Role Profile for

e-Tourism Destination Manager

e-Tourism Destination Manager

1. Role Description

Role title	e-Tourism Destination Manager		
Also known as			
Relevant professions			
Summary statement	The e-Tourism Destination Manager is in charge of the interactive marketing of touristic destinations.		
Mission	To contribute to the success of tourism destinations by generating visibility and traffic and/or sales through online applications or campaigns.		
Deliverables	**Accountable**	**Responsible**	**Contributor**
	• Destination management campaigns • Marketing analysis and reports	• Define and take charge of the promotion of a website, online application or online campaign • Develop, manage, and optimize destination management programs • Provide analysis and insight on destination management programs • Evaluate new destination management opportunities to maximize growth	• Marketing strategy / plan • Communication / Social media strategy / plan • Sales strategy /plan
Main task/s	• Develop strategies with key stakeholders (public and private), in order to create attractive tourism packages for the promotion of specific touristic destinations. • Develop partnerships between destination stakeholders and co-ordinate successful delivery of touristic products/services. • Use advanced ICT tools to dynamically interact with clients, providing advice about regions, promoting destinations globally, handling complaints and ensuring that special groups, such as disabled travellers, are adequately served. • Develop destination management strategy in coordination with the online community / social media manager and the e e-sales specialist. • Plan and execute destination management campaigns. • Provide detailed analysis and reports on the success of destination management campaigns.		
Environment	The e-Tourism Destination Manager usually works with the marketing and sales departments (Revenue Manager), while collaborating closely with the online community manager and/or social media manager. Works closely with relevant public and private stakeholders of the destination.		
KPI's	• Number of new visitors • Page views / visitor • Number of bookings per customer per year • Average order value • Conversion rate		

	• Bounce rate
	• Cancellation rate
	• SEO/SEM performance indicators: CPA (Cost-Per-Action), ROAS (Return On Advertisement Spending), Google AdWords' Quality Score

2. Role Profile

2.1 Profile Summary

e-Tourism Destination Manager competence matrix (Technical / Behavioural / Managerial), showing the following areas and competences:

Plan
- A.1 IS and Business Strategy Alignment
- A.2 Service Level Management
- A.3 Business Plan Development
- A.4 Product or Project Planning
- A.5 Architecture Design
- A.6 Application Design
- A.7 Technology Watching
- A.8 Sustainable Development

Build
- B.1 Design and Development
- B.2 Systems Integration
- B.3 Testing
- B.4 Solution Deployment
- B.5 Documentation Production

Run
- C.1 User Support
- C.2 Change Support
- C.3 Service Delivery
- C.4 Problem Management

Enable
- D.1 Information Security Strat. Development
- D.2 ICT Quality Strategy Development
- D.3 Education and Training Provision
- D.4 Purchasing
- D.5 Sales Proposal Development
- D.6 Channel Management
- D.7 Sales Management
- D.8 Contract Management
- D.9 Personnel Development
- D.10 Information and Knowledge Management

Manage
- E.1 Forecast Development
- E.2 Project and Portfolio Management
- E.3 Risk Management
- E.4 Relationship Management
- E.5 Process Improvement
- E.6 ICT Quality Management
- E.7 Business Change Management
- E.8 Information Security Management
- E.9 IT Governance

2.2 Detailed Profile

A. PLAN

A. 1 IS and Business Strategy Alignment

Dimension 2: e-Competences: Title + generic description	Anticipates long term business requirements and determines the IS model in line with the e-tourism organisation policy. Makes strategic IS policy decisions, from a destination management point of view, for the enterprise, including sourcing strategies.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Provides leadership for the construction and implementation of long term innovative IS solutions, from a destination management point of view.
	Level 5	
Dimension 4: Knowledge and Skills		B05: Is committed to corporate strategy and aware of corporate culture

A.2 Service Level Management

Dimension 2: e-Competences: Title + generic description	Defines, validates and makes applicable service level agreements (SLA) and underpinning contracts for services offered. Negotiates service performance levels taking into account the needs and capacity of customers and business.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Provides leadership to amend the enterprise strategy with respect to Service Level Agreements (SLA) in the field of destination management in order to achieve forecasted results.
	Level 5	
Dimension 4: Knowledge and Skills		B03: Is precise and aware of details M03: Has knowledge of regulatory issues

