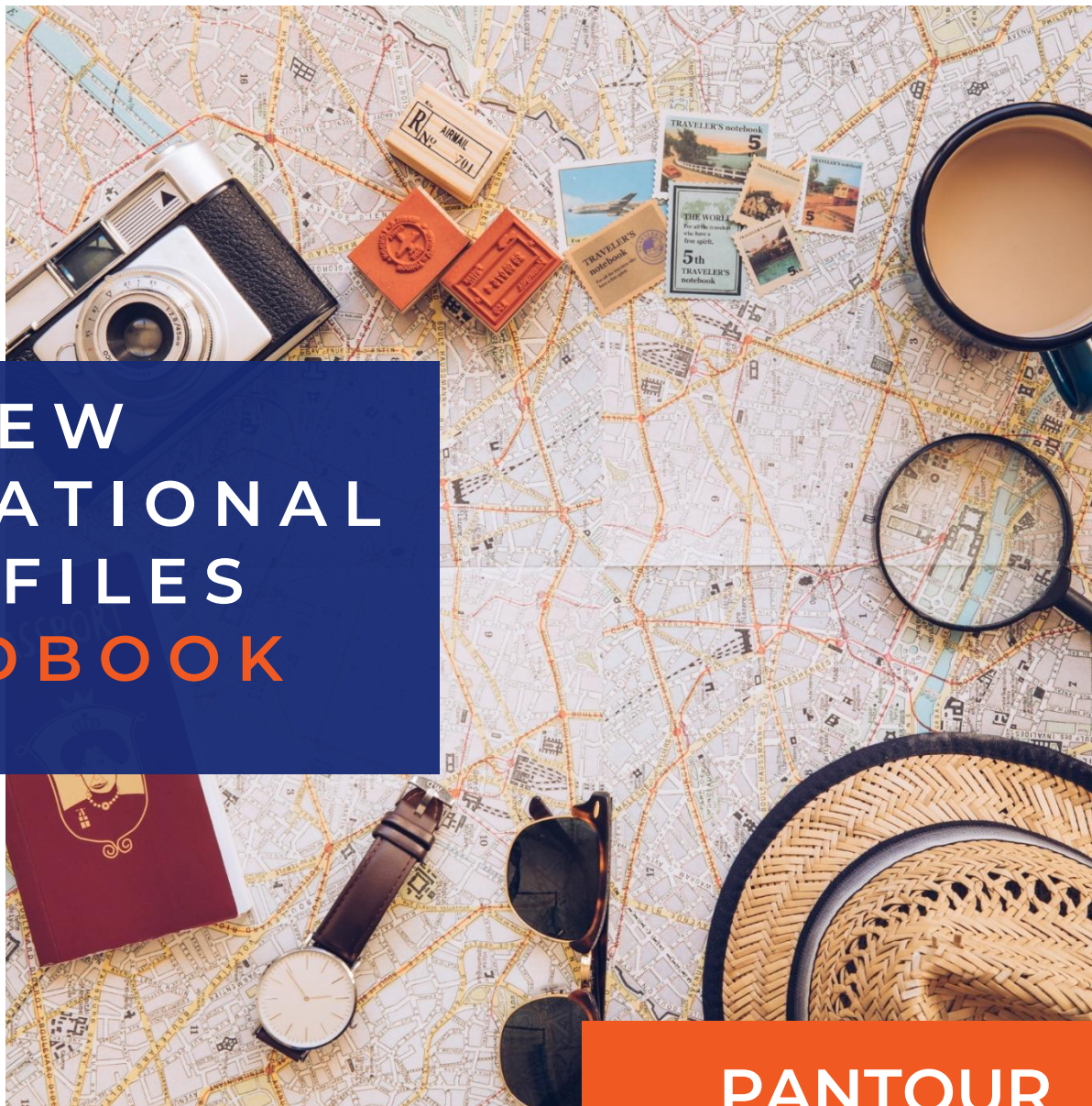


09/25

NEW OCCUPATIONAL PROFILES HANDBOOK

**PANTOUR**

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INTRODUCTION

Technological development in the 21st century raises huge challenges for the tourism industry. To make tourism more attractive, efficient, and sustainable in economic, social and environmental terms, the tourism and hospitality industry must utilise the opportunities created by the internet, location-based services, artificial intelligence and robotics.

The PANTOUR consortium aims at designing innovative and cooperative solutions to address the skills needs of the whole tourism ecosystem to ensure that tourism has prepared, competitive employees, the green and digital transition works, and sustainable, long-term development of the sector is achieved. The upskilling and reskilling of tourism and hospitality workers is crucial because this labour-intensive sector is changing rapidly due to its exposure to economic, social and technological changes.

The new job profiles developed within the PANTOUR project will be essential in future tourism because the rapid external and internal challenges of the tourism ecosystem require that employees have these new skills. The development of the new job profiles was carried out within the framework of a multi-round research process lasting from February 2023 to June 2025.

1. METHODOLOGY

Desk Research

The job profile research began with desk research, conducted in each partner country. It aimed to:

1. Review of the Next Tourism Generation Alliance (NTG) Skills Matrix's relevance to the tourism industry in the country in light of the impacts of global trends
2. Provide recommendations for changes in skills (deleting skills, adding new skills, and/or higher levels of required skills)
3. Review the general trends in tourism employment in the country
4. Identify the tourism subsectors and products in the country where tasks can be implemented by artificial intelligence and other automation technologies
5. Generate preliminary ideas for creating new tourism jobs in the country

Primary Research

Primary research consisted of online surveys and interviews with key stakeholders who provided suggestions for new jobs in the tourism and hospitality sector.

The Pantour partners and the NRSPs (National Regional Skills Partnerships established in each country) played an important role, as they discussed the new job profiles, the main activities related to them, and the skills essential for each activity.

