**Occupational Profile**

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| **Job Title: Tourism and Destination Marketing Manager** | |
| **Overview of role:**  Lead and manage a Tourism and Destination Marketing team and function, develop positive relationships with key stakeholders and lead on collaborative place marketing projects. To build partnerships across the destination and with other relevant organisations (e.g. VisitBritain) and create and execute creative marketing campaigns across the destination.  To be part of the company’s wider leadership team and contribute to shaping and delivering its strategic and corporate objectives including supporting the strategies, plans and policies of the company, ensuring the sustainable delivery of effective, efficient, innovative and entrepreneurial services and the development of strong and cohesive communities. | |
| **Responsibilities:**   * Lead and manage a range of services to improve the reputation of the destination and ensure income generation through opportunities for supporting and marketing on behalf of the destination * Lead, motivate and empower the destination marketing team by coordinating workload and providing guidance and direction ensuring that productivity and customer satisfaction is of a high standard and the service is resilient and able to respond effectively to demand * Work creatively innovatively, commercially and constructively to design and implement solutions to develop and deliver the Destination Marketing Plan securing commitment and cooperation from partners and external stakeholders * Successfully position and promote the destination as an attractive place to visit and location for inward investment and economic growth * Develop strategic partnerships and deliver the Visitor Economy Strategy and Plan * Provide advice and guidance to SMT and Cabinet on the development and delivery of effective destination marketing campaigns and strategies for the destination * Manage service delivery within agreed budgets and ensure the effective deployment of resources so that the company achieves its objectives within the overall business plan * Manage the performance of staff, enabling individuals to maximise their contribution, to deliver great services and hold them to account for the delivery of their objectives. Foster a culture of continuous personal and professional development and effective performance management * Support the development of entrepreneurial and commercial opportunities to generate income, reduce expenditure and deliver financially sustainable services * Develop constructive partnerships with stakeholders (internal and external) and through effective engagement and clear communication create a collaborative working environment that drives performance and continuous service development * Understand and manage risk * Lead by example, inspire transformational change and display the company’s behaviours and values at all times * Carry out such duties as may be required and are commensurate with the grade of the post * Champion the principles of asset-based community development and ensure they are embedded within the service area | |
| **Working environment and hours:** | The role is generally office-based; working hours are 37 hours over a five day week but occasionally you may be required to work during an evening or over a weekend. |
| **Entry requirements for the role:** | A degree or HND in a relevant subject (tourism or marketing management) is not essential but could be useful. Membership of a relevant professional institute, a management qualification and/or a Project or Programme Manager qualification are desirable.  **You will however need experience in:**   * Leading, developing and implementing policies and projects * Leadership or management in delivering place marketing, ideally through the coordination of a diverse range of professions and functions * Managing budgets * Coping well under pressure and in difficult high-profile public situations * Management which has reflected positive change   **Skills You will need:**   * Ability to lead, manage and motivate staff * Positive attitude to change and ability to identify, create, design and implement new opportunities * Well-developed planning, analysis and implementation skills * Well-developed ability to present complex information and reports in a concise and clear manner either verbally or in writing * Ability to identify and respond to political context and act as the principal advisor on matters relating to Destination Marketing, advising senior officers and colleagues where required * Well-developed negotiation and engagement skills and ability to develop positive relationships with Members and stakeholders * Work alongside councillors in the effective development and delivery of plans, projects and programmes * Leadership and management of high performing supervisors and teams including successful experience of management of a range of HR and workforce development requirements * Take ownership of your work and work flexibly to provide great services to meet personal, organisational and customer expectations * To be creative and use your initiative to actively seek to improve services and processes * Listen and raising awareness of what we do among local residents * Take a pride in the quality of your work and understand how it improves the reputation and quality of the area * Communicate effectively with colleagues and pursue a ‘can-do’ attitude in being flexible to deliver quality services |
| **Progression pathways:** | Once you have gained further experience in this role there may be opportunities to apply for more senior roles in the company. Another progression route could be working in tourism marketing at a strategic level in a national tourism organisation. |

| **Social** | | |