A.3 Business Plan Development

Dimension 2: e-Competences: Title + generic description	Addresses the design and structure of a destination management plan (an important component of the business plan) including the identification of alternative approaches as well as return on investment propositions. Considers the possible and applicable sourcing models. Presents cost benefit analysis and reasoned arguments in support of the selected strategy. Ensures the strategic application of technology for business benefit. Communicates the plan to relevant stakeholders and addresses political, financial, and organisational interests, including SWOT analysis.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to provide analysis of market environment, etc.
	Level 4	Provides leadership for the creation of an information system strategy that meets the requirements of the business.
	Level 5	Applies strategic thinking and organizational leadership to exploit the capability of Information Technology to improve the business.

Dimension 4: Knowledge and Skills		B11: Can analyse M02: Has knowledge of budgeting/estimating issues and practices

A.4 Product or Project Planning

Dimension 2: e-Competences: Title + generic description		Analyses and defines current and target status of a destination management campaign. Estimates cost effectiveness, points of risk, opportunities, strengths and weaknesses, with a critical approach. Creates structure plans; establishes timescales and milestones. Manages change requests. Defines delivery quantity and provides an overview of additional documentation requirements. Specifies correct handling of products.
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Acts systematically to document standard and simple elements of product or project.
	Level 3	Exploits specialist knowledge to create and maintain complex documents of the project or product.
	Level 4	Acts with wide ranging accountability to take responsibility for complete project or product plan, within the framework of the destination management strategy.
	Level 5	
Dimension 4: Knowledge and Skills		T06: Can draft texts, clearly and concisely, with due regard for orthography and grammar T08: Can explain how technical improvements add value B01: Is innovative, creative, imaginative, artistic B03: Is precise and aware of details B05: Is committed to corporate strategy and aware of corporate culture B10: Can seek, measure, organize, synthetize and report M02: Has knowledge of budgeting / estimating issues and practices M06: Can assess the impact of actions / activities

A.5 Architecture Design

Dimension 2: e-Competences: Title + generic description		Specifies, refines, updates and makes available a formal approach to implement solutions, necessary to develop and operate the destination management architecture. Communicates with the business stakeholders to ensure that the destination management architecture is in line with business requirements. Identifies the need for change and the components involved; hardware, software, applications, processes, information and technology platform. Ensures that all aspects take account of interoperability, scalability, usability and security.
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to define relevant ICT technology and specifications to be deployed in the construction of destination management projects, applications or infrastructure improvements.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		T06: Can draft texts, clearly and concisely, with due regard for orthography and grammar T08: Can foresee relevant technical developments T09: Can assess the impact of relevant standards B03: Is precise and aware of details

A.6 Application Design

Dimension 2: e-Competences: Title + generic description		During the planning and specification process of the destination management plan, defines the most suitable ICT solutions, in accordance with ICT policy and user/ customer needs. Accurately estimates development, installation and maintenance of application costs. Selects appropriate technical options for solution design, optimising the balance between cost and quality. Identifies a common reference framework to validate the models with representative users.
Dimension 3: e-	Level 1	

Competence proficiency levels	Level 2	
	Level 3	Accounts for own and others actions in ensuring that the application is correctly integrated within a complex environment and complies with user/customer needs.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		B01: Is innovative, creative, imaginative, artistic B03: Is precise and aware of details

A.7 Technology & Market Trends Watching

Dimension 2: e-Competences: Title + generic description		Explores latest ICT technological developments and market trends in the field of e-tourism to establish understanding of evolving requirements. Devises innovative solutions for integration of new technology into existing products, applications or services or for the creation of new solutions.
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Exploits wide ranging specialist knowledge of new and emerging technologies, coupled with a deep understanding of the business and the clients' needs, to envision and articulate the solutions of the future. Provides expert guidance and advice, to the leadership teams in business and in technology, about potential innovations that would boost the visibility of the company/destination to support strategic decision-making.
	Level 5	
Dimension 4: Knowledge and Skills		T08: Can foresee relevant technical developments B05: Is committed to corporate strategy and aware of corporate culture M07: Can foresee latest trends and evolutions in the market

