market trends and analysis results into new products and services therefore requires the ability to perform a number of activities, including:

- monitoring trends, identifying changes and evolutions in the tastes of the public using the network
- defining quality 'values' for different customer segments
- applying flexible procedures in the company, to ensure the adaptation and activation of new processes to new/innovated products/services
- searching and classifying databases and sources of information available in the area;
- mapping possible supply solutions in the area
- define the minimum quality levels of services/products from external suppliers in view of the service levels considered necessary and required by its customers;
- assessing the opportunity to directly involve service providers and other territorial products in branded activities.

6. *Designing and delivering solutions for the enjoyment of the tourist offer while respecting the health safety of guests and employees*

The current competitiveness of tourism products, companies and destinations is closely linked to new critical success factors. Elements such as the safety and cleanliness of environments, process hygiene and all measures to ensure social distancing have gained fundamental importance, challenging established business models and products.

The pandemic has prompted in-depth reflection on structurally critical aspects of the tourism offer, such as overcrowding in some destinations, poor seasonal adjustment and inadequate infrastructure. At the same time, it has highlighted opportunities that have not yet been sufficiently exploited.





The so-called 'new normal' in tourism calls for the practice of 'social distancing', which should translate into a new culture oriented towards the quality of relationships, safety, sustainability and diversity management.

The hospitality sector is called upon to understand and interpret the new tourism preferences that will help shape the new normal. This must be based on alternative formulas capable of attracting tourists, consistent with the sensitivities of the emerging market.

It is not enough just to comply with health and hygiene protocols, although they are necessary. Companies in the sector must plan an offer based on:

- Digital solutions enabling the remote use of certain services, starting with the virtualisation of reservation services, reception services, complaint services, but also to reduce the use of tactile objects, such as lifts, locks, switches and the like. Such solutions can go as far as the reproduction of recreational places, where social distancing cannot be fully implemented, which should be digitised using virtual and augmented reality tours

- Repositioning towards niche markets, including, where possible, visiting solutions as much as possible in the open air and away from large flows.

The ability to deliver tourism offerings that allow people to enjoy them in a convivial manner, but at the same time in a way that ensures social distancing, entails the ability to perform a range of activities such as:

- correctly follow rules and practical procedures to ensure healthy environments
- carrying out reception and customer management 'in house' operations in such a way as to comply with safety and health rules without compromising the quality of the relationship and the establishment of a relationship based on cordiality and trust
- identify all the factors on which to build a communication and image that will generate customer involvement and, at the same time, a feeling of security regarding the wholesomeness of the tourism product proposals.

7. *Upgrade integrated information systems and management applications, which are useful to ensure an all-round management of business activities through the use of digital technologies and tools*

In an increasingly interconnected and digitised environment, the ability to integrate, manage, analyse and interpret large amounts of data from various customer touch points, such as chatbots,



robots, social, CRMS, etc., becomes essential. This process involves the use of both internal and external sources in order to generate value for the company.

The comprehensive management of such activities requires highly specialised skills to operate the management of large volumes of data and the selection and analysis of the most significant ones. At the same time, it is essential to clearly communicate to management the results of the analyses carried out and the possible solutions or directions to be taken on the basis of these results.

The exponential development of data and provenance sources also has an impact on revenue management activities, which, although almost consolidated, can benefit from artificial intelligence systems to maximise results and reduce error margins.

As we enter the new IT era, also known as the 'Internet of Value', tourism players are faced with a momentous change and previously unimaginable opportunities for empowerment. The Blockchain (BC), in this new era, introduces the possibility to develop Decentralised Applications (DAPP), perform immutable transactions and remove the presence of unnecessary intermediaries, transforming Hotellerie and travel into a pleasant, easy, fluid and unhindered experience.

Blockchain enables interaction with tourism operators without intermediaries and unnecessary contacts, making information and transactions faster, cheaper and more secure thanks to the network's node register. The impact of this technology offers greater security of economic transactions, the possibility of improving logistics and ensuring the traceability of luggage, fostering loyalty through digital tokens and digitising hospitality and hospitality.

The use of digital technologies and tools to upgrade integrated information systems and management applications implies the ability to perform a range of activities such as:

- implementing the company's application systems with data from the various company departments
- using IT tools to support the analytical-decision-making process
- selecting data, both from internal and external sources, and interpreting them for making strategic choices
- identify business problems that can be solved through data analysis
- implementing actions aimed at developing and disseminating among the various departments a real forecasting strategy based on the analysed data.



8. *Defining and applying procedures for the use of energy-saving technologies for the operation of the farm, for the conservation and production of foodstuffs, for the containment of waste production and for its functional recovery*

Environmental sustainability, respect for ethics in the production of raw materials, the concept of short supply chain and zero Km, the emergence of organic farming, the containment of energy consumption to limit greenhouse gas emissions, are increasingly part of a collective and transversal culture. In the tourism sector, the concept of quality is no longer limited to the temporal experience, entertainment or food quality, but also concerns the certainty of the 'good, sustainable and fair' of what is purchased. Communication, both advertising and promotional, emphasises these aspects, which are considered fundamental elements in consumer choice.

The market structure pushes for evolution and the introduction of innovations, especially in the adoption of practices related to circular economy, sustainability and environmental conservation. The focus on issues such as sustainability and organics in catering processes requires the adoption of environmentally friendly practices, such as diversification and waste recovery, and the use of alternative energy sources. This evolution of the tourism sector is consistent with the growing interest in environmental sustainability and production ethics.

This interest is matched by increasing global demands for sustainability, energy efficiency and the implementation of strategies and actions in response to climate change. Tourism enterprises need to implement investment support measures to reduce the energy needs and environmental impacts of their activities. These measures require skills to identify viable options, an understanding of existing incentive systems and the ability to use and report on these incentives.

This results in the need to carry out a number of activities such as:

- Manage lighting and air-conditioning systems in work and user environments in order to minimise consumption, including by using energy-saving systems;
- Control and guide the behaviour of colleagues and users towards compliance with the standards and procedures regulated in the environmental certifications obtained by the company;
- Take care of the functional recovery of consumables used in common areas, accommodation and catering (cutlery, table linen, kitchen materials, detergents, etc.);
- Check that sanitising activities are carried out using environmentally friendly products;
- Choosing and checking that products with the lowest greenhouse gas emissions expressed in terms of CO₂ are used in company activities;





- Optimising the transport system for the distribution of materials and raw materials in the production areas, satellite rooms and branch offices to limit the environmental impact and energy consumption;
- Control the exact execution of processing procedures to ensure environmental sustainability and to limit energy and water wastage in catering activities
- Optimising customer travel in the area, including recommending environmentally friendly transport systems, to reach points of interest and carry out required activities
- Identifying incentive solutions for sustainable investments and how to qualify for them, including the management and reporting of support received.

9. *Involve tourists through a 'narration of the territory', also in emotional terms by illustrating and interpreting thematic and/or territorial places and itineraries and their unique and authentic aspects*

This competence consists of the ability to present the territory in an engaging and tangible way, through a narrative that conveys its peculiarities, such as history, culture and traditions. This narrative aims to create an engaging atmosphere and foster an authentic perception of the upcoming tourist experience.

The objective is to allow tourists to explore the territory in which they temporarily find themselves through a narrative that departs from the traditional models of tourist guides and instead embraces the storytelling approach. The operator, often the receptionist, tries to suggest a path of discovery instead of providing standardised information, presenting stories capable of moving the listener.

Storytelling, considered the art of storytelling, has become a fundamental and indispensable element of the tourism product. It has proven to be an effective tool in influencing tourists' decisions in their choice of destination and equally effective in shaping their decisions regarding the use of time during their stay. The appropriate use of storytelling by operators, both at an institutional and casual level, is therefore essential to achieve a positive evaluation of the quality of the service offered to the customer.

