



Role Profile for

e-Tourism Revenue Manager

e-Jobs-Observatory.eu

Tourism Revenue Manager

1. Role Description

Role title	e-Tourism Revenue Manager		
Also known as			
Relevant professions	e-Distribution Manager, e-Commerce Manager		
Summary statement	The e-Tourism Revenue Manager facilitates the selection of optimum revenue opportunities and online distribution channels, measures total revenue performance against strategy and targets and elaborates pricing and revenue optimizing tactics and strategies.		
Mission	Promote and manage (online) sales activities and to optimize revenues. “Selling the right product to the right customer at the right time for the right price”.		
Deliverables	Accountable	Responsible	Contributor
	<ul style="list-style-type: none"> Rate and content audits by channel Performance analysis of distribution channel (ROI) Revenue reports 	<ul style="list-style-type: none"> Manage distribution channels Develop and implement channel management strategies 	<ul style="list-style-type: none"> Report on competitive performance
Main task/s	<ul style="list-style-type: none"> Evaluate and implement pricing strategies based on robust economic, financial, historical, and statistical analysis. Negotiate the supplier / contractor relationships and establish optimal terms and conditions. Maintain pricing systems and processes. Yield management. Deliver revenue reports and reservation patterns analyses. Monitor and analyse the competition. Monitor, measure and evaluate pricing and product performance. Support the e-marketing campaigns of the marketing department to meet channel targets. Cooperate with staff of the marketing, product sourcing, and packaging teams to ensure effective pricing strategy, market position and products (management of products and services, development of integrated packaged tourist offering). Determine the annual budget allocation for distribution channels. Conduct business mix analysis; develop revenue and profit budgets by market segment. Proactively communicate factors affecting pricing and competitive performance to senior management. Develop a deep understanding of the industry, market, supply economics and company’s value proposition for travellers and suppliers. 		
Environment	The Tourism Revenue Manager works in the sales department and collaborates closely with the marketing department. S/He is strictly connected with the top management, due to her/his role in delivering key promotional/sensitive information.		
KPI's	<ul style="list-style-type: none"> RevPAR, occupancy rate, ADR Revenues per channel Distribution costs (including marketing and commissions) ROI on distribution channels 		



2. Role Profile

2.1 Profile Summary

e-Tourism Revenue Manager		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		
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	**																														
			Has knowledge of netiquette, interactive virtual environments and social networks usage rules	Has knowledge of online usability requirements	Has knowledge of e-reputation management	Can promote and sell products or services online	Can create media elements (audio, graphics, video)	Can draft texts, clearly and concisely, with due regard for orthography and grammar	Can explain how technical improvements add value	Can foresee relevant technical developments	Can assess the impact of relevant standards	Can assess state of the art and best practices	Is innovative, creative, imaginative, artistic	Is ethical	Is precise and aware of details	Is customer oriented	Is committed to corporate strategy and aware of corporate culture	Has good interpersonal skills	Has presentation / moderation skills	Can communicate (including in foreign languages if useful)	Can work in a team	Can seek, measure, organize, synthesize and report	Can analyse (assess, evaluate, critique, test)	Can explain (defend, argue, justify)	Has knowledge of project management principles	Has knowledge of budgeting / estimating issues and practices	Has knowledge of regulatory issues in particular environmental and/or healthcare regulation	Has marketing knowledge	Can lead a team	Can assess the impact of actions / activities	Can foresee latest trends and evolutions in the market	Can resolve conflicts



2.2 Detailed Profile

A. PLAN

A.3 Business Plan Development

<i>Dimension 2: e-Competences: Title + generic description</i>	Addresses the design and structure of a revenue management plan (an important component of the business plan) including the identification of alternative approaches, focusing specifically on 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.	
<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. 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 project.
	Level 3	Exploits specialist knowledge to create and maintain complex documents of the project.
	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 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	

A.7 Technology and Market Trends Watching

<i>Dimension 2: e-Competences: Title + generic description</i>	Explores latest ICT technological developments to establish understanding of evolving technologies. Devises innovative solutions for integration specification of the online sales plan. Contributes added value by making steps towards improvements in sales effectiveness, productivity quality or competitiveness.	
<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 industry, market, supply economics and company's value proposition for travellers and suppliers , 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 to support strategic decision-making.
	Level 5	Provides strategic leadership. Envisions and articulates future solutions and directs the organization to build and exploit them. Proactively communicates factors affecting pricing and competitive performance to senior management.
<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