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| **Focus Area** | **Knowledge and Understanding**  **(Know it!)** | **Competencies**  **(Show it!)** |
| **Customer orientation**  S.8.3  S.8.4  S.8.5 | * Principles of customer service * The primary causes of a bad customer experience | * Be as efficient as possible during every customer interaction * Provide a personalised service * Work towards minimising the impact of factors that cause a bad experience for your guests/visitors/customers |
| **Active listening skills**  S.16.3  S.16.4  S.16.5 | * Active listening techniques and how to apply them | * Fully concentrate on what is being said by a customer or colleague rather than just passively ‘hearing’ the message of the speaker * Demonstrate application of active listening through effective body language * Make eye contact, smile, posture and mirroring * Demonstrate application of active listening through effective verbal signs * Achieve positive reinforcement, remembering, questioning, reflection, clarification, summarising * Maintain an open mind while listening to guests/visitors/customers and colleagues * Empathise with guests/visitors/customers and colleagues when circumstances dictate * Follow instructions correctly * Respond effectively to customer or colleagues’ questions |
| **Oral communication skills**  S.15.3  S.15.4  S.15.5 | * Principles of verbal communication | * Use appropriate words and phrases, appropriate to your audience * Apply appropriate pitch and tone during conversation - adjust volume, ensure clarity and variety * Maintain a pace that your audience will understand * Use an open body language * Make eye contact, smile, use of hands to emphasise speech, appropriate facial expressions * Be congruent during communication (non-verbal communication needs to reinforce your words) * Hold a professional conversation with guests/visitors/customers and colleagues * Hold a professional telephone conversation with guests/visitors/customers and colleagues * Hold a professional conversation using video conferencing with guests/visitors/customers and colleagues |
| **Written communication skills**  S.14.3  S.14.4  S.14.5 | * Principles of written communication | * Maintain excellent spelling, punctuation and grammar ensuring your vocabulary includes technical terminology relating to your employment * Proofread written work for errors * Keep sentences short and concise, avoid using jargon, industry specific buzzwords and cliches * Write with your audience in mind and change style accordingly (i.e., formal or informal) * Take accurate notes/minutes at a meeting * Construct an email * Post on social media * Respond effectively to a complaint, concern or question |
| **Ethical conduct and respect**  S.9.3  S.9.4  S.9.5 | * Staff codes of conduct | * Follow staff 'code of conduct' * Attend training initiatives to improve compliance and best practice |
| **Promoting a positive work environment**  S.11.3  S.11.4  S.11.5 | * How to contribute to a positive working environment | * Ask for feedback * Teach others what you know and share the benefit of your knowledge and experience * Maintain a tidy workstation |
| **Skills related to cultural awareness and expression**  S.17.3  S.17.4  S.17.5 | * Principles of cultural diversity * Cultural knowledge of other ethnic or cultural groups and their impact on behaviour, including:   + Cultural characteristics   + History   + Values   + Beliefs   + Behaviours | * Correct any prejudices and biases you may have regarding different cultural groups through education and training * Enhance your understanding of the needs of culturally diverse clients, this may involve learning about cultural, social, psychological, political, economic, and historical material specific to the particular ethnic group being served * Demonstrate cultural knowledge, including knowledge about some cultural characteristics, history, values, beliefs and behaviours of another ethnic or cultural group * Demonstrate cultural sensitivity, including knowing that differences exist between cultures * Recognise that ethnicity and culture may have an impact on a guests/visitors/customer’s behaviour |
| **Initiative and commitment**  S.7.3  S.7.4  S.7.5 | * How to be committed and show initiative | * Contribute to team meetings * Make suggestions (being prepared to explain how or why it will improve a process or outcome) * Demonstrate patience and be prepared to repeatedly answer similar questions |
| **Problem solving**  S.6.3  S.6.4  S.6.5 | * Problem solving techniques * Principles of managing confrontation and feedback | * Define the problem and identify alternatives/approaches to resolve the problem * Communicate actions clearly with stakeholders * Ask for feedback * Manage confrontation |
| **Gender equality**  S.1.3  S.1.4  S.1.5 | * Gender equality and gender stereotyping * The law relating to gender equality | * Recognise and challenge gender stereotyping in the workplace * Apply/follow the law * Monitor colleagues to ensure they are applying appropriate gender equality skills |
| **Disabilities and appropriate infrastructure**  S.4.3  S.4.4  S.4.5 | * Diversity awareness relating to disabilities * The differing needs of people with a range of disabilities * Providing accessible information | * Provide help they wouldn’t normally provide to other guests/visitors/customers – for example getting items off shelves or counters * Provide accessible information using digital design for websites, social media and film, tourism information systems to support the representation of people with disabilities * Apply the appropriate language using spoken language as well as displays, websites, materials to respect people with disabilities and develop inclusive tourism * Implement the meaningful values of accessibility throughout the organisation and at the core of strategy to support sustainable tourism and access for all * Treat all disabilities with respect and offer appropriate assistance * Deliver specialised training on functional diversity characteristics and universal design * Program activities, events and exhibits catered to functional diverse audiences |