A.8 Sustainable Development

Dimension 2: e-Competences: Title + generic description		Estimates the impact of destination management campaigns in terms of eco responsibilities including energy consumption. Advises business and stakeholders on sustainable destination alternatives that are consistent with the business strategy. Applies a purchasing and sales policy which fulfils eco-responsibilities.
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Promotes awareness, training and commitment for the deployment of sustainable destinations and applies the necessary tools for piloting this approach.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		M03: Has knowledge of regulatory issues in particular environmental regulations

B. BUILD

B.1 Design and Development

Dimension 2: e-Competences: Title + generic description		Acts systematically and creatively to design, engineer and integrate destination management modules and components into a website or application by considering the required specifications. Tests singular units and the whole system to ensure that all functional and performance criteria are met.
Dimension 3: e-	Level 1	

Competence proficiency levels	Level 2	Systematically develops small components.
	Level 3	Acts creatively to develop and integrate components into a larger product.
	Level 4	Handles complexity by developing standard procedures and architectures in support of cohesive product development.
	Level 5	
Dimension 4: Knowledge and Skills		T01: Has knowledge of netiquette, interactive virtual environments and social networks usages T02: Has knowledge of online usability requirements T03: Has knowledge of e-reputation management T04: Can promote and sell products or services online T05: Can create media elements (audio, graphics, video) T06: Can draft texts, clearly and concisely, with due regard for orthography and grammar T08: Can foresee relevant technical developments T09: Can assess the impact of relevant standards B09: Can communicate effectively (also in foreign languages)

B.2 Systems Integration

Dimension 2: e-Competences: Title + generic description	Installs the destination management modules into an existing or proposed system. To ensure interoperability and integrity of the overall system functionality and reliability, complies with established processes and procedures. Considers the specification, capacity and compatibility of existing and new modules.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Acts systematically to identify compatibility of software and hardware specifications. Documents all activities during installation and records deviations and remedial activities.
	Level 3	Accounts for own and others actions in the integration process. Complies with appropriate standards and change control procedures to maintain integrity of the overall system functionality and reliability.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		B03: Is precise and aware of details

B.3 Testing

Dimension 2: e-Competences: Title + generic description	Constructs and executes systematic test procedures for destination management systems or customer usability requirements to establish compliance with design specifications. Ensures that new or revised components or systems perform to expectation. Ensures meeting of internal, external, national and international standards; including health and safety, usability, performance, reliability or compatibility. Produces documents and reports to evidence certification requirements.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Organises test programmes and builds scripts to stress test potential vulnerabilities. Records and reports outcomes providing analysis of results.
	Level 3	Exploits specialist knowledge to supervise complex testing programmes. Ensures tests and results are documented to provide input to subsequent process owners such as designers, users or maintainers – should other(s) that her/himself are involved. Accountable for compliance with testing procedures including a documented audit trail.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		B03: Is precise and aware of details B04: Is customer orientated B11: Can analyse

B.4 Solution Deployment

Dimension 2: e-Competences: Title + generic description	Following predefined general standards of practice carries out planned necessary interventions to implement solution, including installing, upgrading or decommissioning. Configures hardware and software to ensure interoperability of system components and debugs any resultant faults or incompatibilities. Engages additional specialist resources if required, such as third party network providers. Formally hands over fully operational solution to user and completes documentation recording all relevant information, including equipment addressees, configuration and performance data.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Acts systematically to build or deconstruct destination management elements. Identifies non performing components and establishes root cause of failure within the overall solution. Provides support to less experienced colleagues.
	Level 3	Accounts for own and others actions within solution provision activities including comprehensive communications with client. Exploits specialist knowledge to influence solution construction. Gives advice on aligning work processes and procedures with software and mobile upgrades.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		M04: Has marketing knowledge