Narrative competence is based on the ability to think in terms of narrative and to guide choices without imposing a hierarchical will. In this perspective, providing narrative orientation means developing a specific narrative on a specific territory, identifying interests linked to personal development that can be transformed into a concrete project.

Effective storytelling involves the ability to perform a number of activities such as:





- Identifying and analysing the wishes, expectations and interests of the customer you are dealing with;
- Acquisition, through the interview, of a will or duty that is perceived as important by the client;
- Constructing the fictional context; e.g. describing the environment, identifying the action performed in the past by local characters (heroes in classical narratives), why certain practices, traditions and culture of local people exist, etc.
- Constructing the performance hypothesis, what can be done, seen, heard, etc. Constructing the itinerary All that has been collected and reworked in the previous phases is organised by creating one or more visit and exploration routes. It is a question of identifying common threads between the various territorial emergencies in order to connect them coherently by developing itineraries capable of responding to the emotions constructed.
- Expressing alternatives or activities to support/complement the experience/emotion;
- Define the reward that is achieved at the end of the activity.

10. ***Formulating and presenting flexible and transparent product/service offers***

The continuous incidence of global crises, such as financial crises, pandemics and ongoing conflicts, as well as climate change, confront companies with changing and complex production conditions. In the modern economy, constant mutability is the only certainty and, at the same time, an unavoidable necessity to maintain corporate competitiveness. However, change, both in people and in companies, often generates uncertainty, a variable that requires management at both individual and organisational levels.

For those involved, it is important to consider that tourists, when travelling, move away from their comfort zone and venture into unknown situations and destinations. Similarly, those working within companies have to deal with unfamiliar situations that are likely to generate anxiety. These individual conditions inevitably reflect on the functioning of the organisation and act as multipliers of uncertainty, which must be mitigated to ensure a positive and rewarding customer experience and enable the organisation to operate effectively in production.

The response to business uncertainty is articulated in two key concepts: flexibility and resilience, terms that, although they may seem synonymous, have significant differences. Resilience takes the form of the ability to pursue business objectives despite adverse events, including through the use





of methodologies, techniques and flexible solutions other than those originally intended to achieve the initial objectives.

With regard to the external customer, it is crucial to consider the need for transparency of the solutions offered. Through this element, a positive response can be given to the need for reassurance to counter uncertainty. Transparency becomes a winning element, especially in sales communication, reassuring the tourist that the reasons for his or her choice will be adequately satisfied or, possibly, replaced by other reasons and corresponding products.

Formulating and presenting flexible and transparent product/service offers involves the ability to perform a number of tasks such as:

- Carrying out product analyses and identifying possible causes of crises and possible interventions;
- Analysing and highlighting the strengths of the corporate value chain;
- Identifying possible innovations compatible with the company's objectives and compatible with the characteristics of the tourists targeting the facility;
- Assessing the appropriateness of innovations to be included in the production cycle in consideration with the available resources (economic, financial, human, etc.)
- Making the capacity for innovation and flexibility in the implementation of tourism offers transparent and perceptible in communication;
- Creating support networks (internal customers, external suppliers) to support change and innovation actions;
- Keeping in mind previous experiences and mistakes;
- To observe and assess market dynamics and changes in customer tastes and expectations.

11. *Managing the tourist's customer journey and monitoring and evaluating the effectiveness of company proposals and offers*

Managing the entire tourist customer journey implies constant supervision of the quality of the services provided both inside and outside the tourist facility. Considering tourism as a complex and continuous process over time, encompassing the entire duration of the customer's stay in the resort, total quality is reflected in the overall sum of the sensations and perceptions experienced during the journey. Quality, understood as a characteristic or value, is a relative concept consisting

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of a highly objective component and an absolutely subjective part. It is a relationship that manifests itself in the level of correspondence between the customer's expectations and the product/service offered: the greater the overlap between the expectations and the product/service, the greater the perception of high-quality products/services.

Monitoring and measuring customer satisfaction levels are essential prerequisites for initiating the 'continuous improvement' process and increasing the company's competitiveness.

Managing, monitoring and evaluating the effectiveness of company proposals and offers for a better customer journey involves the ability to perform a range of activities such as:

- Identify critical elements in the consumer journey that affect the customer's expectation and image of quality;
- Indicate the 'indicators' that can provide a quantitative measure of the satisfaction levels achieved and the terms of comparison;
- Relating with the customer to obtain the necessary data and information for measurement and evaluation;
- Analysing reports, including non-verbal ones, of responses during interviews and interactions with the client;
- Outlining the strengths and weaknesses that characterised the company's performance and the performance of external stakeholders;
- Standardise all elements, activities, proposals to be maintained as corporate capital;
- Analysing negative data to identify the causes of inadequate performance at the level of the facility and customer expectations;
- Sharing and systematising the data collected by disseminating, also in special meetings or through internal communication media, the facts, positive or negative events, illustrating the methods of intervention and the results obtained with particular reference to all those who have the opportunity to interact with customers.

8. Tourism professions

8.1. Foreword

The description of the professional profiles has been organised in such a way as to foreground the evolution of the roles and tasks that will have to be tackled by the professionals in the sector. In





the descriptions, we find the description of the role held and its foreseeable evolution in the future as a result of the influence of change factors.

In addition to the description of the role of the profile and its evolution, the tasks performed have been indicated for each profile, by stages of activity. In addition, downstream of these tasks, new or innovative tasks have been identified (highlighted in red), with an indication (reference number) in brackets of the area of competence that must be possessed in order to perform these tasks.

At the end of the presentation of the profiles, there is a sheet that summarises for all profiles the importance value in relation to the role, from 1 (Essential competence to cope with responsibilities and tasks related to the role) to 3 (Low or non-influential competence), of the 11 competence areas.

8.2. The mix of skills for the hotel and catering industry

Since the advent of the pandemic, the tourism paradigm has undergone profound transformations. Although these changes were already in place before Covid, the pandemic has significantly accelerated customers' awareness of the need to fulfil their individual desires and shape their 'vision' of time spent outside their homes, whether for entertainment or professional reasons. The increasing search for immersive experiences, which starts even before the suitcase is packed, supported and enabled by communication technologies (virtual reality, social media, artificial intelligence, etc.), has influenced and will continue to influence consumer behaviour and demands. These will be able to make more informed choices, already having a clear idea of what awaits them in terms of visuals, dining experiences, costs, environmental constraints and more.

In other words, each individual will be free to shape their own customer journey, clearly highlighting the complexity in producing the required quality, increasingly defined as an individual view of the individual customer. This will require resilience and flexibility to adapt production to individual needs, while maintaining a necessary control over the profitability of operations. Flexibility, as one of the main bases for exercising it, requires skills on the part of employees who are able to assess different contextual situations and make appropriate decisions.

The changing dynamics of tourism, which can be impetuous or characterised by more gradual change, require employees at all levels to be able to adapt to new working conditions that are often non-standardised or not fully known. Therefore, it becomes increasingly crucial to possess skills, knowledge and competences that can create the basis for adapting behaviour to the needs of the moment. This implies the combination of technical and specialised competences, general competences and soft skills.





Technical and specialised skills, commonly known as hard skills, are essential for tackling and performing the specific activities of professions. However, in order to be effectively utilised, they require the support of two other categories of competences: general competences, shared by all professionals in the sector, and soft skills, which represent knowledge, skills and personal qualities that influence individual behaviour in the workplace, from relationships with colleagues to solving complex problems and the ability to listen and empathise. Soft skills emerge as crucial elements during decision-making, managing difficult situations, change and continuous learning. Although their number is large, the European Union has identified six basic soft skills considered essential for a positive relationship with the world of work and for successfully carrying out activities related to all professional roles.