| **Age-related access**  S.2.3  S.2.4  S.2.5 | * Diversity awareness related to age * The differing age-related needs | * Adapt and apply a flexible approach to different age-related needs * Monitor colleagues to ensure they are applying appropriate approaches to different ages * Deliver specialised training on age related issues addressing the needs of different publics (children, young, elderlies, etc.) * Program activities, events and exhibits catered to different age audiences |
| **Diversity in religious beliefs**  S.5.3  S.5.4  S.5.5 | * Diversity awareness related to religion * The characteristics of different faiths | * Demonstrate tolerance and understanding to multi-faith groups - colleagues or guests/visitors/customers * Challenge inappropriate views of colleagues and encourage acceptance of a multi faith society |
| **Awareness of local customs (e.g., food, arts, language, crafts)**  S.18.3  S.18.4  S.18.5 | * Local customs and traditions and their potential impact on guests / visitors / customers * The importance of providing guests / visitors / customers with information on local customs and cultures and showing cultural sensitivity * The importance of providing guests / visitors / customers with information on local events, activities, attractions etc to promote the local area and people | * Correct any prejudices and biases you may have regarding different cultural groups through education and training * Demonstrate cultural knowledge, including knowing about some cultural characteristics, history, values, beliefs and behaviours of another ethnic or cultural group * Demonstrate cultural sensitivity, including knowing that differences exist between cultures * Recognise that ethnicity and culture may have an impact on guests/visitors/customers behaviour * Demonstrate knowledge and understanding about local traditions, cultural expressions and cultural resources within the area * Be prepared to provide guests/visitors/customers with information about local facilities including foods, crafts, festivals, traditions, music, dance, etc where the organisation is located |
| **Ability to speak foreign languages**  S.19.3  S.19.4  S.19.5 | * Foreign language (s) * Interpret customer concerns, queries or questions | * Provide information in a language that the guests/visitors/customer can understand * Provide information in writing, along with verbal explanations |
| **Intercultural host-guest understanding and respect**  S.20.3  S.20.4  S.20.5 | * The needs of culturally diverse clients, including cultural, social, psychological, political, economic, and historical material specific to the particular ethnic group (s) being served in the sector and how this might affect behaviour | * Correct any prejudices and biases you may have regarding different cultural groups, through education and training * Demonstrate cultural knowledge, including knowledge about some cultural characteristics, history, values, beliefs and behaviours of another ethnic or cultural group * Demonstrate cultural sensitivity, including knowing that differences exist between cultures * Recognise that ethnicity and culture may have an impact on a guests/visitors/customer behaviour |
| **Willingness to change**  S.10.3  S.10.4  S.10.5 | * The need for organisational change | * Be prepared to contribute ideas that will enhance or shape any proposed changes |
| **Creativity**  S.12.3  S.12.4  S.12.5 | * The importance of creativity at work | * Recognise that every aspect of your job can be done differently and better * Ask people for feedback * Discuss issues and ideas with your line manager |
| **Willingness to learn and to perform**  S.13.3  S.13.4  S.13.5 | * How to contribute to a positive working environment | * Identify your weaknesses and gaps in knowledge plus how you can approach improving or filling the gaps |

| **Green** | | |
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| **Focus Area** | **Knowledge and Understanding**  **(Know it!)** | **Competencies**  **(Show it!)** |
| **Skill to manage waste, sewage, recycling and composting**  G.2.3  G.2.4  G.2.5 | * The policies and procedures for minimising waste through recycling * The importance of recycling * The safe operational procedures for recycling * How to identify different categories of recyclable product categories * How to identify waste materials * How the sewage system for the property works * How to maintain hygiene when disposing of waste materials * How and when to by-pass measures to provide for special needs of guests/visitors/customers | * Manage waste, sewage, recycling and composting training staff how to safely manage disposal of waste and hazardous materials * Implement and monitor procedures for waste reduction and disposal * Ensure team members adhere to protocols for disposing of waste and hazardous materials * Ensure team members adhere to protocols for dealing with sewage system failure * Ensure team members adhere to composting procedures * Ensure team members adhere to hygiene requirements * Identify and dealing with bottlenecks with regard to the disposal of waste materials * Review and continuously improve waste, sewage and composting policies and procedures * Train staff in safe operational procedures for recycling * Train staff how to identify different categories of recyclable product categories and separate out goods for recycling * Implement and monitor procedures for reducing waste through recycling normal and specialist materials * Ensure recycling is taking place and the appropriate procedures are being followed * Review and continuously improving recycling policies and procedures * Communicate to guests/visitors/customers (verbal and written) relevant waste, sewage and composting information to guests/visitors/customers * Coach staff to deliver appropriate explanations to guests/visitors/customers e.g. How to use eco-friendly facilities * Promote measures for minimising the waste to guests/visitors/customers and colleagues * Identify areas for improving guest understanding of measures for minimising waste, etc. |