Additionally, the consortium members contacted the most relevant international partners, entities: European Centre for the Development of Vocational Training (Cedefop), International Labour Organization (ILO), Organisation for Economic Cooperation and Development (OECD), Employment Committee of the European Commission (EMCO) and UN World Tourism Organization (UN Tourism). OECD and ILO provided recommendations to the draft versions of the new occupational profiles, which were incorporated into the final versions.

2.THE NEW JOB PROFILES

The PANTOUR project developed new job profiles because the tourism and hospitality sector is undergoing a major transformation, for which the existing job and skill profiles no longer provide adequate answers. The new job profiles aim to help the tourism sector:

- adapt to the digital, sustainability and social challenges,
- develop workers' green, social and digital skills,
- become more attractive to current and potential tourism and hospitality employees.

The Handbook serves the **employers**, who want to remain competitive in the new changing tourism reality.

It includes 11 new Emerging Occupational Profiles, which will be attractive for the new generation of tourism employees, as well. It will help **employees** who want to enter or remain in the sector and intend to be competitive and well-paid in the long run.



3. HOW TO USE THE HANDBOOK

The Handbook is structured according to the following main sections:

- Name and short description of the profile
- List of Key Activities related to the profile
- The Skills (digital, environmental, social) for each Key Activity

The **employer** can use the Handbook to facilitate HR activities: it helps in formulating job advertisements and expectations.

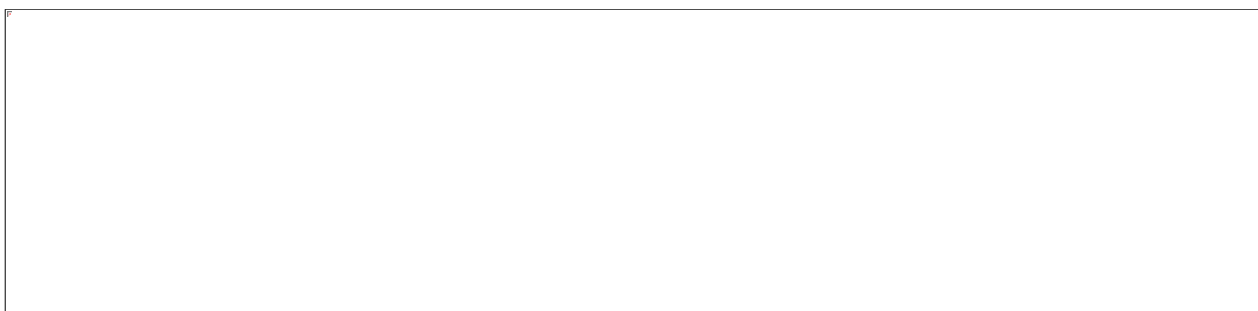
The **employees** (current and new) can check which job requirements their skills are suitable for, and if they want to change to a new job, they can determine which skills they need to develop.

In both cases, the training programs by PANTOUR will help develop the needed skills.



LIST OF EMERGING NEW JOB PROFILES

1. Sustainability Manager in Tourism
2. Data Analyst in Tourism
3. Inclusive Tourism Specialist / Accessible Tourism Manager
4. Digital Tourism Marketing Specialist / Social Media Expert / Content Creator
5. Food Waste Measurement Specialist / Waste Management Coordinator
6. Tourism Experience Designer / Emotions Designer
7. AI Tourism Expert
8. Cross-cultural Communication Specialist /Local Experience Curator
9. Sustainable Gastronomy Expert
10. Urban and Rural Tourism Specialist / Destination Reorganizer
11. Tourism Crisis and Resilience Manager





Sustainability Manager in Tourism

DESCRIPTION OF THE PROFESSIONAL PROFILE

As the tourism industry faces growing pressure to address climate change and promote responsible practices, this role is essential for building a resilient and future-proof sector. This professional would design and implement strategies to reduce carbon footprints, support local communities, and preserve natural and cultural heritage. A sustainability manager has to oversee the organisation's environmental and social responsibility initiatives, and operates at the middle to upper organisational level. This profile is recommended in the following subsectors: Accommodation, F&B, Tour Operator/Travel Agency, DMO and Attraction.

KEY ACTIVITIES

KA1	Develop, implement and manage corporate sustainability strategies
KA2	Managing and maintaining sustainable systems
KA3	Managing corporate social responsibility (CRS)
KA4	Strategic thinking
KA5	Policy Advocacy

CORE SKILLS

KEY ACTIVITY 1	D9 Digital skills for sustainability management
	D13 Use of specific digital technologies and software applications
	D14 Data analytics and data-driven decision-making
	G1 Carbon Footprint and Energy Management
	G2 Environmental Compliance and Management

	G3 Environmental Strategy and Certification
	G5 Comprehensive Resource Efficiency and Circular Management
	G8 Environmental Policy, Land Use, and Climate Change Mitigation
	S6 Critical Thinking Skills
	S10 Initiative and Commitment Skills
KEY ACTIVITY 2	D9. Digital skills for sustainability management
	G1 Carbon Footprint and Energy Management
	G2 Environmental Compliance and Management
	G5 Comprehensive Resource Efficiency and Circular Management
	G6 Sustainable Tourism and Supply Chain Integration
	G7 Food Waste Management and Sustainability
	G10 Environmental, Training, Communication, and Stakeholder Engagement
	S6 Critical Thinking Skills
	S10 Initiative and Commitment Skills
KEY ACTIVITY 3	S11 Work-Life Balance Skills
	D9. Digital skills for sustainability management
	G6 Sustainable Tourism and Supply Chain Integration
	G10 Environmental Training, Communication, and Stakeholder Engagement
	S3 Equality, Diversity and Inclusion Skills
	S8 Responsible Leadership Skills
	S9 Strategic Leadership Skills
	S10 Initiative and Commitment Skills

