



Role Profile for

# e-Tourism Marketing Specialist

*e-Jobs-Observatory.eu*

## e-Tourism Marketing Specialist

### 1. Role Profile

<b>Role title</b>	e-Tourism Marketing Specialist		
<b>Also known as</b>			
<b>Relevant professions</b>	Web marketing specialist SEO Manager SEM & Online PR Manager		
<b>Summary statement</b>	The e-Tourism Marketing Specialist deals with online marketing and promotion for tourism organisations and destinations.		
<b>Mission</b>	To contribute to the success of tourism campaigns by generating visibility and traffic and/or sales through online applications or campaigns.		
<b>Deliverables</b>	<b>Accountable</b>	<b>Responsible</b>	<b>Contributor</b>
	<ul style="list-style-type: none"> <li>e-Marketing campaigns</li> <li>Marketing analysis and reports</li> </ul>	<ul style="list-style-type: none"> <li>Define and take charge of the promotion of a website, online application or online campaign</li> <li>Develop, manage, and optimize e-marketing programs</li> <li>Provide analysis and insight on e-marketing programs</li> <li>Evaluate new e-marketing opportunities to maximize growth</li> </ul>	<ul style="list-style-type: none"> <li>Marketing strategy / plan</li> <li>Communication / Social media strategy / plan</li> <li>Sales strategy / plan</li> </ul>
<b>Main task/s</b>	<ul style="list-style-type: none"> <li>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.</li> <li>Develop e-Marketing strategy in coordination with the online community / social media manager and the e e-sales specialist.</li> <li>Plan and execute e-marketing campaigns.</li> <li>Develop conversion strategies such as converting page-views to revenue.</li> <li>Manage Search Engine Marketing (SEM), pay-per-click (PPC) advertising, plan, execute and monitor key word marketing campaigns.</li> <li>Manage Search Engine Optimisation (SEO) to achieve optimal search engine results.</li> <li>Manage affiliate marketing programmes.</li> <li>Manage e-mail marketing and Customer Relationship Management (CRM) programmes.</li> <li>Provide detailed analysis and reports on the success of e-marketing campaigns.</li> </ul>		
<b>Environment</b>	The e-Tourism Marketing Specialist usually works with the marketing team while collaborating closely with the social media and team		
<b>KPI's</b>	<ul style="list-style-type: none"> <li>Number of new visitors</li> <li>Page views / visitor</li> <li>Number of bookings per customer per year</li> <li>Average order value</li> <li>Conversion rate</li> <li>Bounce rate</li> </ul>		



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|--|---|
|  | <ul style="list-style-type: none"><li>• Cancellation rate</li><li>• SEO/SEM performance indicators: CPA (Cost-Per-Action), ROAS (Return On Advertisement Spending), Google AdWords' Quality Score</li></ul> |
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## 2. Role Profile

### 2.1 Profile Summary

e-Tourism Marketing Specialist			Technical										Behavioural										Managerial												
Area	No.	Competence	Importance	T01	T02	T03	T04	T05	T06	T07	T08	T09	T10	B01	B02	B03	B04	B05	B06	B07	B08	B09	B10	B11	B12	M01	M02	M03	M04	M05	M06	M07	M08	M09	M10
Plan	A.1	IS and Business Strategy Alignment	**																																
	A.2	Service Level Management	**																																
	A.3	Business Plan Development	**																																
	A.4	Product or Project Planning	***						x	x				x	x	x							x		x									x	
	A.5	Architecture Design	**																																
	A.6	Application Design	**											x	x																				
	A.7	Technology Watching	**																																
	A.8	Sustainable Development	**																																
Build	B.1	Design and Development	**	x	x	x	x																												
	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	**																																
				Has knowledge of netiquette, interactive virtual environments and social networks usage full																				Can resolve conflicts											
				Has knowledge of online usability requirements																				Can foresee latest trends and evolutions in the market											
				Can promote and sell products or services online																				Can assess the impact of actions / activities											
				Can create media elements (audio, graphics, video)																				Can lead a team											
				Can draft texts, clearly and concisely, with due regard for orthography and grammar																				Has marketing knowledge											
				Can explain how technical improvements add value																				Has knowledge of regulatory issues in particular environmental and/or healthcare regulation											
				Can assess the impact of relevant standards																				Has knowledge of budgeting / estimating issues and practices											
				Can assess state of the art and best practices																				Has knowledge of project management principles											
				Is innovative, creative, imaginative, artistic																				Can explain (defend, argue, justify)											
				Is ethical																				Can analyze (assess, evaluate, critique, test)											
				Is precise and aware of details																				Can seek, measure, organize, synthesize and report											
				Is customer oriented																				Can work in a team											
				Is committed to corporate strategy and aware of corporate culture																				Can communicate (including in foreign languages if useful)											
				Has good interpersonal skills																				Can present / moderate											
				Has presentation / moderation skills																				Can work in a team											