| **Skill to promote environmentally friendly activities and products**  G.5.3  G.5.4  G.5.5 | * The environmentally friendly activities and products that may be used in the sector * The benefits of providing environmentally friendly products and services * The locally sourced environmentally friendly activities and products | * Ensure team members understand the importance and types of environmentally and locally sourced products and services * Use effective communication skills to explain to guests/visitors/customers the importance of environmentally friendly products and services * Ensure availability of environmentally friendly products and services * Train staff how to promote local products and services * Check that staff are providing accurate information regarding local products and services * Monitor feedback from guests/visitors/customers on the quality and availability of local products and services, etc. |
| **Skill that exhibit a knowledge of climate change**  G.6.3  G.6.4  G.6.5 | * What climate change is * The impact of climate change * How to reduce the impact of climate change | * Reduce the negative impacts of climate change in line with protocols * Promote initiatives which reduce the impact of climate change on the property * Continue reviewing the effectiveness of policies which seek to reduce the impact of climate change on the property * Identify areas for improving the effectiveness of policies which seek to reduce the impact of climate change on the property, etc. |

| **Digital** | | |
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| **Focus Area** | **Knowledge and Understanding**  **(Know it!)** | **Competencies**  **(Show it!)** |
| **Information and data literacy. Browsing, searching, filtering data, information and digital content**  D.1.3  D.1.4  D.1.5 | * How to access and navigate relevant data, information and content * How to identify information needs | * Use simple personal search strategies * Identify information needs * Find data, information and content through simple and well-defined searches in digital environments * Illustrate information needs, organise the searches of data, information and content in digital environments |
| **Information and data literacy. Evaluating data, information and digital content**  D.2.3  D.2.4  D.2.5 | * How to identify information needs * Effective search strategies and processes | * Organise and perform well-defined and routine searches to find data, information and content in digital environment * Define information needs * Develop personal search strategies, etc. |
| **Information and data literacy. Managing data, information and digital content**  D.3.3  D.3.4  D.3.5 | * How to identify information needs * Effective search strategies and processes | * Perform well-defined and routine searches to find data, information, and content in digital environments * Identify information needs * Develop personal search strategies etc. |
| **Communication and collaboration. Interacting through digital technologies**  D.4.3  D.4.4  D.4.5 | * Interaction through digital technologies including communicating and collaborating | * Perform well-defined and routine interactions with digital technologies * Select and use a variety of appropriate digital communication means for a given context |
| **Communication and collaboration. Sharing through digital technologies**  D.5.3  D.5.4  D.5.5 | * Simple digital technologies to share data, information and digital content * Simple referencing and attribution practices | * Select and use well-defined and routine appropriate digital technologies to share data, information and digital content * Demonstrate referencing and attribution practices * Manipulate appropriate digital technologies to share data, information and digital content |
| **Communication and collaboration. Netiquette**  D.8.3  D.8.4  D.8.5 | * Principles of acceptable behaviour during online communication | * Follow appropriate netiquette rules when communicating in digital environments with regard to the specific audience and taking account of cultural and generational diversity |
| **Communication and collaboration. Managing digital identity**  D.9.3  D.9.4  D.9.5 | * A range of well-defined and routine digital identities * Well-defined data routinely produce through digital tools, environments or services * Methods to protect reputation online | * Develop and securely use specific digital identities whilst protecting online reputation * Manipulate data produced through digital tools, environments or services |
| **Digital content and creation. Developing content**  D.10.3  D.10.4  D.10.5 | * How to create and edit well-defined content in different formats | * Create and edit content in different formats, to express oneself through the creation of digital means |
| **Digital content and creation. Integrating and re-elaborating digital content**  D.11.3  D.11.4  D.11.5 | * How to integrate and re-elaborate digital content in various formats | * Modify, refine, improve and integrate simple items of new content and information to create new and original ones |
| **Digital content and creation. Copyright and licenses**  D.12 3  D.12.4  D.12.5 | * Copyright and licensing rules that apply to digital information and content, etc | * Use well-defined and routine rules of copyright and licenses that apply to data, digital information and content. |