The third category, general competences, was developed as part of a research project supported by the European Commission. These skills are transversal to all practitioners and are characterised by their presence and implementation in every operational context, regardless of level. They contribute to the enhancement of technical-operational skills and, when applied correctly, improve the quality of the end result of individual work and optimise the performance of process teams.

The list of general competences identified for the accommodation sector but also for the catering sector includes:

- Maintaining a safe, hygienic and secure working environment
- Understanding guests' needs
- Pursuing the goal of customer satisfaction
- Comply with relevant legislation
- Maintaining quality standards
- Effectively handle complaints and ensure rapid service restoration
- Working effectively as a team member
- Ensuring a regular supply (materials, raw materials, information, etc.)
- Anticipate the possible needs of the company to maintain and develop its business
- Providing essential first aid
- Collaborating and working closely with staff from other departments
- Meeting and greeting guests
- Report faulty equipment





8.3. Professional profiles

RECEPTIONIST

Role played and evolution

The profile deals with the management of productive relations with customers in the tourism sector, covering the entire customer journey, from the act of purchase/booking to the end of the production cycle. The primary objective is to maximise customer satisfaction through the efficient use of the organisational and material resources of the structure, with the aim of achieving optimal profitability results for the company.

He is committed to the external representation of the company, exploiting communication technologies for the care of the corporate image. He pursues quality objectives while optimising the utilisation of production capacity through pricing policies and controlling production costs.

It manages customer relations along the entire path of choice and consumption, making the best use of available technological resources. This shift in focus is evidenced by new technologies that automate certain practical and repetitive tasks, allowing the professional to focus on activities more oriented towards advising and assisting the tourist. The adoption of such technologies is set to expand rapidly, even in small and medium-sized enterprises, given their relative accessibility in terms of cost.

The role evolves towards consultancy and assistance activities aimed at creating and prolonging the tourist experience in time and space, maintaining a lasting relationship with the customer. Customer support consists of three activities: inspiring the choice of destination, supporting the creation of on-site experiences and maintaining the relationship with customers even after their departure.

Technology, if used correctly, can facilitate such activities, but there is a risk of a possible depersonalisation of the relationship between tourist, company and territory. Therefore, the employee must balance the use of technology with the importance of offering an authentic and engaging experience, in tune with customer preferences.

In this context, it acts as a consultant, suggesting itineraries and activities in line with potential customer interests. The role also extends to evaluating innovations in the area and maintaining informal relations with external providers. The objective is to create an image of entertainment possibilities, informing guests on the best ways to enjoy the area during their holiday.





Increasingly continuous and frequent assistance to tourists extends beyond the confines of the facility, involving the use of communication technology to maintain a personal relationship with customers. In particularly urgent situations, the attendant can intervene directly or request the necessary assistance.





Phase - Making bookings and sales

- a. Informing potential guests about the location and facilities of the hotel and the availability of rooms
- b. Manage room sales and accept bookings for special events, meetings and events
- c. Identifying opportunities to offer higher-value consumption alternatives to the customer's propensity to spend (upsell).
- d. Provide detailed information on room availability, upsell opportunities and alternative offers
- e. Manage room sales and bookings according to the availability of the required room type

Monitor online activities related to sales and booking transactions, as well as monitor the activity of OTAs (Online Travel Agencies) and bed banks (databases of available rooms) (5)

Verify the accurate execution of check-in and check-out operations carried out through the automated reservation management, registration and customer account header systems (7)

Phase - Welcoming guests

- a. Organising the facility in anticipation of guests' arrival
- b. Prepare detailed lists of arriving and departing guests, establishing effective communication with other departments in order to inform about upcoming arrivals and communicate any special features or specific requests.
- c. Carrying out guest check-in, accurately registering guest documents and forwarding this information to the relevant authorities
- d. Assign rooms carefully and hand over keys or magnetic cards.
- e. Store and manage the delivery and collection of guests' luggage and any personal belongings deposited.
- f. Accompany guests during the room assignment process, providing a detailed explanation of the available facilities.
- g. Supervise guest departure and check-out procedures.

Carefully monitor the accurate execution of check-in and check-out operations carried out via the automated reservation and registration management systems and the customer account header (7).

Ensuring the preservation and security of customer data and guaranteeing the confidentiality of information in online relationships (3).

Use computer systems for legally required communications (3)

Phase - Providing customer support

- a. Conduct guided tours of the hotel facilities.
- b. Answering telephone calls and managing the receipt of messages.
- c. Ask for taxi services, chauffeur-driven cars and take care of parking guests' cars.
- d. Make bookings for theatre and film shows, local attractions and coach trips.





- e. Handling correspondence and receiving packages for guests.
- f. Take care of air and rail travel bookings.
- g. Provide dedicated assistance to guests with disabilities and special needs, including the handicapped.
- h. Give information, provide details of local shops, attractions and places of interest, train, airline and bus timetables.
- i. Provide other services that may be requested by guests, assessing the feasibility and necessary commitment on the part of the hotel.

Create clusters of offers that can be customised online, either directly by the customer or through intermediaries (2). Assess the quality of services provided by external operators with whom the hotel has non-formal collaborative relationships (4).

Assisting customers through the use of Information and Communication Technologies (ICT) during their stay at the location (3).

Research and analyse opportunities for entertainment, services, innovations and the presence of production chains of interest to customers travelling for holiday or business (6).

Representing the area and providing information to customers on how to optimise their time in the area, responding to their specific interests or requests and creating images and suggestions of the experiences they will have (9).

Assisting customers in case of obstacles in accessing points of interest, proposing alternatives in line with their interests and expectations (10).

Phase - Managing Cash Operations

- a. Receive payments in cash, credit and debit cards, ensuring adequate financial control.
- b. Carrying out currency exchange operations.
- c. Handle value deposits with care and precision.
- d. Monitoring and managing payments and collections through digital systems
- e. Fill in and verify the guest maincourante.
- f. Process the hotel bill for guests.

Take care of the storage and security of customer data, also ensuring the utmost confidentiality in online relations (3).

Closely monitor data theft attempts, both corporate and customer-related, including phishing attacks, DDoS attacks and ransomware (3).

Phase- Managing Operations in Emergencies

- a. Ensure a rapid response to fault reports by coordinating maintenance activities.





- b. Dealing with special situations, including problems related to language difficulties, loss or damage of personal belongings, illness and accidents.
- c. Use equipment correctly in an emergency.
- d. Ensuring the safekeeping of clients' assets.

Assisting customers through the use of Information and Communication Technology (ICT) during their stay at the destination (3).

Carefully assess the quality of the services provided by external operators with whom you establish non-formal collaborative relationships (4).

Monitor the levels of satisfaction with the proposals made, identifying the parameters and scale of values for evaluating quality, and propose alternative solutions if the activities do not fully meet customer expectations (11).

Phase - Transmitting information

- a. Participate in regular staff meetings and briefings.
- b. Compile work shifts in accordance with operational requirements.
- c. Compile detailed schedules for duty rosters.
- d. Check that the work is carried out in accordance with the agreed schedules and company standards.
- e. Ensure a constant and timely flow of information to front desk staff and floor staff.
- f. Ensuring compliance with data protection regulations.
- g. Participate in the training, development and motivation of front office staff.

Use information technology, company software and applications for internal communication with the various departments in order to provide and acquire information and issue organisational instructions (7).

Phase - Applying revenue management techniques

- a. Carefully analysing the changing needs of current and potential guests.
- b. Promoting special promotional initiatives.
- c. Manage bookings for new special events, conferences and meetings.
- d. Negotiating sales prices, group rates and company discounts.
- e. Handle the usual accounting activities.
- f. Update data for budget forecasts regarding room occupancy rates and price trends.
- g. Ensure the safekeeping of the minimum cash, vouchers and receipts of expenditure.
- h. Support forecasting activities on future activity levels.
- i. Applying the prices provided by revenue management software

Control the activities conducted online for sales and booking transactions, monitor the activity of OTAs (Online Travel Agencies) and bed banks (databases of available rooms) (5).