KEY ACTIVITY 4	D9 Digital skills for sustainability management
	G2 Environmental Compliance and Management
	G3 Environmental Strategy and Certification
	G10 Environmental Training, Communication, and Stakeholder Engagement
	S1 Effective Communication Skills
	S4 Cultural Intelligence Skills
	S5 Change and Adaptability Skills
	S9 Strategic Leadership Skills
	S10 Initiative and Commitment Skills
KEY ACTIVITY 5	D9. Digital skills for sustainability management
	G10 Environmental Training, Communication, and Stakeholder Engagement
	S1 Effective Communication Skills
	S2 Customer-Oriented Skills
	S3 Equality, Diversity and Inclusion Skills
	S8 Responsible Leadership Skills
	S9 Strategic Leadership Skills
	S10 Initiative and Commitment Skills



Inclusive Tourism Specialist

DESCRIPTION OF THE PROFESSIONAL PROFILE

As demands grow for socially responsible and universally accessible travel, an inclusive tourism specialist is vital for making tourism more diverse and beneficial for everyone. The inclusive tourist specialists need to ensure that travel experiences are accessible and welcoming to all individuals regardless of age, disability, gender or any background. They create corporate strategies and build collaborative relationships between stakeholders. They work at the operational or managerial organisational levels within the tourism industry. This profile is recommended in the following subsectors: Accommodation, F&B, Tour Operator/Travel agency, DMO and Attraction.

KEY ACTIVITIES

KA1	Compliance = Diversity, equality, inclusion (DEI)
KA2	Stakeholder communication
KA3	Creation of corporate strategies
KA4	Building collaborative relationships
KA5	Training and awareness raising

CORE SKILLS

KEY ACTIVITY 1	D2. Communication and collaboration through digital technologies
	S3. Equality, Diversity and Inclusion Skills
	S4. Cultural Intelligence Skills
	S5. Change and Adaptability Skills
	S8. Responsible Leadership Skills

	S9. Strategic Leadership Skills
	S10. Initiative and Commitment Skills
KEY ACTIVITY 2	D2. Communication and collaboration through digital technologies
	S1. Effective Communication Skills
	S2. Customer-Oriented Skills
	S3. Equality, Diversity and Inclusion Skills
	S4. Cultural Intelligence Skills
	S5. Change and Adaptability Skills
	S10. Initiative and Commitment Skills
KEY ACTIVITY 3	D2. Communication and collaboration through digital technologies
	G6. Sustainable Tourism and Supply Chain Integration
	S3. Equality, Diversity and Inclusion Skills
	S4. Cultural Intelligence Skills
	S5. Change and Adaptability Skills
	S7. Experience Management Skills
	S8. Responsible Leadership Skills
	S9. Strategic Leadership Skills
	S10. Initiative and Commitment Skills
KEY ACTIVITY 4	D2. Communication and collaboration through digital technologies
	D13. Use of specific digital technologies and software applications
	S1. Effective Communication Skills
	S3. Equality, Diversity and Inclusion Skills

	S5. Change and Adaptability Skills
	S8. Responsible Leadership Skills
	S11. Work-Life Balance Skills
KEY ACTIVITY 5	D2. Communication and collaboration through digital technologies
	D12. Digital competence gap identification
	D13. Use of specific digital technologies and software applications
	D14. Data analytics and data driven decision making
	S3. Equality, Diversity and Inclusion Skills
	S4. Cultural Intelligence Skills
	S10. Initiative and Commitment Skills



Data Analyst in Tourism

DESCRIPTION OF THE PROFESSIONAL PROFILE

A Data Analyst in Tourism role should be created to harness data-driven insights for smarter decision-making and strategic planning in the industry. By analysing visitor trends, spending patterns, and destination performance, this expert can help optimise marketing, improve services, and forecast demand. They generally function at an operational or tactical organisational level, supporting decision-makers with timely and relevant data analysis. This profile is recommended in the following subsectors: Accommodation, F&B, Tour Operator/Travel agency, DMO and Attraction.

KEY ACTIVITIES

KA1	Database management
KA2	Analysis and reporting/Data visualisation
KA3	Data quality control/data cleaning, and preparation
KA4	Forecasting and market trend analysis/user experience analysis
KA5	Data security and ethics

CORE SKILLS

KEY ACTIVITY 1	D1. Core digital literacy and use of office applications
	D6. Programming skills
	D7. Digital safety and security skills
	D10. Problem solving skills in a digital context
	D13. Use of specific digital technologies and software applications
	D14. Data analytics and data driven decision making

	S6. Critical Thinking Skills
KEY ACTIVITY 2	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies
	D6. Programming Skills
	D10. Problem-solving skills in a digital context
	D13. Use of specific digital technologies and software applications
	D14. Data analytics and data-driven decision making
	S6. Critical Thinking Skills
KEY ACTIVITY 3	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies
	D7. Digital safety and security skills
	D10. Problem-solving skills in a digital context
	D13. Use of specific digital technologies and software applications
	D14. Data analytics and data-driven decision making
	S6. Critical Thinking Skills
KEY ACTIVITY 4	D2. Communication and collaboration through digital technologies
	D13. Use of specific digital technologies and software applications
	D14. Data analytics and data-driven decision making
	S2. Customer-Oriented Skills
	S6. Critical Thinking Skills
	S7. Experience Management Skills
	S8. Responsible Leadership Skills

KEY ACTIVITY 5	D4. Online citizenship and digital identity skills
	D6. Programming Skills
	D7. Digital safety and security skills
	D11. Digital privacy, ethics and law
	D12. Digital competence gap identification
	D13. Use of specific digital technologies and software applications
	S6. Critical Thinking Skills



Digital Tourism Marketing Specialist

DESCRIPTION OF THE PROFESSIONAL PROFILE

Today's travellers are increasingly relying on digital channels and websites for planning and getting inspiration, so a digital tourism marketing specialist is essential for SMEs to stay competitive, adapt to trends and maximise tourism growth. Their primary goal is to attract potential visitors and increase bookings or engagement by leveraging online platforms and strategies. The role can vary depending on the size and structure of the organisation. This profile is recommended in the following subsectors: Accommodation, F&B, Tour Operator/Travel agency, DMO and Attraction.