B.5 Documentation Production

Dimension 2: e-Competences: Title + generic description	Produces documents describing products, services, components or applications to establish compliance with relevant documentation requirements. Selects appropriate style and media for presentation materials. Creates templates for document-management systems. Ensures that functions and features are documented in an appropriate way. Ensures that existing documents are valid and up to date.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Determines documentation requirements taking into account the purpose and environment to which it applies.
	Level 3	Adapts the level of detail according to the objective of the documentation and the targeted population.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		T06: Can draft texts, clearly and concisely, with due regard for orthography and grammar B03: Is precise and aware of details

C. RUN

C.1 User Support

Dimension 2: e-Competences: Title + generic description	Responds to user requests and issues; records relevant information. Resolves or escalates incidents and optimises system performance. Monitors solution outcome and resultant customer satisfaction.	
Dimension 3: e-Competence proficiency levels	Level 1	Routinely interacts with users, applies ICT-product, basic knowledge and skill to respond to user requests. Solves simple incidents, following prescribed procedures.
	Level 2	Systematically interprets user problems identifying the solutions and possible side effects. Uses experience to identifying user problems and interrogates database for potential solutions. Escalates complex or unresolved incidents to senior experts. Records and tracks user support procedures from outset to conclusion.
	Level 3	

	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		B04: Is customer orientated B09: Can communicate effectively (also in foreign language) B11: Can analyse B12: Can explain

C.2 Change Support

Dimension 2: e-Competences: Title + generic description	Implements and provides guidance for the evolution of an IT solution. Efficiently controls and schedules software or hardware modifications to prevent multiple upgrades creating unpredictable outcomes. Minimises service disruption as a consequence of changes and adheres to defined service level agreement (SLA).	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	During change, acts systematically to respond to day by day operational needs and react to them, avoiding service disruptions and maintaining coherence to service level agreement (SLA).
	Level 3	
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		B05: Is committed to corporate strategy and aware of corporate culture B11: Can analyse B12: Can explain

C.3 Service Delivery

Dimension 2: e-Competences: Title + generic description	Takes proactive steps to ensure a stable and secure destination management application infrastructure by escalating potential service level failures and recommending actions for service improvement. Updates operational document library and logs all operational events. Maintains monitoring and management tools (i.e. Scripts, Procedures...).	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Systematically analyses performance data and communicates findings to senior experts. Escalates potential service level failures and recommends actions to improve service reliability. Tracks reliability data against service level agreement.
	Level 3	Programmes the schedule of operational tasks. Manages costs and budget according to the internal procedures and external constraints. Identifies people requirements to resource the operational management of the ICT infrastructure.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		B03: Is precise and aware of details B05: Is committed to corporate strategy and aware of corporate culture B11: Can analyse

C.4 Problem Management

Dimension 2: e-Competences: Title + generic description	Identifies and resolves the root cause of incidents. Takes a proactive approach to the root cause of destination management problems. Deploys a knowledge system based on recurrence of common errors.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	

	Level 3	Exploits specialist knowledge and in-depth understanding of the ICT infrastructure and problem management process to identify failures and resolve with minimum outage. Makes sound decisions in emotionally charged environments on appropriate action required to minimise business impact. Rapidly identifies failing component, selects alternatives such as repair, replace or reconfigure.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		B10: Can seek, measure, organize, synthetize and report B11: Can analyse B12: Can explain

D. ENABLE

D.2 ICT Quality Strategy Development

Dimension 2: e-Competences: Title + generic description	Defines, improves and refines a formal strategy to satisfy customer expectations and improve business performance (balance between cost and risks). Identifies critical processes influencing service delivery and product performance. Uses defined standards to formulate objectives for service management, product and process quality. Identifies ICT quality management accountability.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Exploits wide ranging specialist knowledge to leverage and authorize the application of external standards and best practices.
	Level 5	
Dimension 4: Knowledge and Skills		M01: Has knowledge of project management principles

D.4 Purchasing

Dimension 2: e-Competences: Title + generic description	Applies a consistent procurement procedure, including deployment of the following sub processes: specification requirements, supplier identification, proposal analysis, evaluation of the energy efficiency and environmental compliance of products, suppliers and their processes, contract negotiation, supplier selection and contract placement. Ensures that the entire purchasing process is fit for purpose and adds business value to the organisation.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to deploy the purchasing process, ensuring positive commercial relationships with suppliers. Selects suppliers, products and services by evaluating performance, cost, timeliness and quality. Decides contract placement and complies with organisational policies.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		M01: Has knowledge of project management principles