BACK OFFICE WORKER

Role played and evolution

The profile plays a supporting role in all business functions and areas. His or her responsibilities include the preparation of necessary documentation for customers, bookkeeping, the production of specific accounting documents (such as receipts and cash notes), procurement management and the filing of documents, including correspondence and the compilation of records.

In particular, he manages the company's cost accounting system, dealing with the collection and recording of cost data and preparing periodic reports. He drafts and issues purchase and sales documents, manages administrative-accounting activities related to customer, supplier, general, analytical, personnel and warehouse accounting. In addition, he deals with the accounting treatment of economic transactions, ensuring compliance with the regulations in force and supporting the reporting activities for the analysis of deviations from the budget and the preparation of the annual financial statements.

Communication with customers focuses mainly on aspects of issuing receipts and invoices for the stay and services provided. Interaction with suppliers concerns the management of orders, delivery and payment times and methods. Traditional activities such as data entry, archiving, database management, complaints and quality control are becoming increasingly central to the accommodation business, facilitated by the increasing use of technology, such as centralised CRM systems and integrated information systems.

In selecting suppliers, it uses criteria that aim to ensure responsible and sustainable procurement, respecting the quality-price parameters defined by company management. In the face of evolving data security regulations, it is called upon to apply operational procedures, policies and guidelines relating to the management of personal data of customers and suppliers, including the adoption of Security Awareness programmes to counter cybercrime attacks.

Its commitment includes the reporting of incentives, grants and other economic-financial support instruments obtained for the acquisition or adaptation of equipment for technological adaptation and energy saving.





Phase - Activities carried out transversally in support of the different areas of the hotel or restaurant

- a. Carry out administrative procedures and use accounting application programmes.
- b. Issuing invoices and/or tax receipts, managing the payment collection process.
- c. Manage relations with key customers and suppliers on administrative-accounting issues.
- d. Collecting, organising and archiving information, both paper and electronic.
- e. Acquire, file and record administrative-accounting documentation.
- f. Providing support for the management of corporate and general accounting systems, including compulsory tax and insurance obligations.
- g. Manage procurement operations, following the instructions of company management.
- h. Monitor and verify the compliance of administrative activities to contribute to the continuous improvement of performance standards.
- i. Use revenue management systems to maximise sales revenues.
- j. Employing software/applications to optimise departmental expenditure.

Apply operational procedures, policies and guidelines governing the collection, use, disclosure, transfer, storage and retention of personal data of customers and suppliers (3).

Incorporate social, economic and environmental sustainability factors in the supplier selection process, favouring a responsible and sustainable procurement programme (3).

Support the development of procedures for sanitisation and hygiene of facilities (6).

Perform data imputation, control, monitoring and information retrieval operations on web platforms and business intelligence systems (7).

Implement procedures to identify and prevent situations of risk to oneself, others and the environment (8).

Managing and reporting on incentives, grants and rebates to minimise or eliminate the costs of energy efficiency investments (8).





FLOOR ATTENDANT

Role played and evolution

The profile operates in all the accommodation units and common areas of the facility with the aim of preserving the property in order to ensure a comfortable stay for guests. In fulfilling this role, he/she takes into account the specificities of the context in which he/she acts, including the quality level of the facility and the target clientele, and is committed to meeting the company's requirements concerning the care of the property.

The floor attendant is able to organise and integrate tidying, cleaning and tidying up services for the accommodation units and common areas. He/she assumes responsibility for the proper maintenance of the linen kits for the rooms and common areas, conducts quality control on supplies from external companies and reports any faults or problems in the maintenance of equipment in the rooms and common areas under his/her responsibility.

He takes an active part in the rotation of materials required for tidying up the rooms and common areas, replenishes the accommodation units with courtesy materials, and monitors minibar consumption, reporting this to Reception to update the customer account and replenish stocks. He cooperates with the Housekeeper, in charge of floor services, in the general control of the equipment in the company's accommodation units and common areas, ensuring optimal use of the materials and resources assigned in order to keep production costs within the limits set by company management.

Particular attention is paid to supervising the use of energy devices in guest rooms to avoid unjustified costs resulting from the incorrect use of such equipment. The floor attendants devote special effort to sanitising and cleaning the common areas and guest rooms, helping to create the perception of a company attentive to the health safety of its customers. During contact with guests, they wear individual safety equipment and, upon request, provide detailed information on hotel services, location, events and entertainment opportunities, as well as typical products and places to buy.

The public's growing awareness of environmental issues requires that operators adopt production behaviours consistent with this common vision. In this context, it is essential to implement techniques and operational procedures aimed at reducing negative impacts on the environment, improving the working environment and transparently communicating to guests the company's efforts to comply with this shared environmental awareness.





Step - Prepare the rooms

- a. Carry out periodic tidying up of occupied rooms.
- b. Recognising the type of furniture in the rooms, tidying up and storing linen.
- c. Prepare and restock the service trolleys with the necessary items.
- d. Arrange room decorations and supply displays with relevant information.
- e. Open windows, encourage room ventilation and adjust thermostats to maintain an adequate room temperature.
- f. Prepare and present trays with refreshments for the bedroom.
- g. Manage the change of used linen and make the beds.
- h. Tidy up the rooms of departing customers thoroughly.
- i. Recording and reporting mini-bar sales and daily replenishment
- j. Replenish disposable items available to them.
- k. Manage the safekeeping of objects lost by guests.

Monitor the quality of trousseau supplies provided by external companies, assessing the punctuality of deliveries, the level of cleanliness of the trousseau and the integrity of the linen (4).

Interact with various company departments to transmit information regarding the operation of floors and common areas, using software and other company Information and Communication Technology (ICT) systems (5).

Inform customers on how to collect and sort waste during their stay (6).

Separate collection of waste materials and rubbish (8).

Explain to customers the equipment and how to use technology in the rooms (8).

Monitor energy consumption through the appropriate use of tools provided for cleaning and air conditioning of rooms and common areas (8).

Phase - Preparing and maintaining common areas

- a. Clean and sanitise service bathrooms, toilets and shower areas in rooms and common areas including other guest service facilities (e.g. PLC, swimming pools, etc.).
- b. Cleaning glass, mirrors and windows
- c. Dusting and polishing furniture, fixtures and fittings
- d. Maintaining and arranging curtains and upholstered furniture
- e. Vacuuming and cleaning carpets and decorations
- f. Recognising and dealing with signs of infestation
- g. Remove, store and recycle waste





Collaborate with the various company departments to transmit information on the operation of the floors and common areas using software and other company Information and Communication Technology (ICT) systems (5).

Carefully check the proper functioning of the systems and automatic equipment dedicated to cleaning and sanitising rooms (8).

Carry out the separate collection of waste materials and waste in accordance with company regulations and current legislation (8).





RESTAURANT ATTENDANT

Role played and evolution

The profile acts both in the restaurant hall and in the common areas intended for the consumption of food and beverages. The responsibilities of the room attendant include managing all operations related to the distribution processes of products in the room, including food and beverage services, with the aim of assisting customers during their "customer journey". This assistance manifests itself through welcoming guests at the entrance, guiding and advising them in their food choices, and trying to optimise and coordinate these choices with the activities and times of the kitchen.

Takes care of the mise en place in accordance with the settings chosen by the company in order to personalise the service and make the customer experience incisive. He illustrates the particularities of the raw materials and traditional dishes and personally takes care of their presentation at the time of service. In cases where the sommelier, a figure specialised in the presentation and sale of wines and other alcoholic beverages, is not present, the employee presents the wine list, advising customers on the choice to match the type of beverage with the dishes ordered.