## 2.2 Detailed Profile

### A. PLAN

#### A. 1 IS and Business Strategy Alignment

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

#### A.3 Business Plan Development

<i>Dimension 2: e-Competences: Title + generic description</i>	Addresses the design and structure of an <b>e-marketing plan (an important component of the business plan)</b> 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 <b>the strategic application of technology for business benefit</b> . Communicates the plan to relevant stakeholders and addresses political, financial, and organisational interests, including SWOT analysis.	
<i>Dimension 3: e-Competence proficiency levels</i>	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.
<i>Dimension 4: Knowledge and Skills</i>	B11: Can analyse M02: Has knowledge of budgeting/estimating issues and practices	

#### A.4 Product or Project Planning

<i>Dimension 2: e-Competences: Title + generic description</i>	Analyses and defines current and target status <b>of an e-marketing campaign</b> . 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.	
<i>Dimension 3: e-Competence proficiency levels</i>	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, <b>within the framework of the e-marketing strategy</b> .
	Level 5	



<i>Dimension 4: Knowledge and Skills</i>		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, synthesize and report M02: Has knowledge of budgeting / estimating issues and practices M06: Can assess the impact of actions / activities
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#### A.6 Application Design

<i>Dimension 2: e-Competences: Title + generic description</i>	During the planning and specification process of the e-marketing 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.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	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	
<i>Dimension 4: Knowledge and Skills</i>		B01: Is innovative, creative, imaginative, artistic B03: Is precise and aware of details

#### A.7 Technology & Market Trends Watching

<i>Dimension 2: e-Competences: Title + generic description</i>	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.	
<i>Dimension 3: e-Competence proficiency levels</i>	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	
<i>Dimension 4: Knowledge and Skills</i>		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

<i>Dimension 2: e-Competences: Title + generic description</i>	Estimates the impact of e-marketing 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.	
<i>Dimension 3: e-Competence proficiency levels</i>	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	
<i>Dimension 4: Knowledge and Skills</i>		M03: Has knowledge of regulatory issues in particular environmental regulations

## B. BUILD

### B.1 Design and Development

<i>Dimension 2: e-Competences: Title + generic description</i>	Acts systematically and creatively to design, engineer and integrate e-marketing 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.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	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	
<i>Dimension 4: Knowledge and Skills</i>		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 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

<i>Dimension 2: e-Competences: Title + generic description</i>	Installs the e-marketing 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.	
<i>Dimension 3: e-Competence proficiency levels</i>	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	
<i>Dimension 4: Knowledge and Skills</i>		B03: Is precise and aware of details

### B.3 Testing



<i>Dimension 2: e-Competences: Title + generic description</i>	Constructs and executes systematic test procedures for <b>e-marketing</b> 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.	
<i>Dimension 3: e-Competence proficiency levels</i>	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 - <b>should other(s) that her/himself are involved</b> . Accountable for compliance with testing procedures including a documented audit trail.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>	B03: Is precise and aware of details B04: Is customer orientated B11: Can analyse	

#### B.4 Solution Deployment

<i>Dimension 2: e-Competences: Title + generic description</i>	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.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Acts systematically to build or deconstruct <b>e-marketing</b> 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	
<i>Dimension 4: Knowledge and Skills</i>	M04: Has marketing knowledge	

#### B.5 Documentation Production

<i>Dimension 2: e-Competences: Title + generic description</i>	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.	
<i>Dimension 3: e-Competence proficiency levels</i>	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	





<i>Dimension 4: Knowledge and Skills</i>		T06: Can draft texts, clearly and concisely, with due regard for orthography and grammar B03: Is precise and aware of details
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## C. RUN

### C.3 Service Delivery

<i>Dimension 2: e-Competences: Title + generic description</i>	Takes proactive steps to ensure a stable and secure <b>e-marketing application infrastructure by escalating potential service level failures and recommending actions for service improvement.</b> Updates operational document library and logs all operational events. Maintains monitoring and management tools (i.e. Scripts, Procedures...).	
<i>Dimension 3: e-Competence proficiency levels</i>	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	
<i>Dimension 4: Knowledge and Skills</i>		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