KEY ACTIVITIES

KA1	Analysis of target audience and market trends
KA2	Social Media Analytics and Reporting
KA3	Feedback Monitoring and Online Reputation Management
KA4	Searching for new partnerships/Influencer collaborations and partnerships
KA5	Content Creation

CORE SKILLS

KEY ACTIVITY 1	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies
	D3. Digital marketing and social media skills
	D13. Use of specific digital technologies and software applications
	D14. Data analytics and data driven decision making
	S6. Critical Thinking Skills

KEY ACTIVITY 2	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies
	D3. Digital marketing and social media skills
	D13. Use of specific digital technologies and software applications
	D14. Data analytics and data driven decision making
	S1. Effective Communication Skills
KEY ACTIVITY 3	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies
	D3. Digital marketing and social media skills
	D7. Digital safety and security skills
	D11. Digital privacy, ethics and law
	D12. Digital competence gap identification
	D13. Use of specific digital technologies and software applications
KEY ACTIVITY 4	S9. Strategic Leadership Skills
	D1. Core digital literacy and use of office applications
	S1. Effective Communication Skills
	S2. Customer-Oriented Skills
	S5. Change and Adaptability Skills
	S6. Critical Thinking Skills
	S7. Experience Management Skills
	S10. Initiative and Commitment Skills
	D1. Core digital literacy and use of office applications

KEY ACTIVITY 5	D2. Communication and collaboration through digital technologies
	D3. Digital marketing and social media skills
	D5. Digital content creation skills
	G6. Sustainable Tourism and Supply Chain Integration
	S2. Customer-Oriented Skills
	S6. Critical Thinking Skills
	S8. Responsible Leadership Skills

DESCRIPTION OF THE PROFESSIONAL PROFILE

Minimising food waste is a basic condition for the sustainability of catering. Coordinators are responsible for overseeing and implementing strategies to monitor, reduce, and manage food waste within an organisation. They identify waste hotspots, set reduction targets and develop and implement effective strategies. Typically, it is a mid-level role, but in larger organisations, it may be a specialised role within a sustainability or environmental department. This profile is recommended in the following subsectors: Accommodation, F&B and DMO.

KEY ACTIVITIES

KA1	Adapting and maintaining a food waste management system
KA2	Analysing food waste data
KA3	Awareness raising and training
KA4	Keeping the generated waste in its life cycle
KA5	Avoiding and preventing food waste generation (by circular menu planning)

CORE SKILLS

KEY ACTIVITY 1	D1. Core digital literacy and use of office applications
	D9. Digital skills for sustainability management
	D13. Use of specific digital technologies and software applications
	D14. Data analytics and data driven decision making
	G2. Environmental Compliance and Management
	G7. Food Waste Management and Sustainability

KEY ACTIVITY 2	D1. Core digital literacy and use of office applications
	D9. Digital skills for sustainability management
	D13. Use of specific digital technologies and software applications
	D14. Data analytics and data driven decision making
	G7. Food Waste Management and Sustainability
	S6. Critical Thinking Skills
KEY ACTIVITY 3	D3. Digital marketing and social media skills
	G3. Environmental Strategy and Certification
	G5. Comprehensive Resource Efficiency and Circular Management
	G6. Sustainable Tourism and Supply Chain Integration
	G7. Food Waste Management and Sustainability
	G10. Environmental Training, Communication, and Stakeholder Engagement
	S1. Effective Communication Skills
	S2. Customer-Oriented Skills
KEY ACTIVITY 4	G3. Environmental Strategy and Certification
	G5. Comprehensive Resource Efficiency and Circular Management
	G6. Sustainable Tourism and Supply Chain Integration
	G7. Food Waste Management and Sustainability
	G10. Environmental Training, Communication, and Stakeholder Engagement
	S8. Responsible Leadership Skills
KEY ACTIVITY 5	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies

	G5. Comprehensive Resource Efficiency and Circular Management
	G6. Sustainable Tourism and Supply Chain Integration
	G7. Food Waste Management and Sustainability
	S5. Change and Adaptability Skills



Tourism Experience Designer/ Emotions Designer

DESCRIPTION OF THE PROFESSIONAL PROFILE

As travellers seek out unique and authentic experiences, an experienced designer could create customised travel itineraries that cater to the customers' specific interests and preferences. This could involve arranging private tours, unique dining experiences, and personalised cultural experiences, by integrating storytelling, local culture, and technology while keeping in mind sustainability. A tourism experience/emotions designer needs to implement competitor analysis and user research to understand diverse preferences and design personalised experiences. A Tourism Experience / Emotions Designer can function across multiple organisational levels, from strategic planning at senior management or experience director levels to hands-on experience design within operational teams. This profile is recommended in the following subsectors: Accommodation, F&B, Tour Operator/Travel Agency, DMO and Attraction.