He monitors the level of enjoyment and satisfaction of the guests, collects their impressions and communicates them to the kitchen and the company managers for possible changes or innovations to be included in the menu. At the end of the meal, he/she presents the bill and manages the collection of payment. Before the farewell meal, he inquires with the guests about their satisfaction with the experience and, in the event of negative responses, intervenes to handle any complaints.

The evolution of its role is a process that has been going on for a long time, in parallel with the growth of the customers' tourism culture. These, for the most part, have developed the ability to evaluate the quality of the company's performance and its ability to build exciting moments and positive experiences. The restaurant manager thus becomes the main architect of this process, enhancing the performance of his colleagues in the kitchen to make the perception of the total quality of the corporate experience unique.

In addition, it represents the company to its customers, defending its particularities and highlighting its capabilities for excellence. In addition to technical skills, interpersonal skills and the ability to understand customers' needs in order to build an exciting context assume an increasingly significant role. At the same time, it contributes in a direct and sometimes unconscious way to the construction of the entire territorial tourism product, presenting the typical local products and food and wine traditions of the location.







Phase - Preparing the catering area

- a. Check the levels of cleanliness and general preparation of rooms and areas intended for the consumption of food and drink
- a. Preparing the mise en place
- b. Checking the room fittings
- c. the adequacy of equipment, cutlery, glassware, etc.
- d. Cleaning and sanitising tables
- e. Remove and recycle waste

Stage - Serving at the table

- b. Handing out the menu
- c. Advising guests on the choice and promotion of menu items
- d. Advising on food and wine pairings
- e. Taking orders
- f. Carrying out preparations in the presence of the customer (at sight)
- g. Portioning, cleaning and cutting meat, fish and other foods in the presence of the customer
- h. Performing wine and beverage service
- i. Carrying out the delivery of dishes to customers according to service techniques
- j. Prepare customer accounts as required and in compliance with legal regulations
- k. Accepting account payments in cash, credit or debit cards

Phase - Creating the customer experience

- a. Greet customers courteously, assess the situation and assign them the most suitable table according to the occasion.
- b. Present the menu in detail, explaining precisely the characteristics of the available gastronomic offerings.
- c. Guide customers through the choice of dishes, preparing them for the dining experience by anticipating the sensations, tastes and emotions they will experience during their meal.
- d. Collect the order carefully and pass it on to the kitchen, carefully assessing preparation times in order to ensure continuity of service and avoid long waiting times between courses.
- e. Taking care of the set design of the presentation of courses, highlighting the style of the house

Illustrate in depth the organoleptic characteristics of the raw materials used and the results obtained through the transformation process in the kitchen. This approach aims to create specific expectations regarding the sensations and tastes that customers will experience during consumption, thus helping to build a refined and satisfying consumer experience (9).

Present in detail the characteristics of the raw materials used and the typical local processes, highlighting their connection with the culture and traditions of the area. This approach aims to provide customers with a deeper understanding and appreciation for the provenance and authenticity of the products offered (9).





Working proactively to build the consumer experience of customers, focusing on creating a distinctive and memorable culinary environment (11).

Highlight and make perceptible the organoleptic differences of farm products compared to traditional processing, emphasising the quality and uniqueness of the results obtained through specific culinary processes (10).



MEAL PRODUCTION WORKER

Role played and evolution

The profile assumes responsibility for the preparation of food for the restaurant and other dining areas. He/she manages various phases of kitchen activities, including cleaning, preparation and elimination of waste, weighing, cooking, garnishing and placing on serving plates. This work is carried out according to the instructions and recipes established by the company, paying attention to preparation times in order to coordinate the exits from the kitchen with the customers' consumption times.

It ensures the correct use of raw materials to avoid waste and contain kitchen costs, controlling the work of employees and training them on new recipes, offers and preparation methods, also through the introduction of new technologies. The selection and storage of raw materials are taken care of in compliance with the HACCP regulations to guarantee the food safety of customers and the protection of the company.

Research and evaluate possibilities for innovation in the restaurant's offerings, whether through the use of new raw materials or the reinterpretation of traditional local recipes. This process may also involve the adaptation of proposals to meet customers' tastes. The catering sector, influenced by variables such as the need to contain business costs, public attention to environmental sustainability, changes in consumer tastes and the introduction of new raw materials, requires continuous innovation in the skills of those working in the kitchen.

The evolution of the figure of the meal production worker implies a greater capacity to use technological innovations in the kitchen, knowledge of the characteristics and use of non-traditional and exotic raw materials, and the ability to calculate the nutritional contribution of raw materials, carefully selected to avoid waste. The growing attention to the health and dietary needs of customers requires expertise in the preparation of 'free food' and special attention to compliance with health regulations for preparations for coeliacs and people with intolerances.

Another significant direction in the evolution of the profile is the ability to adapt creativity to environmental needs, incorporating the principles of the circular economy to reduce waste at all stages of preparation and properly dispose of leftovers and waste. Kitchen technologies, which are increasingly efficient in reducing energy consumption and guaranteeing excellent quality, contribute to environmental sustainability, ethics and social implications.

New technologies, from the use of advanced ovens to the use of Wi-Fi connection systems, are invaluable in realising product and service innovations, improving efficiency and saving energy.



Even in the sanitisation of environments and equipment, the figure of the meal production worker is evolving to take advantage of new technologies, guaranteeing greater safety in relations with guests and respecting public health regulations.





Phase - Preparing and maintaining operational areas for food preparation and cooking

- a. Diligently prepare the kitchen area for service, taking the necessary measures to ensure efficient and safe operations.
- b. Use kitchen equipment in accordance with established safety and hygiene practices.
- c. Carefully and hygienically maintain equipment, foodstuffs and cleaning materials, ensuring that they are safely sheltered and at the appropriate temperatures.
- d. Constantly monitor and maintain refrigeration and storage equipment at the correct temperature.
- e. Ensure regular maintenance and thorough cleaning of equipment, ensuring its proper functioning.
- f. Properly manage the removal and recycling of waste, complying with ecological sorting regulations.

Programming the kitchen equipment and instruments for the automatic performance of work processes, differentiating them in terms of time and mode, including through the use of WIFI tools (8) - (7).

Phase - Preparing and cooking basic and semi-finished preparations

- a. Organise the production line and kitchen equipment to ensure their efficient use in different production modes, such as vacuum and low-temperature cooking, adopting the most appropriate techniques.
- b. Prepare the necessary equipment and facilities for the proper storage of food, adopting appropriate practices to ensure food quality and safety.
- c. Carry out the cleaning, preparation and production of kitchen bases and semi-finished products, following the most appropriate techniques and respecting the recipes established by the company.
- d. Ensure sanitisation and take the necessary precautions to prevent contamination, in accordance with regulations.

Clean, prepare and use new raw materials of foreign and exotic origin in the kitchen to prepare dishes that satisfy the tastes of the average customer (10).

Appropriate use of raw materials, semi-finished and ready-to-process products resulting from the use and processing of plant proteins (10).

Phase - Preparing, cooking and finishing dishes ready for distribution and consumption

- a. Carry out the hygiene, preparation and start of production of foodstuffs required for room service.
- b. Coordinate production flows synergistically, ensuring alignment with food consumption times in the room, for efficient kitchen management.
- c. Pay attention to the care of the garnishing and presentation of the dishes, ensuring that the output in the room reflects the established quality and aesthetic standards.





BAR ATTENDANT

Role played and evolution

He/she is in charge of welcoming customers, presenting the offer, advising on the choice of drinks and beverages, preparing recipes and preparations, with particular attention to mise en place and presentation to optimise service and personalise the customer experience. He is in charge of serving a variety of products at the bar counter and tables, including coffee, wines, cocktails, and arranges snacks, finger foods and other aperitifs to enrich the offer visually.