D. ENABLE

D.5 Sales Proposal Development

<i>Dimension 2: e-Competences: Title + generic description</i>	Develops technical online sales proposals to meet customer solution requirements and provide sales personnel with a competitive bid. Collaborates with colleagues to align the service or product solution with the organisations capacity to deliver.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	Organises collaboration between relevant internal departments, for example, technical, sales and legal. Facilitates comparison between customer requirement and available 'off the shelf' solutions, in order to select the optimum revenue opportunities and online distribution channels, as well as to define products/packages appropriate for the market segments.
	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	
<i>Dimension 4: Knowledge and Skills</i>		T07: Can explain how technical improvements add value B01: Is innovative, creative, imaginative B02: Is ethical B04: Is customer oriented B06: Has good interpersonal skills B09: Can work in a team B10: Can seek, organize and synthesize M01: Has knowledge of project management principles M02: Has knowledge of budgeting / estimating issues and practices M04: Has marketing knowledge

D.6 Channel Management

<i>Dimension 2: e-Competences: Title + generic description</i>	Develops and implements channel management strategies with the related pricing and online marketing strategy. Supports the electronic distribution strategy of the enterprise and maintain and develop revenue opportunities through direct and indirect channels, by managing and overseeing usage of contracted electronic channel providers. Ensures optimum commercial performance of the value-added resellers (VAR) channel through the provision of a coherent business and marketing strategy. Defines the targets for volume, geographic coverage and the industry sector for VAR engagements and structures incentive programmes to achieve complimentary sales results.	
<i>Dimension 3: e-Competence proficiency levels</i>	Level 1	
	Level 2	
	Level 3	Acts creatively to influence the establishment of a VAR network. Manages the identification and assessment of potential VAR members and sets up support procedures. VARs managed to maximise business performance.



	Level 4	Exploits wide ranging skills in marketing and sales to create the organisations VAR strategy. Establishes the processes by which VARs will be managed to maximize business performance.
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		B05: Is committed to corporate strategy and aware of corporate culture B09: Can work in a team

D.7 Sales Management

<i>Dimension 2: e-Competences: Title + generic description</i>		Drives the achievement of sales results through the establishment of a sales strategy. Demonstrates the added value of the organisations products and services to new or existing customers and prospects. Establishes a sales support procedure providing efficient response to sales enquiries, consistent with company 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	Contributes to the sales process by effectively presenting products or services to clients.
	Level 4	Assesses and estimates appropriate sales strategies to deliver company results. Decides and allocates annual sales targets and adjusts incentives to meet market conditions. Assists the annual budget allocation for distribution channels.
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		B01: Is innovative, creative, imaginative B02: Is ethical B04: Is customer oriented B06: Has good interpersonal skills B07: Has presentation/moderation skills B08: Can communicate (including in a foreign language, if useful) M01: Has knowledge of project management principles 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	
	Level 3	Evaluates supplier contract performance by monitoring performance indicators. Assures performance of the complete supply chain. 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 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.	
<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 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 revenue 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.	
<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 ensure that projects are in line with the pricing and online marketing strategy.
	Level 3	Accounts for own and others financial activities, working within the project boundary, making choices and giving instructions; plans and establishes team objectives and outputs related to revenue targets and documents results.
	Level 4	
	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 across information systems through the application of the enterprise defined risk management policy and procedure. 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	
	Level 3	
	Level 4	Provides leadership for large or many client relationships. Authorises investment in new and existing relationships. Leads the design of a workable procedure for maintaining positive business relationships.
	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 revenue management processes. Researches and benchmarks revenue management 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 online sales 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, promote (online) sales activities and optimize revenues . Demonstrates to senior management the business advantage of potential changes.
	Level 5	
<i>Dimension 4: Knowledge and Skills</i>		B05: Is committed to corporate strategy and aware of corporate culture B11: Can analyse (assess, evaluate, critique, test)



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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