KEY ACTIVITIES

KA1	Researching and defining new „Instagrammable“ places
KA2	Competitor analysis
KA3	Conduct user research to understand diverse preferences and design personalised experiences
KA4	Storytelling and Branding
KA5	Creating immersive tourism products

CORE SKILLS

KEY ACTIVITY 1	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies
	D3. Digital marketing and social media skills
	D5. Digital content creation skills

	D13. Use of specific digital technologies and software applications
	D14. Data analytics and data driven decision making
	G6. Sustainable Tourism and Supply Chain Integration
	S2. Customer-Oriented Skills
	S7. Experience Management Skills
	S10. Initiative and Commitment Skills
KEY ACTIVITY 2	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies
	D3. Digital marketing and social media skills
	D14. Data analytics and data driven decision making
	G6. Sustainable Tourism and Supply Chain Integration
	S6. Critical Thinking Skills
KEY ACTIVITY 3	S7. Experience Management Skills
	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies
	D3. Digital marketing and social media skills
	D14. Data analytics and data driven decision making
	G6. Sustainable Tourism and Supply Chain Integration
	S2. Customer-Oriented Skills
KEY ACTIVITY 4	S7. Experience Management Skills
	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies

	D5. Digital content creation skills
	S1. Effective Communication Skills
	S6. Critical Thinking Skills
	S7. Experience Management Skills
KEY ACTIVITY 5	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies
	D5. Digital content creation skills
	G6. Sustainable Tourism and Supply Chain Integration
	G9. Sustainable Transport and Eco-Friendly Services
	S1. Effective Communication Skills
	S7. Experience Management Skills



AI Tourism Expert

DESCRIPTION OF THE PROFESSIONAL PROFILE

AI transforms the way people explore, book or engage with destinations, and integrating this tool is crucial for ensuring the tourism industry remains future-proof and customer-focused. This expert would develop AI-driven tools (e.g. chatbots or other tools) to improve traveller experiences, optimise operations and improve operational efficiency. This profile would be at the strategic, operational, or technical levels within the organisational structure, depending on its role within the organisation. This profile is recommended in the following subsectors: Accommodation, F&B, Tour Operator/Travel Agency, DMO and Attraction.

KEY ACTIVITIES

KA1	Integrate machine learning to optimise pricing and recommend budget-friendly options
KA2	Develop AI-driven algorithms for personalised travel recommendations
KA3	Knowledge of AI for marketing/research purposes
KA4	Data Management, Analysis and Forecasting
KA5	Improve operational efficiency through automation

CORE SKILLS

KEY ACTIVITY 1	D1. Core digital literacy and use of office applications
	D3. Digital marketing and social media skills
	D9. Digital skills for sustainability management
	D10. Problem solving skills in a digital context
	D13. Use of specific digital technologies and software applications
	G6. Sustainable Tourism and Supply Chain Integration
	S6. Critical Thinking Skills

KEY ACTIVITY 2	D1. Core digital literacy and use of office applications
	D3. Digital marketing and social media skills
	D10. Problem solving skills in a digital context
	D13. Use of specific digital technologies and software applications
	G6. Sustainable Tourism and Supply Chain Integration
	S2. Customer-Oriented Skills
	S6. Critical Thinking Skills
KEY ACTIVITY 3	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies
	D3. Digital marketing and social media skills
	D10. Problem solving skills in a digital context
	D13. Use of specific digital technologies and software applications
	G6. Sustainable Tourism and Supply Chain Integration
	S2. Customer-Oriented Skills
KEY ACTIVITY 4	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies
	D9. Digital skills for sustainability management
	D10. Problem solving skills in a digital context
	D13. Use of specific digital technologies and software applications
	D14. Data analytics and data driven decision making
	G6. Sustainable Tourism and Supply Chain Integration

	S6. Critical Thinking Skills
KEY ACTIVITY 5	D1. Core digital literacy and use of office applications
	D10. Problem solving skills in a digital context
	D13. Use of specific digital technologies and software applications
	D9. Digital skills for sustainability management
	G6. Sustainable Tourism and Supply Chain Integration
	S2. Customer-Oriented Skills
	S6. Critical Thinking Skills



Cross-Cultural Communication Specialist/ Local Experience Curator

DESCRIPTION OF THE PROFESSIONAL PROFILE

This role should be created to bridge cultural gaps between travellers and host communities, ensuring respectful and meaningful interactions. The expert would design authentic local experiences that celebrate cultural diversity while fostering mutual understanding. In some organisations, especially those with a global focus, they may advise top leadership on cross-cultural strategies, branding, and local engagement initiatives. This profile is recommended in the following subsectors: Accommodation, F&B, Tour Operator/Travel Agency, DMO and Attraction.

KEY ACTIVITIES

KA1	Developing a Cultural Communication Strategy
KA2	Managing cross-cultural communication issues
KA3	Communication with the destinations' stakeholders
KA4	Researching destinations' USPs
KA5	Developing cultural sensitivity training
KA6	Experiences

CORE SKILLS

KEY ACTIVITY 1	G6. Sustainable Tourism and Supply Chain Integration
	S1. Effective Communication Skills
	S2. Customer-Oriented Skills
	S3. Equality, Diversity and Inclusion Skills

	S4. Cultural Intelligence Skills
	S10. Initiative and Commitment Skills
	S5. Change and Adaptability Skills
	S9. Strategic Leadership Skills
KEY ACTIVITY 2	D2. Communication and collaboration through digital technologies
	G6. Sustainable Tourism and Supply Chain Integration
	S1. Effective Communication Skills
	S4. Cultural Intelligence Skills
	S5. Change and Adaptability Skills
	S6. Critical Thinking Skills
	S7. Experience Management Skills
KEY ACTIVITY 3	D2. Communication and collaboration through digital technologies
	G10. Environmental Training, Communication, and Stakeholder Engagement
	S1. Effective Communication Skills
	S4. Cultural Intelligence Skills
	S7. Experience Management Skills
	S9. Strategic Leadership Skills
KEY ACTIVITY 4	D14. Data analytics and data driven decision making
	S2. Customer-Oriented Skills
	S3. Equality, Diversity and Inclusion Skills
	S4. Cultural Intelligence Skills
	S6. Critical Thinking Skills