His focus on enhancing local products is evident in his relationship with the customer, to whom he proposes wines, beers and other local beverages, often little known but representative of local culture and traditions. It keeps abreast of changes in customers' tastes, new products and emerging offers, experimenting with the use of new raw materials in recipes that may arouse customers' interest. He assesses the level of guest satisfaction, collects feedback and communicates impressions to the service managers in order to make any changes or innovations that bring the bar's offerings into line with the establishment's target clientele. At the end of the service, he/she deals with the presentation of the bill, possibly the collection, and collects feedback on the elements appreciated or any observations and complaints to be handled before the guests leave.

In a context where the foundations of the professional role remain essential, there is a trend towards evolution through specialisation on specific products and the need to master and appropriately adopt innovations and new technologies. One aspect of this innovation relates to specialisation in the creation of drinks and beverages, often in an acrobatic or scenographic manner, requiring specific skills in the selection and knowledge of raw materials to ensure constant innovation in the offer. In doing so, the use of new technologies, such as automatic mixing systems for the preparation of cocktails, which allow for the customisation of products and the control of production costs, becomes crucial.





Phase - Organising the premises and equipment in view of service provision

- a. Check the suitability of the level of cleanliness and hygiene of the production areas.
- b. Carrying out periodic checks on the condition of equipment and the start-up and preparation of machines and technologies for service.
- c. Monitor daily stocks of raw materials, ensuring that displays and showcases are replenished and set up appropriately.
- d. Ensure that all glassware, dispensing and mixing equipment is clean, polished and stored safely and in good working order.
- e. Keep refrigeration and storage equipment at the correct temperature.
- f. Managing the arrival, control and proper storage of supplies of food, semi-finished products and other raw materials.
- g. Implement effective stock rotation to prevent waste and losses on unsold products.
- h. Adopt safe practices for the storage of hazardous chemicals and cleaning materials.
- i. Preserve drinks at the correct serving temperature and replenish equipment to prevent possible malfunctions.
- j. Ensure that glass washing equipment is properly maintained and supplied with the appropriate cleaning agents.
- k. Ensure that the ice-making equipment is maintained, clean and ready for use.
- l. Ensure the regular maintenance and cleaning of all equipment.
- m. Carry out regular cleaning and sanitisation of all equipment, cutlery, crockery, glassware, etc., used in the service.
- n. Monitor the condition of cylinders and gas supplies for preparations, ensuring their correct and safe storage.

Phase - Preparing products to be served at the counter and in the room

- a. Making semi-finished products and bases with a view to the production of drinks, cocktails, both alcoholic and non-alcoholic.
- b. Preparing fruit and aperitif products, including baked goods, finger foods, etc., placing them in the appropriate containers and receptacles for serving.
- c. Assemble cocktail garnishes and decorations, as well as prepare straws, stirrers, spices and condiments needed for the drinks.
- d. Carry out the mise en place of the sales counter and other areas intended for the consumption of food and drinks, ensuring optimal organisation.
- e. Prepare the serving trays for table service, ensuring that they are ready to be used efficiently.
- f. Examine opportunities to introduce new raw materials, new processing techniques and innovative products in order to enrich the offer and meet customer needs.





Phase - Maintaining technology and furniture

- a. Clean and sanitise all equipment, cutlery, crockery, glassware, etc., used in the course of the service.
- b. Check the condition of gas cylinders and gas equipment for preparations, ensuring their proper storage and safety.

Phase - Carrying out the supply service and managing relations with guests

- a. Identifying guests' needs and desires in order to customise the consumer experience.
- b. Provide detailed information to guests about the options on the drinks menu.
- c. Elaborate menus accurately, allowing customers to make informed choices based on their preferences.
- d. Advise and guide customers through the process of selecting and purchasing the products they wish to consume.
- e. Preparing and serving drinks, including shaken and stirred cocktails, possibly accompanied by appetisers, finger food, etc.
- f. Present and serve customers' orders with care and professionalism.
- g. Minimise noise, disturbance and inconvenience to guests and local residents by taking appropriate measures.
- h. Assess the degree of customer satisfaction and handle any complaints carefully and promptly.
- i. Strictly observe the legislation on alcohol, drug and substance abuse as well as alcohol consumption.





BEACH SERVICE OFFICER

Role played and evolution

The profile plays a central role in welcoming and illustrating the various services available to guests within the bathing establishment, including the swimming pool and other areas made available by the company to ensure days of complete relaxation and fun. On arrival, he establishes a dialogue with guests in order to understand their needs, suggests the most suitable accommodation and accompanies them to their stations, preparing the sun loungers and ensuring that the umbrellas are stable and well anchored to prevent sudden closures and guarantee the safety of guests.

He manages reservations for the entertainment and sports equipment available in the establishment, explaining how to use it and assisting customers during the first moments of use, ensuring that everything runs smoothly. He is responsible for arranging pool or beach areas for customers with special needs, such as the elderly, people with disabilities, or single women with small children, to ensure a comfortable and satisfying experience. Upon request, it provides support for accompanying persons in assisting customers with disabilities and offers help in transporting bags, pushchairs, and the like.

Alongside the specific responsibilities associated with running the establishment, he/she also contributes to the operation of the restaurant or bar (if any), serving drinks or food both directly on the beach and in the other areas of the establishment designated for the consumption of food and drink. He/she develops relationships with guests, trying to detect any signs of satisfaction or dissatisfaction and communicating this information to the establishment management. This approach suggests a slight evolution of the role, moving towards providing personalised services to people when not directly involved in the establishment's management activities.





Phase - Setting up the beach and pool areas to welcome customers

- a. Prepare the bases and structures for the installation of parasols to protect against the sun and place the parasols in the prepared locations.
- b. Distribute the cots in the manner and quantities determined by the company.
- c. Organise spaces on the beach or by the pool to accommodate customers with special needs, such as the elderly, persons with reduced mobility, the disabled, children and families with children, following company guidelines.
- d. Maintain beach equipment and entertainment areas, including sports equipment, swimming pool and children's play area.
- e. Manage the warehouse and the storage of equipment for daily use.
- f. Carry out evening closing operations to reorganise the beach and/or pool for the next day.

Phase - Welcoming customers

- a. Manage customer arrivals, assess the situation and assign them the most suitable location according to the occasion and their needs.
- b. Illustrate in detail the equipment available on the beach, explaining how it can be used or the need for reservations.
- c. Actively cooperate with the wait staff in providing food and beverage service, both on the beach and at the pool.

Phase - Taking care of the cleanliness and hygienic conditions of the beach and swimming pool

- a. Carry out beach cleaning operations and perform routine maintenance of spaces, equipment and facilities.
- b. Regularly and continuously monitor the hygienic and sanitary conditions of the premises, equipment and areas assigned.
- c. Cleaning and tidying up after major weather events.





SPA OPERATOR

Role played and evolution

The profile welcomes the client into the designated treatment areas, takes any reports of personal needs and provides details of the services requested. In the case of treatments of a medical nature, the spa operator cooperates with the healthcare organisation, assisting the specialist staff and complying with the regulations governing healthcare services.

Assists the client during preparation for access to treatments, providing instructions regarding appropriate clothing, positions to assume during treatments, and precautions to be observed to prevent any uncomfortable situations. Applies the various instruments, verifies their correct functioning, and offers support during the spa sessions.

He maintains and cleans the instruments and materials used in the treatments, and ensures that approach routes and entrances to swimming pools or areas with high humidity are well organised and equipped with the necessary protections for the safety of customers.

It carries out checks on the temperature of the water used for therapies or for pure entertainment, and verifies, also through the use of technical instruments, that the natural elements used in the treatments do not show evolutions or variations that are potentially harmful to the health of customers.