<i>Dimension 2: e-Competences: Title + generic description</i>	Identifies and resolves the root cause of incidents. Takes a proactive approach to the root cause of <b>e-marketing</b> problems. Deploys a knowledge system based on recurrence of common errors.	
<i>Dimension 3: e-Competence proficiency levels</i>	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	
<i>Dimension 4: Knowledge and Skills</i>		B10: Can seek, measure, organize, synthesize and report B11: Can analyse B12: Can explain

## D. ENABLE

### D.4 Purchasing

<i>Dimension 2: e-Competences: Title + generic description</i>	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.	
<i>Dimension 3: e-Competence proficiency levels</i>	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	
<i>Dimension 4: Knowledge and Skills</i>		M01: Has knowledge of project management principles

#### D.7 Sales Management

<i>Dimension 2: e-Competences: Title + generic description</i>	Drives the achievement of sales results through the establishment of marketing and sales strategy. Demonstrates the added value of the <b>tourism</b> products and services to new or existing customers and prospects. Establishes a sales support procedure providing efficient response to sales enquiries, consistent with company <b>marketing</b> strategy and policy. Establishes a systematic approach to the entire sales process, including understanding client needs, forecasting, prospect evaluation, negotiation tactics and sales closure.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	
	Level 4	Assesses and estimates appropriate <b>destination marketing</b> 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.
<i>Dimension 4: Knowledge and Skills</i>		M04: Has marketing knowledge

#### D.8 Contract Management

<i>Dimension 2: e-Competences: Title + generic description</i>	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.	
<i>Dimension 3: e-Competence proficiency levels</i>	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 <b>e-marketing channels</b> . Influences the terms of contract renewal.
	Level 4	
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		B06: Has presentation / moderation skills M03: Has knowledge of regulatory issues

### E. MANAGE

#### E.1 Forecast Development

<i>Dimension 2: e-Competences: Title + generic description</i>	Interprets <b>e-tourism</b> 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.	
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<i>Dimension 3: e-Competence proficiency levels</i>	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	
<i>Dimension 4: Knowledge and Skills</i>		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

<i>Dimension 2: e-Competences: Title + generic description</i>	Plans and directs the portfolio of <b>e-marketing projects to ensure co-ordination and management of interdependencies</b> . 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.	
<i>Dimension 3: e-Competence proficiency levels</i>	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 <b>marketing</b> 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	
<i>Dimension 4: Knowledge and Skills</i>		B05: Is committed to corporate strategy and aware of corporate culture B09: Can communicate effectively (also in foreign languages) B10: Can seek, measure, organize, synthesize and report M01: Has knowledge of project management principles M04: Has marketing knowledge

## E.3 Risk Management

<i>Dimension 2: e-Competences: Title + generic description</i>	Implements the management of risk <b>with regard to e-marketing and the application of the enterprise defined risk management policy and procedure</b> . Assesses risk to the organisations business, and documents potential risk and containment plans.	
<i>Dimension 3: e-Competence proficiency levels</i>	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	



<i>Dimension 4: Knowledge and Skills</i>		B05: Is committed to corporate strategy and aware of corporate culture M01: Has knowledge of project management principles M03: Has knowledge of regulatory issues
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#### E.4 Relationship Management

<i>Dimension 2: e-Competences: Title + generic description</i>	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.	
<i>Dimension 3: e-Competence proficiency levels</i>	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	
<i>Dimension 4: Knowledge and Skills</i>		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

<i>Dimension 2: e-Competences: Title + generic description</i>	Measures effectiveness of existing <b>e-tourism marketing</b> 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.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Exploits specialist knowledge to research existing <b>e-tourism marketing</b> 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, <b>within the framework of the e-marketing strategy.</b>
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		T08: Can foresee relevant technical developments B05: Is committed to corporate strategy and aware of corporate culture B10: Can seek, organize and synthesize M07: Can foresee latest trends and evolutions in the market

#### E.6 ICT Quality Management

<i>Dimension 2: e-Competences: Title + generic description</i>	Implements <b>e-marketing</b> quality policy to maintain and enhance service provision. Plans and defines indicators to manage quality with respect to <b>e-marketing</b> strategy. Reviews quality performance indicators and recommends enhancements to influence continuous quality improvement.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Evaluates quality management indicators and processes based on <b>e-marketing</b> quality policy and proposes remedial action.
	Level 4	
	Level 5	



<i>Dimension 4: Knowledge and Skills</i>		M01: Has knowledge of project management principles
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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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