D.5 Sales Proposal Development

Dimension 2: e-Competences: Title + generic description	Develops technical proposals, within the framework of the destination management strategy, to meet customer solution requirements and provides sales personnel with a competitive bid. Collaborates with colleagues to align the service or product solution with the organisation's capacity to deliver.	
Dimension 3: e-	Level 1	

Competence proficiency levels	Level 2	
	Level 3	Acts creatively to develop proposal incorporating a complex solution. Customises solution in a complex technical environment and ensures feasibility and technical validity of customer offer.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		B10: Can seek, organize and synthetize M04: Has marketing knowledge

D.7 Sales Management

Dimension 2: e-Competences: Title + generic description		Drives the achievement of sales results through the establishment of destination marketing and sales strategy. Demonstrates the added value of the tourism products and services to new or existing customers and prospects. Establishes a sales support procedure providing efficient response to sales enquiries, consistent with company marketing strategy and policy. Establishes a systematic approach to the entire sales process, including understanding client needs, forecasting, prospect evaluation, negotiation tactics and sales closure.
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	
	Level 4	Assesses and estimates appropriate destination marketing and sales strategies to deliver company results. Decides and allocates annual sales targets and adjusts incentives to meet market conditions.
	Level 5	Assumes ultimate responsibility for the sales performance of the organisation. Authorises resource allocation and prioritises product and service promotions.
Dimension 4: Knowledge and Skills		M04: Has marketing knowledge

D.8 Contract Management

Dimension 2: e-Competences: Title + generic description		Provides and negotiates contract in accordance with organisational processes. Ensures that supplier deliverables are provided on time, meet quality standards and comply with agreed service levels. Addresses non-compliance, escalates significant issues, drives recovery plans and if necessary amends contracts. Maintains budget integrity. Assesses and addresses supplier compliance to legal, health and safety and security standards. Actively pursues regular supplier communication.
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Acts systematically to monitor contract compliance and promptly escalate defaults.
	Level 3	Evaluates supplier contract performance by monitoring performance indicators. Assures performance of the complete destination marketing channels. Influences the terms of contract renewal.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		B06: Has presentation / moderation skills M03: Has knowledge of regulatory issues

D.10 Information and Knowledge Management

Dimension 2: e-Competences: Title + generic description		Identifies and manages structured and unstructured information and considers information distribution policies. Creates information structure to enable exploitation and optimisation of information for business benefit. Understands appropriate tools to be deployed to create, extract, maintain, renew and propagate business knowledge in order to capitalise from the information asset.

Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Analyses Business processes and associated information requirements and provides the most appropriate information structure
	Level 4	Integrates the appropriate information structure into the corporate environment.
	Level 5	Correlates information and knowledge to create value for the business. Applies innovative solutions based on information retrieved.
Dimension 4: Knowledge and Skills		B10: Can seek, measure, organize, synthetize and report

E. MANAGE

E.1 Forecast Development

Dimension 2: e-Competences: Title + generic description	Interprets e-tourism needs and evaluates market acceptance of products or services. Assesses the organisations' potential to meet future production and quality requirements. Applies relevant metrics to enable accurate decision making in support of production, marketing, sales and distribution functions.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits skills to provide short-term forecast using market inputs and assessing the organisations' production and selling capabilities
	Level 4	Acts with wide ranging accountability for the production of a long-term forecast. Understands the global e-tourism marketplace, identifying and evaluating relevant inputs from the broader business, political and social context.
	Level 5	
Dimension 4: Knowledge and Skills		T08: Can foresee relevant technical developments B05: Is committed to corporate strategy and aware of corporate culture B11: Can analyse M01: Has knowledge of project management principles M07: Can foresee latest trends and evolutions in the market