Phase - Preparing spaces, materials and equipment for service delivery

- a. Carry out cleaning, sanitising and preparation of surfaces and treatment areas.
- b. Carrying out cleaning, sanitisation, sterilisation and control of the perfect state and functioning of equipment and instruments used in treatments.
- c. Prepare the raw materials, such as muds, ointments, creams, etc., needed for the various treatments and stock the workstations, treatment booths, mud baths, etc.
- d. Check the availability of disposable instruments and materials intended for the intended type of treatment, ensuring the integrity of the packaging and the validity of the expiry date.
- e. Carry out minor maintenance and control operations necessary to maintain the operational status and safety of the installations, in accordance with the instructions provided.

Phase - Welcoming customers

- a. Welcome customers courteously and provide all necessary information regarding the routes, times, types of treatments and offers available at the establishment.
- b. Directing customers to specialists for medical and aesthetic assessments.
- c. Obtaining the informed consent of clients when requested by treatment and facility managers.
- d. Provide instructions to users on how to prepare for treatments, including what to wear or avoid, the removal of watches, rings, earrings and necklaces, and the position to take on couches, tubs or chairs.
- e. Create, update and continuously record the customer file, noting the treatments carried out and other information relevant to business management.
- f. Collaborate with the wait staff in the service of drinks and food at the beach or pool if necessary.





ANIMATOR

Role played and evolution

The profile deals with entertainment and animation activities for guests in tourist facilities. His or her main responsibility is to organise entertainment activities in a creative and imaginative way, working closely with the management and business functions to plan and implement a programme that meets the different needs and characteristics of the various client groups, also taking into account the different periods of stay in order to offer interesting and varied experiences.

It coordinates tournaments, games for children and adults, parties, and musical performances, seeking to actively involve guests in order to enrich their holiday experience. He also promotes socialisation, avoiding tensions related to political or religious views, and encourages the creation of groups among guests.

Based on his skills and specialisations, he also organises sports activities and tournaments in various areas, such as five-a-side football, beach volleyball, aerobics, swimming, canoeing, wind surfing, skiing and snowshoeing in the winter seasons. In contexts hosting families with children, he takes special care of the youngest children, ensuring their safety during activities.

He actively participates in the creation of sceneries and their placement in the hotel, thus contributing to the holiday atmosphere desired by guests.

Although the traditional activity of the tourist entertainer includes the production of plays, games and events, as well as sports activities both on land and water, the role is evolving towards a greater use of new technologies in the organisation of entertainment events and shows. Modern digital techniques such as sensors, video installations, virtual reality and gaming are integrated to enhance the immersive experience of the spectator, amplifying sound, light, shadows and movement. The use of digital technologies also makes it possible to create new forms of participation, extending the entertainment experience to distant spectators, helping to make entertainment activities more engaging and accessible.





Phase - Preparing spaces, materials and equipment for service delivery

- a. Prepare spaces for sports activities, ensuring that equipment is in good repair and condition to prevent accidents to customers and demonstrators.
- b. Arranging sports equipment for both land and water-based animation activities
- c. Set up the spaces dedicated to animation and entertainment activities, enriching them with decorations, streamers, balloons and technical equipment such as microphones, music system and lights.
- d. Organise performance spaces, following the choreographies planned and agreed with the company.
- e. Prepare the technical equipment to organise shows to encourage active customer participation.
- f. Carry out the minor maintenance operations and checks necessary to ensure the integrity and safety of the installations, scrupulously following the instructions provided.
- g. Collaborate with other services in the facility to share and agree on events to be realised during special and thematic evenings.

Phase - Planning animation and entertainment activities

- a. Analysing the different types of entertainment and animation to be organised, considering the interests and predisposition to participate of various categories of customers, such as the elderly, active persons, children, persons with disabilities, etc., taking into account their average length of stay.
- b. Identifying opportunities for innovation in entertainment and animation programmes through the use of digital technologies and virtual reality.
- c. Organise scripts, as well as design choreography, for performances designed to entertain guests.
- d. Devising and experimenting with animation activities during outdoor and indoor sports events.
- e. Planning entertainment and/or sports activities depending on the season and time of day
- f. Elaborate plans for animation and entertainment activities adapted to cope with adverse weather conditions.

Using new communication technologies for the creation of virtual animation and entertainment activities (11)

Using new digital technologies for the production and performance of participatory and immersive shows and events (11)

Phase - Welcoming customers and managing the interpersonal relationship

- a. Collect bookings, if necessary, in order to enable as many guests as possible to participate in the desired activities.
- b. Select participants to form homogeneous groups in terms of interests and level of expertise, in order to improve participation and prevent potential arguments, disputes or quarrels arising from religious, political, social, etc. differences.
- c. Provide assistance and advice to guests in the selection of different activities offered by the facility, assessing, in the case of sports activities, also the physical state and fitness of the guests.





- d. Illustrate the planned activities and, if necessary and appropriate, demonstrate how to use the various equipment.
- e. Ensure the physical safety of customers while carrying out activities.
- f. Evaluate the level of guest satisfaction and identify any gaps or reasons for dissatisfaction that need to be addressed in order to improve the animation and entertainment activities, as well as the overall experience of staying at the facility.





Web marketing officer

Role played and evolution

The profile is responsible for the implementation of the marketing policies and initiatives defined by the company management, with a focus on the digital environment. He/she assumes a crucial role in the executive preparation of social and media content aimed at promoting the company's activities. He also manages relations with press offices, local authorities and external suppliers to support promotional needs. His area of expertise extends to the web platform, the management of online projects and special offers, and the care of the corporate image through the creation of digital content, the management of websites, social networks, and the production of promotional material such as catalogues, price lists and brochures, as well as the management of the company's e-commerce.

The responsibilities of the web marketer may, especially in small companies, encompass tasks traditionally assigned to non-digital marketers. The position requires considerable decision-making autonomy, but choices must always be aligned with the strategic directions set by management.

Through network analysis, the web marketer studies the evolution of customers' tastes and their perception of holidays to support managers in defining promotional strategies aimed at promoting the hotel's territory and services.

The web marketing officer also monitors innovations in online communication technologies, the emergence of new social media and the exploration of the potential offered by virtual and augmented reality to propose new tourism, business and territorial products.

In the tourism sector, the web marketer represents a relatively new figure, evolved from the traditional marketer. Future development prospects will be influenced by constant innovations in digital technologies, with an increasing emphasis on the use of social media as promotion and advertising tools, as well as the integration of artificial intelligence (AI)-based applications. AI will make it possible to improve operational efficiency, intensify personalised customer interaction and offer services and assistance increasingly tailored to individual needs. The synergy between the different technologies directs this professionalism towards the ability to make appropriate use of the different social platforms with the help of AI, aiming to perfect customer care systems along the entire customer journey.





Phase - Designing and implementing web communication materials

- a. Design, maintain and update the facility's website, also in cooperation with external providers.
- b. Produce structure presentation and company offer catalogues to be published online.
- c. Facilitating the development of e-commerce activities.
- d. Handling relations with advertising professionals, such as graphic designers, art directors, copywriters, photographers, directors, etc., and other collaborators in the production of materials for online communication.
- e. Verify compliance with copyright regulations when producing content for online publication.

Phase - Managing Market Relations through the Web

- a. Manage customer relationships through the use of social media and other web platforms in order to ensure high quality advice and support services throughout the customer journey.
- b. Manage media relations for the exchange of information and the production of promotional materials to be disseminated through the media.
- c. Organise the procedures to be followed online to provide technical and commercial assistance to customers throughout the customer journey.
- d. Assess compliance with the company's quality standards for customer care and customer satisfaction using digital communication systems.
- e. Take care of the online presentation of promotional initiatives, special offers and loyalty programmes targeted at specific customer targets.
- f. Update data and use CRM software provided by the company.
- g. Identify requirements and functional specifications to configure the customer service model according to marketing strategies.