| **Digital content and creation. Programming**  D.13 3  D.13.4  D.13.5 | * How to solve routine programming problems and perform routine tasks | * Use well-defined instructions for a computing system to solve routine problems or perform routine tasks |
| **Safety. Protecting devices**  D.14.3  D.14.4  D.14.5 | * Devices and digital content protection * Principles of reliable device safety and privacy * Risks and threats in digital environments | * Select and use well-defined and routine ways to protect devices and digital content to comply with safety and security measures * Select and use well-defined and routine ways to have due regard to reliability and privacy |
| **Safety. Protecting personal data and privacy**  D.15.3  D.15.4  D.15.5 | * Simple ways to use and share personally identifiable information while protecting oneself and others from damages * How to identify simple privacy policy statements of how personal data Is used in digital services, etc. | * Comply with privacy policy statements of how personal data is used In digital services |
| **Safety. Protecting health and well-being**  D.16.3  D.16.4  D.16.5 | * Health risks and threats to physical and psychological well-being while using digital technologies * Digital technologies for social well-being and inclusion, etc. | * Identify well-defined and routine digital technologies for social well-being and social inclusion * Select and use ways to protect self and others from dangers in digital environments |
| **Safety. Protecting the environment**  D.17.3  D.17.4  D.17.5 | * Environmental impacts of digital technologies and their use | * Identify, and where possible reduce, the environmental impacts of digital technologies and their use |
| **Problem solving. Solving technical problems**  D.18.3  D.18.4  D.18.5 | * How to identify simple technical problems when operating devices and using environments, * How to identify simple solutions to solve them | * Identify routine technical problems when operating devices and using digital environments * Provide well-defined and routine solutions to them |
| **Problem solving. Creatively using digital technology**  D.20.3  D.20.4  D.20.5 | * Digital tools and technologies that can be used to create knowledge and to innovate processes and products | * Select digital tools and technologies that can be used to create well-defined knowledge and well-defined innovative processes and products * Engage individually and collectively in some cognitive processing to understand and resolve well-defined and routine conceptual problems and problem situations in digital environments |
| **Problem solving. Identifying digital competence gaps**  D.21.3  D.21.4  D.21.5 | * How to identify digital competence gaps | * Seek well-defined opportunities for self-developments and to keep up-to-date with the digital evolution * Support others to develop their digital competence |
| **Use of specific software**  D.22.3  D.22.4  D.22.5 | * How to identify relevant specialised software and how to use it | * Use specialised software for managing bookings and sales effectively and efficiently * Use specialised software for managing the premises effectively and efficiently * Use the basic functionalities of a specialised software to visualise data (e.g. Tableau Software) * Use the basic functionalities of a specialised software for managing projects * Use specialised software for digitalisation of collections or artefacts effectively and efficiently |
| **Use of self-service technologies**  D.25.3  D.25.4  D.25.5 | * Self-service technologies used in the industry | * Use self-service technologies to realise and complete orders * Monitor the programming self-service technologies * Monitor the entering any necessary updates of contents and layout * Act on information gathered with the use of technology in order to improve services provided |

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| **Behaviours**  **(Live it!)** |
| S.1 Actively promote gender neutral perspectives on all events, programmes, exhibits etc  S.8 Make listening to guests/visitors/customers a top priority across the business  S.9 Be polite and courteous at all times  S.11 Embrace responsibility, maintain a positive attitude, trust your colleagues, support your team members, be flexible and adaptable, be prepared to embrace new concepts and learn new things  S.17 Be aware of your own cultural background/experiences, attitudes, values, and biases that might influence your ability to assist guests/visitors/customers from diverse cultural populations  S.7 Be open to change and willing to share constructive feedback, think as a team member not just an employee number, be prepared to ask questions, be passionate about the mission and objectives of the organisation you represent and show enthusiasm for your work  S.6 Stay calm under pressure  S.4 Act responsibly to remove embarrassment, discomfort or fear  S.5 Act without prejudice  S.18 Be aware of your own cultural background/experiences, attitudes, values, and biases that might influence your ability to assist guests/visitors/customers from diverse cultural populations  S.10 Be honest and constructive with any feedback, embrace change, accept that change is an ongoing necessity  S.11 Maintain a positive attitude, trust your colleagues, support your team members, be flexible and adaptable, embrace responsibility, be prepared to embrace new concepts and learn new things, use your imagination, smile, show empathy  S.12 Change your attitude to failure  S.13 Be open to advice and guidance, show enthusiasm, be adaptable, learn from your mistakes be prepared to get involved  S.20 Be aware of your own cultural background/experiences, attitudes, values, and biases that might influence your ability to assist guests/visitors/customers from diverse cultural populations |