	S10. Initiative and Commitment Skills
KEY ACTIVITY 5	D2. Communication and collaboration through digital technologies
	D3. Digital marketing and social media skills
	G10. Environmental Training, Communication, and Stakeholder Engagement
	S1. Effective Communication Skills
	S3. Equality, Diversity and Inclusion Skills
	S4. Cultural Intelligence Skills
KEY ACTIVITY 6	S1. Effective Communication Skills
	S3. Equality, Diversity and Inclusion Skills
	S4. Cultural Intelligence Skills
	S5. Change and Adaptability Skills
	S7. Experience Management Skills
	S10. Initiative and Commitment Skills



Sustainable Gastronomy

Expert

DESCRIPTION OF THE PROFESSIONAL PROFILE

The Sustainable Gastronomy Expert can provide the services required in hospitality in accordance with sustainability requirements. As the food industry faces increasing pressure to combat climate change and support food security, this role is vital for shaping a more resilient, ethical and sustainable food culture. A Sustainable Gastronomy Expert can operate at operational or strategic levels to promote sustainable food systems effectively. This profile is recommended in the following subsectors: Accommodation, F&B and Attraction.

KEY ACTIVITIES

KA1	Development of sustainable sources
KA2	Product development, Diversity & Inclusion
KA3	Menu planning and optimisation
KA4	Collaborate with local farmers and producers to support sustainable agriculture
KA5	Implement measures to certify and commit restaurants to develop sustainable processes in gastronomy

CORE SKILLS

KEY ACTIVITY 1	D8. Skills to protect health and well-being in a digital environment
	D9. Digital skills for sustainability management
	D13. Use of specific digital technologies and software applications
	G4. Green Transition and Technology Integration
	G5. Comprehensive Resource Efficiency and Circular Management

	G6. Sustainable Tourism and Supply Chain Integration
	G7. Food Waste Management and Sustainability
KEY ACTIVITY 2	D9. Digital skills for sustainability management
	G4. Green Transition and Technology Integration
	G5. Comprehensive Resource Efficiency and Circular Management
	G6. Sustainable Tourism and Supply Chain Integration
	G7. Food Waste Management and Sustainability
	S2. Customer-Oriented Skills
	S4. Cultural Intelligence Skills
	S10. Initiative and Commitment Skills
KEY ACTIVITY 3	D1. Core digital literacy and use of office applications
	D5. Digital content creation skills
	G7. Food Waste Management and Sustainability
	S2. Customer-Oriented Skills
	S4. Cultural Intelligence Skills
	S10. Initiative and Commitment Skills
KEY ACTIVITY 4	D1. Core digital literacy and use of office applications
	D2. Communication and collaboration through digital technologies
	D9. Digital skills for sustainability management
	G3. Environmental Strategy and Certification
	G4. Green Transition and Technology Integration
	G7. Food Waste Management and Sustainability

	S1. Effective Communication Skills
KEY ACTIVITY 5	D9. Digital skills for sustainability management
	G3. Environmental Strategy and Certification
	G4. Green Transition and Technology Integration
	G7. Food Waste Management and Sustainability
	S1. Effective Communication Skills
	S10. Initiative and Commitment Skills



Urban/Rural Tourism Specialist

DESCRIPTION OF THE PROFESSIONAL PROFILE

Urban/Rural Tourist Specialists keep in mind the sustainability of cities (destinations), and organise tourism in a form and scale that is acceptable to everyone (local residents, tourists, tourism businesses). These specialists would develop sustainable tourism strategies balance tourist flows and promote lesser-known urban/rural areas to reduce overcrowding. The specific organisational level of these specialists depends on the scope of their role (local, regional or national), whether they are involved in local community projects, regional planning, or national policy-making. This profile is recommended in the following subsectors: DMO and Attraction.

KEY ACTIVITIES

KA1	Communication and cooperation with stakeholders
KA2	Positioning of the destination to avoid overtourism
KA3	Analyse tourism infrastructure and recommend improvements for better accessibility
KA4	Organise community engagement initiatives to involve locals in tourism development
KA5	Implement innovative marketing campaigns to reposition destinations and attract diverse visitors

CORE SKILLS

KEY ACTIVITY 1	D2. Communication and collaboration through digital technologies
	G10. Environmental Training, Communication and Stakeholder Engagement
	S1. Effective communication skills
	S4. Cultural Intelligence Skills
	S5. Change and adaptability skills
	S9. Strategic leadership skills

	S10. Initiative and Commitment Skills
KEY ACTIVITY 2	D9. Digital skills for sustainability management
	G2. Environmental compliance and management
	G5. Comprehensive resource efficiency and circular management
	G6. Sustainable tourism and supply chain integration
	G8. Environmental policy, Land use and Climate Change mitigation
	G9. Sustainable transport and eco-friendly services
	S6. Critical Thinking Skills
	S10. Initiative and Commitment Skills
KEY ACTIVITY 3	D9. Digital skills for sustainability management
	D13. Use of specific digital technologies and software applications
	D14. Data analytics and data driven decision making
	G2. Environmental Compliance and Management
	G4. Green Transition and Technology Integration
	G8. Environmental Policy, Land Use, and Climate Change Mitigation
	G9. Sustainable Transport and Eco-Friendly Services
	S2. Customer-Oriented Skills
KEY ACTIVITY 4	S3. Equality, Diversity and Inclusion Skills
	D2. Communication and collaboration through digital technologies
	D3. Digital marketing and social media skills
	G8. Environmental Policy, Land Use, and Climate Change Mitigation
	G9. Sustainable Transport and Eco-Friendly Services