E.2 Project and Portfolio Management

Dimension 2: e-Competences: Title + generic description	Plans and directs the portfolio of destination management projects to ensure co-ordination and management of interdependencies. Orchestrates projects to develop or implement new, internal or externally defined processes to meet identified business needs. Defines activities, responsibilities, critical milestones, resources, skills needs, interfaces and budget. Develops contingency plans to address potential implementation issues. Delivers project on time, on budget and in accordance with original requirements. Creates and maintains documents to facilitate monitoring of project progress.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Understands and applies the principles of project management and applies methodologies, tools and processes to manage simple projects.
	Level 3	Accounts for own and others activities, working within the project boundary, making choices and giving instructions; manages and supervises relationships within the team; plans and establishes team objectives and outputs and documents results.
	Level 4	Exploits wide ranging skills in project management to work beyond project boundary. Manages complex projects or programmes, including interaction with others. Influences project marketing strategy by proposing new or alternative solutions. Takes overall responsibility for project outcomes, including finance and resource management. Is empowered to revise rules and choose standards.
	Level 5	

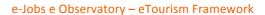| Dimension 4: Knowledge and Skills	B05: Is committed to corporate strategy and aware of corporate culture B09: Can communicate effectively (also in foreign languages) B10: Can seek, measure, organize, synthetize and report M01: Has knowledge of project management principles M04: Has marketing knowledge

E.3 Risk Management

Dimension 2: e-Competences: Title + generic description	Implements the management with regard to destination management and the application of the enterprise defined risk management policy and procedure. Assesses risk to the organisations business, and documents potential risk and containment plans.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Understands and applies the principles of risk management and investigates ICT solutions to mitigate identified risks.
	Level 3	Decides on appropriate actions required to adapt security and address risk exposure. Evaluates, manages and ensures validation of exceptions; audits ICT processes and environment.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		B05: Is committed to corporate strategy and aware of corporate culture M01: Has knowledge of project management principles M03: Has knowledge of regulatory issues

E.4 Relationship Management

Dimension 2: e-Competences: Title + generic description	Establishes and maintains positive business relationships between the client and provider (internal or external) deploying and complying with organisational processes. Maintains regular communication with client/ partner/ supplier, and addresses needs through empathy with their environment and managing supply chain communications. Ensures that client/ partner/ supplier needs, concerns or complaints are understood and addressed in accordance with organisational policy.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	Positively interacts with clients.
	Level 3	Accounts for own and others actions in managing a limited client base.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		B02: Is ethical B05: Is committed to corporate strategy and aware of corporate culture B06: Has presentation/moderation skills B07: Has good interpersonal skills concerns B08: Can work in a team

E.5 Process Improvement

Dimension 2: e-Competences: Title + generic description	Measures effectiveness of existing e-tourism marketing processes. Researches and benchmarks ICT process design from a variety of sources. Follows a systematic methodology to evaluate, design and implement process or technology changes for measurable business benefit. Assesses potential adverse consequences of process change.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to research existing e-tourism marketing processes and solutions, in order to define possible innovations. Makes recommendations based on reasoned arguments.
	Level 4	Provides leadership and authorizes implementation of innovations and improvements that will enhance competitiveness or efficiency. Demonstrates to senior management the business advantage of potential changes, within the framework of the destination management strategy.

Level 5	
Dimension 4: Knowledge and Skills	T08: Can foresee relevant technical developments B05: Is committed to corporate strategy and aware of corporate culture B10: Can seek, organize and synthetize M07: Can foresee latest trends and evolutions in the market

E.6 ICT Quality Management

Dimension 2: e-Competences: Title + generic description	Implements destination management quality policy to maintain and enhance service provision. Plans and defines indicators to manage quality with respect to destination management strategy. Reviews quality performance indicators and recommends enhancements to influence continuous quality improvement.	
Dimension 3: e-Competence proficiency levels	Level 1	
	Level 2	
	Level 3	Evaluates quality management indicators and processes based on destination management quality policy and proposes remedial action.
	Level 4	
	Level 5	
Dimension 4: Knowledge and Skills		T08: Can foresee relevant technical developments B05: Is committed to corporate strategy and aware of corporate culture B10: Can seek, organize and synthetize M07: Can foresee latest trends and evolutions in the market

The e-Jobs Observatory is the collaborative platform for the promotion of excellence in e-Jobs, e-Skills and e-Competences

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