Define the timing, duration and seasonality for the development of promotional and advertising campaigns to be implemented on the web and aimed at defined target customers (1)

Define the optimal combination of tools available on the web to achieve corporate marketing objectives (3)

Identify and analyse new communication systems used and the modes of expression and digital languages employed on the web by different types of potential customers. (5)

Using google analytics and other analysis systems to assess the degree to which customers use the different digital channels used by the company (5)

Assess the possibilities of introducing and using new social and e-commerce platforms for contact with the various target customers the company wants to address (5)





CONGRESS ORGANISER (MEETINGS, EVENTS, ETC.)

Role played and evolution

The profile works with event organisation companies as well as hospitality and catering establishments to plan and realise congresses, meetings and corporate gatherings, ensuring that the client's requirements are met.

His role includes managing client relations, defining event characteristics and understanding meeting objectives, offering optimal logistical and instrumental solutions. The organiser guides clients in hospitality decisions, from the selection of rooms to the choice of menus for catering and coffee breaks.

In the context of online activities, the organiser oversees the preparation and configuration of connections using the chosen platform. During the event, he/she collaborates with the technicians for video and audio direction, as well as for the insertion of digital materials, if required.

It deals with all the operational phases, participating in the planning of the conference and providing technical information to the organisers and the host structure's services. He coordinates the set-ups carried out by external firms, ensuring compliance with the established deadlines, and provides assistance to speakers during the course of the event. Supervises the activities and services offered to guests from conception to the end of the event, providing detailed reports to management and handling any complaints.

In addition, the analysis and monitoring of technological developments form an integral part of its responsibilities. The emergence of new technologies, in particular the use of virtual and augmented reality, together with the application of artificial intelligence systems to optimise meeting organisation, is a key aspect of event management. Increasing digitisation has impacted the MICE sector, influencing the evolution of how events are organised. The adoption of online communication platforms, such as Meet and Zoom, has become prevalent, leading to a 'phigital' model that combines digital and physical elements to meet the needs of clients and ensure flexibility in participation. The transition to these hybrid modes has transformed its role, requiring greater technological expertise to effectively integrate different platforms, implement artificial intelligence and augmented reality, and coordinate the new dynamics of interaction during events.





Phase - Planning the event

- a. Analysing the client's requirements and the characteristics of the event to be organised, considering types such as conferences, meetings, workshops, as well as parameters such as number of participants, distance and resonance.
- b. Draw up the complete budget for the realisation of the event, including the necessary ancillary services.
- c. Draw up the event programme to be submitted to the client for approval.
- d. Plan the content and interventions to be implemented during the event, whether it takes place in person or remotely.
- e. Define the furniture, equipment and set design of the physical structure that will host the event.
- f. Manage the acquisition of ancillary services essential for the realisation of the event, including transport, accommodation, catering, entertainment programmes, etc.
- g. Agree with the client on how to publicise the event and identify the media to be involved in publicising the programmes and the relevant mailing lists.

Choose the type of digital facilities to be used in the event, (platforms, hybrid technologies, chromakey and hologram, virtual reality software, etc.) and the possibilities of using AI applications (3) - (5)

Monitor digital evolution and the development of new platforms or other digital tools that could be used by the facility's potential customers (5)

Analysing the content to be produced online and defining how the content is to be presented according to the client's instructions and objectives (10)

Phase - Organising the logistics of the event

- h. Selecting external suppliers for services that cannot be provided directly by the event host/creation facilities
- a. Selecting, contacting and reserving accommodation for the hospitality of participants, managing the reservation plan according to capacity in the various locations chosen for the event and booking ancillary services
- b. Define the arrangements, timing and timetable for transport to and from the event venue, catering and coffee breaks
- c. Contacting and organising media outlets to promote the event
- d. Care and control the exact execution of the set design agreed with the client and the correct assembly of equipment, connections, service facilities
- e. Taking care of the web and social presentation of the event programme
- f. Carrying out the mailing for the communication and dissemination of the initiative
- g. Checking the functionality of routes, the maintenance and operation of emergency systems, the practicability of escape routes





Phase - Monitor and assist participants during the course of the event

- h. Synergistically coordinating all services to ensure flawless execution of the event and adherence to schedules.
- i. Actively cooperate with the moderators/speakers to ensure the punctuality of speeches as outlined in the event programme.
- j. Supervise the direction of the entire event, providing all necessary equipment or presentations (video, audio, etc.), in accordance with the timing and modalities agreed with the client/speakers.
- k. Provide support to participants to manage any emergency situations.
- l. Continuously monitor the satisfaction levels of the event participants and assess any critical issues that have arisen.
- m. Addressing and promptly resolving any critical issues in the implementation of the event and handling complaints made by participants.

Co-ordinate and ensure synergy between new digital technologies integrated into the event programme and more conventional methodologies, respecting the timeframe established in the planning (7).



Level of importance of areas of competence by professional profiles

		Receptionist	Back office worker	Floor attendant	Room attendant	Meal production worker	Bar attendant	Beach Service Officer	Spa operator	Animator	Web marketing officer	Congress organiser
1	Being able to define the strategies and objectives of web-based communication and marketing with reference to different markets and end customers	1	3	3	3	3	3	3	3	3	1	3
2	To be able to prepare and standardise the basic elements for packages and offers with which to realise 'tailor-made' packaging and to identify possible customer-assembly points through the use of digital systems	1	3	3	3	3	3	3	3	3	1	2
3	Being able to use ICT to maintain customer and supplier relations and ensure data security	1	1	3	3	3	3	3	3	3	1	1
3	Being able to contribute to the selection of suppliers to increase the value of the tourism product offered (supply chain enhancement)	1	1	3	3	3	3	3	3	3	3	1
5	Being able to use technologies to extract digital data needed to identify market trends for the design of new tourism services and/or products	2	3	3	3	3	3	3	3	3	1	1
6	Being able to design and deliver solutions for the enjoyment of the tourist offer that guarantee the health safety of guests and employees	1	3	1	1	3	1	1	1	1	2	3
7	Being able to use digital technologies and tools to upgrade integrated information systems and management applications, useful to ensure an all-round management of business activities	1	1	2	3	3	3	3	3	3	1	1
8	To be able to define and apply procedures for the use of energy-saving technologies for the operation of the farm, for the conservation and production of foodstuffs, for the containment of waste production and for its functional recovery	3	1	1	3	1	1	3	1	3	3	3
9	Being able to illustrate and interpret thematic and/or territorial places and	1	3	3	1	3	3	3	3	3	1	3

		Receptionist	Back office worker	Floor attendant	Room attendant	Meal production worker	Bar attendant	Beach Service Officer	Spa operator	Animator	Web marketing officer	Congress organiser
	itineraries, bringing out in particular the unique and authentic aspects and involving tourists through a 'narration of the territory', also in emotional terms.											
10	Being able to formulate and present flexible and transparent product/service offers	2	3	3	1	3	1	1	1	1	1	1
11	Being able to and managing the tourist's customer journey and monitoring and evaluating the effectiveness of company proposals and offers	1	3	3	1	3	1	3	1	1	1	1

Legend:

1 Indispensable competence to deal with the responsibilities and tasks associated with the role;

2 Competence that is on average important and not indispensable for the correct execution of tasks related to the role but which may favour the development of career paths either vertically towards higher qualifications or transversal paths to change the type of employment within the structure

3 Competence with little or no influence on the tasks to be performed by the attendant within the facility, but the possession of which, even at a purely cognitive level, and exercised even occasionally, can contribute to and enhance the guest's experience of their stay in the facility and the locality.