	G10. Environmental Training, Communication, and Stakeholder Engagement
	S1. Effective Communication Skills
	S6. Critical Thinking Skills
	S8. Responsible Leadership Skills
	S10. Initiative and Commitment Skills
KEY ACTIVITY 5	D3. Digital marketing and social media skills
	D9. Digital skills for sustainability management
	D14. Data analytics and data-driven decision making
	G6. Sustainable Tourism and Supply Chain Integration
	G8. Environmental Policy, Land Use, and Climate Change Mitigation
	G9. Sustainable Transport and Eco-Friendly Services
	S2. Customer-Oriented Skills
	S10. Initiative and Commitment Skills



Tourism Crisis and Resilience Manager

DESCRIPTION OF THE PROFESSIONAL PROFILE

A tourism crisis and resilience manager needs to help a tourism/hospitality organisation prepare for, respond to, and recover from disruptions such as pandemics, natural disasters, or political instability that impact tourism.

This is vital for safeguarding destinations, protecting livelihoods and maintaining traveller confidence. A Tourism Crisis and Resilience Manager typically works at the strategic level within a tourism/hospitality organisation. This profile is recommended in the following subsectors: Accommodation, F&B, Tour Operator/Travel Agency, DMO and Attraction.

KEY ACTIVITIES

KA1	Research and analyse risks and impacts
KA2	Reduce/mitigate the potential risks and impacts
KA3	Ready/Preparing for response
KA4	Response/Manage the crisis/risks
KA5	Recover
KA6	Continuous Strategy Evaluation

CORE SKILLS

KEY ACTIVITY 1	D1. Core digital literacy and use of office applications
	D9. Digital skills for sustainability management
	D10. Problem-solving skills in a digital context
	D13. Use of specific digital technologies and software applications
	D14. Data analytics and data-driven decision making
	G1. Carbon Footprint and Energy Management

	G2. Environmental Compliance and Management
	G5. Comprehensive Resource Efficiency and Circular Management
	G6. Sustainable Tourism and Supply Chain Integration
KEY ACTIVITY 2	G8. Environmental Policy, Land Use, and Climate Change Mitigation
	D9. Digital skills for sustainability management
	D10. Problem solving skills in a digital context
	G10. Environmental Training, Communication, and Stakeholder Engagement
	S5. Change and Adaptability Skills
	S6. Critical Thinking Skills
	S8. Responsible Leadership Skills
	S9. Strategic Leadership Skills
KEY ACTIVITY 3	D2. Communication and collaboration through digital technologies
	G10. Environmental Training, Communication, and Stakeholder Engagement
	S1. Effective Communication Skills
	S6. Critical Thinking Skills
	S8. Responsible Leadership Skills
	S9. Strategic Leadership Skills
KEY ACTIVITY 4	D2. Communication and collaboration through digital technologies
	D3. Digital marketing and social media skills
	D10. Problem solving skills in a digital context
	G10. Environmental Training, Communication, and Stakeholder Engagement
	S1. Effective Communication Skills

	S5. Change and Adaptability Skills
	S6. Critical Thinking Skills
	S8. Responsible Leadership Skills
	S9. Strategic Leadership Skills
KEY ACTIVITY 5	D2. Communication and collaboration through digital technologies
	D9. Digital skills for sustainability management
	D10. Problem solving skills in a digital context
	D14. Data analytics and data driven decision making
	G6. Sustainable Tourism and Supply Chain Integration
	S1. Effective Communication Skills
	S5. Change and Adaptability Skills
	S6. Critical Thinking Skills
	S8. Responsible Leadership Skills
	S9. Strategic Leadership Skills
KEY ACTIVITY 6	D2. Communication and collaboration through digital technologies
	D9. Digital skills for sustainability management
	D14. Data analytics and data-driven decision making
	G6. Sustainable Tourism and Supply Chain Integration
	S1. Effective Communication Skills
	S5. Change and Adaptability Skills
	S6. Critical Thinking Skills
	S10. Initiative and Commitment Skills

4. CONCLUSION

Skills development in tourism and hospitality must focus on identifying current and future skills gaps, particularly in digital, green, and social domains, and on supporting the reskilling and upskilling of workers.

Employment in tourism and hospitality is currently facing numerous challenges, including sudden and significant shifts in external conditions such as the COVID-19 pandemic, inflation, and the war in Ukraine, as well as ongoing demographic changes. To address persistent labour shortages, employing foreign workers has become increasingly common. As a result, workplace teams are becoming more culturally and religiously diverse, which in turn heightens the demand for strong social and intercultural skills among employees. While small and large tourism businesses differ in their workforce requirements (ranging from multi-tasking abilities in smaller enterprises to specialised expertise in larger ones), digital skills have emerged as a universally essential competency. The development of digital skills, alongside the integration of digital technologies into tourism services, is becoming a critical success factor across the sector. Increasing attention must also be paid to developing competencies and training content that support sustainable tourism practices. In this regard, the sector must actively promote green jobs and sustainable business models.

Short-term training programmes are gaining in importance, as they offer an efficient way to address workforce skills shortages in a timely manner. However, achieving meaningful progress requires unprecedented levels of collaboration among key stakeholders (e.g. tourism businesses, educational institutions, training providers, and policymakers), both nationally and internationally, to align skills development and training initiatives.

In response to these challenges, the PANTOUR project has developed modern, future-oriented job profiles aligned with the evolving needs of the tourism and hospitality sector. These 11 new job profiles are designed to meet the demands of the sector by 2030 and beyond, helping employees adapt to the current and forthcoming changes and increasing their mobility across the labour market. The profiles were validated by the NRSPs in all participating countries, who confirmed their relevance and necessity for the sector's future.

It is important to emphasise that the job profiles, their activities, and the associated skills should be applied flexibly. For many micro-enterprises, hiring full-time specialists for each role may not be feasible. Indeed, some job profiles (such as the Crisis Manager or Data Analyst) are more suitable for larger organisations due to the associated costs. Given that most tourism enterprises are micro (fewer than 10 employees) or even nano (1–3 employees), certain responsibilities associated with the new profiles could be integrated into existing roles rather than being stand-alone positions. Instead, these profiles represent evolving roles that require ongoing adaptation and self-directed learning, consistent with the principles of lifelong learning.

As part of the PANTOUR project, new training programmes have been designed to address some of the digital, green, and social skills required for the new job profiles elaborated in this handbook.

ANNEX 1.

LIST OF KEY ACTIVITIES OF THE OCCUPATIONAL PROFILES

Sustainability Manager in Tourism

Develop, implement and manage corporate sustainability strategies
Managing and maintaining sustainable systems
Managing corporate social responsibility (CRS)
Strategic thinking
Policy Advocacy

Inclusive Tourism Specialist

Compliance = Diversity, equality, inclusion (DEI)
Stakeholder communication
Creation of corporate strategies
Building collaborative relationships
Training and awareness raising

Data Analyst in Tourism

Database management
Analysis and reporting/Data visualisation
Data quality control/data cleaning, and preparation
Forecasting and market trend analysis/user experience analysis
Data security and ethics

Digital Tourism Marketing Specialist

Analysis of target audience and market trends
Social Media Analytics and Reporting
Feedback Monitoring and Online Reputation Management
Searching for new partnerships/Influencer collaborations and partnerships
Content Creation

Food Waste Measurement / Waste Management Coordinator

Adapting and maintaining a food waste management system
Analysing food waste data
Awareness raising and training
Keeping the generated waste in its life cycle
Avoiding and preventing food waste generation (by circular menu planning)

Tourism experience designer/ Emotions Designer

Researching and defining new „Instagrammable“ places
Competitor analysis
Conduct user research to understand diverse preferences and design personalised experiences
Storytelling and Branding
Creating immersive tourism products

AI Tourism Expert

Integrate machine learning to optimise pricing and recommend budget-friendly options
 Develop AI-driven algorithms for personalised travel recommendations
 Knowledge of AI for marketing/research purposes
 Data Management, Analysis and Forecasting
 Improve operational efficiency through automation

Cross-Cultural Communication Specialist / Local Experience Curator

Developing a Cultural Communication Strategy
 Managing cross-cultural communication issues
 Communication with the destinations' stakeholders
 Researching destinations' USPs
 Developing cultural sensitivity training
 Experiences

Sustainable Gastronomy Expert

Development of sustainable sources
 Product development, Diversity & Inclusion
 Menu planning and optimisation
 Collaborate with local farmers and producers to support sustainable agriculture
 Implement measures to certify and commit restaurants to develop sustainable processes in gastronomy

Urban / Rural Tourism Specialist

Communication and cooperation with stakeholders
 Positioning of the destination to avoid overtourism
 Analyse tourism infrastructure and recommend improvements for better accessibility
 Organise community engagement initiatives to involve locals in tourism development
 Implement innovative marketing campaigns to reposition destinations and attract diverse visitors

Tourism Crisis and Resilience Manager

Research and analyse risks and impacts
 Reduce/Mitigate the potential risks and impacts
 Ready/Preparing for response
 Response/Manage the crisis/risks
 Recover
 Continuous Strategy Evaluation

ANNEX 2.

LIST OF THE SKILLS

Researches conducted in the PANTOUR project identified the skills that will be essential for the tourism and hospitality sector in the future. These skills can be classified into digital, green and social groups. Of course, each skill can belong to several job profiles and several core activities at the same time.

DIGITAL SKILLS:

- D1. Core digital literacy and use of office applications
- D2. Communication and collaboration through digital technologies
- D3. Digital marketing and social media skills
- D4. Online citizenship and digital identity skills
- D5. Digital content creation skills
- D6. Programming skills
- D7. Digital safety and security skills
- D8. Skills to protect health and well-being in a digital environment
- D9. Digital skills for sustainability management
- D10. Problem solving skills in a digital context
- D11. Digital privacy, ethics and law
- D12. Digital competence gap identification
- D13. Use of specific digital technologies and software applications
- D14. Data analytics and data driven decision making

GREEN SKILLS:

- G1 Carbon Footprint and Energy Management
- G2. Environmental Compliance and Management
- G3. Environmental Strategy and Certification
- G4. Green Transition and Technology Integration
- G5. Comprehensive Resource Efficiency and Circular Management
- G6. Sustainable Tourism and Supply Chain Integration
- G7. Food Waste Management and Sustainability
- G8. Environmental Policy, Land Use, and Climate Change Mitigation
- G9. Sustainable Transport and Eco-Friendly Services
- G10. Environmental Training, Communication, and Stakeholder Engagement

SOCIAL SKILLS:

- S1. Effective Communication Skills
- S2. Customer-Oriented Skills
- S3. Equality, Diversity and Inclusion Skills
- S4. Cultural Intelligence Skills
- S5. Change and Adaptability Skills
- S6. Critical Thinking Skills
- S7. Experience Management Skills
- S8. Responsible Leadership Skills
- S9. Strategic Leadership Skills
- S10. Initiative and Commitment Skills
- S11 Work-Life Balance Skills

Job Profiles' **Synthesis**

**The HANDBOOK
is useful for
employers and
employees**

The new job profiles aim to help the tourism sector:

- adapt to the digital, sustainability and social challenges,
- develop workers' green, social and digital skills,
- become more attractive to current and potential tourism and hospitality employees.



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 linkedin.com/company/pantour-pact-for-next-tourism-generation-skills/

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