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# NEW OCCUPATIONAL PROFILES HANDBOOK

**PANTOUR**



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# TABLE OF CONTENTS

INTRODUCTION .....	4
1. METHODOLOGY.....	5
1.1 Desk Research.....	5
1.2 Primary Research.....	5
2. THE NEW JOB PROFILES.....	6
3. HOW TO USE THE HANDBOOK .....	7
Sustainability Manager in Tourism .....	9
Inclusive Tourism Specialist .....	13
Data Analyst in Tourism.....	17
Digital Tourism Marketing Specialist .....	21
Food Waste Measurement/Waste Management Coordinator .....	25
Tourism Experience Designer/ Emotions Designer .....	29
AI Tourism Expert .....	33
Cross-Cultural Communication Specialist/ Local Experience Curator .....	37
Sustainable Gastronomy Expert .....	41
Urban/Rural Tourism Specialist .....	45
Tourism Crisis and Resilience Manager .....	49
4. CONCLUSION .....	54
ANNEX 1.....	56
LIST OF KEY ACTIVITIES OF THE OCCUPATIONAL PROFILES .....	56

ANNEX 2..... 58

LIST OF THE SKILLS ..... 58

JOB PROFILES' SYNTHESIS..... 59



# 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

## 1.1 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

## 1.2 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.



# 4. LIST OF EMERGING NEW OCCUPATIONAL 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

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

### CORE SKILLS

<b>KEY ACTIVITY 1</b>	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
<b>KEY ACTIVITY 2</b>	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
	S11 Work-Life Balance Skills
<b>KEY ACTIVITY 3</b>	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
<b>KEY ACTIVITY 4</b>	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	
<b>KEY ACTIVITY 5</b>	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**

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

**CORE SKILLS**

<b>KEY ACTIVITY 1</b>	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
<b>KEY ACTIVITY 2</b>	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
<b>KEY ACTIVITY 3</b>	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
<b>KEY ACTIVITY 4</b>	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
<b>KEY ACTIVITY 5</b>	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

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

## CORE SKILLS

<b>KEY ACTIVITY 1</b>	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
<b>KEY ACTIVITY 2</b>	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
<b>KEY ACTIVITY 3</b>	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
<b>KEY ACTIVITY 4</b>	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
<b>KEY ACTIVITY 5</b>	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**

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

**CORE SKILLS**

<b>KEY ACTIVITY 1</b>	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
<b>KEY ACTIVITY 2</b>	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
<b>KEY ACTIVITY 3</b>	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
S9. Strategic Leadership Skills	
<b>KEY ACTIVITY 4</b>	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
<b>KEY ACTIVITY 5</b>	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
	G6. Sustainable Tourism and Supply Chain Integration
	S2. Customer-Oriented Skills
	S6. Critical Thinking Skills
	S8. Responsible Leadership Skills



**Food Waste  
Measurement/Waste  
Management Coordinator**

**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**

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

**CORE SKILLS**

<b>KEY ACTIVITY 1</b>	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

<b>KEY</b> <b>ACTIVITY 2</b>	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
<b>KEY</b> <b>ACTIVITY 3</b>	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	
<b>KEY</b> <b>ACTIVITY 4</b>	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

<b>KEY</b>  <b>ACTIVITY 5</b>	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

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

### CORE SKILLS

<b>KEY ACTIVITY 1</b>	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
<b>KEY ACTIVITY 2</b>	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
	S7. Experience Management Skills
<b>KEY ACTIVITY 3</b>	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

	S7. Experience Management Skills
<b>KEY ACTIVITY 4</b>	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
<b>KEY ACTIVITY 5</b>	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**

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

**CORE SKILLS**

<b>KEY ACTIVITY 1</b>	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
<b>KEY ACTIVITY 2</b>	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
<b>KEY ACTIVITY 3</b>	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
	S6. Critical Thinking Skills
<b>KEY ACTIVITY 4</b>	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
<b>KEY ACTIVITY 5</b>	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

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

### CORE SKILLS

<b>KEY ACTIVITY 1</b>	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
<b>KEY ACTIVITY 2</b>	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
<b>KEY ACTIVITY 3</b>	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
<b>KEY ACTIVITY 4</b>	S9. Strategic Leadership Skills
	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
<b>KEY ACTIVITY 5</b>	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
<b>KEY ACTIVITY 6</b>	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**

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

**CORE SKILLS**

<b>KEY ACTIVITY 1</b>	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
<b>KEY ACTIVITY 2</b>	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
<b>KEY ACTIVITY 3</b>	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
<b>KEY ACTIVITY 4</b>	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
<b>KEY ACTIVITY 5</b>	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**

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

**CORE SKILLS**

<b>KEY ACTIVITY 1</b>	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
<b>KEY ACTIVITY 2</b>	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
<b>KEY ACTIVITY 3</b>	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
	S3. Equality, Diversity and Inclusion Skills
<b>KEY ACTIVITY 4</b>	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
<b>KEY ACTIVITY 5</b>	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**

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

**CORE SKILLS**

<b>KEY ACTIVITY 1</b>	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
<b>KEY ACTIVITY 2</b>	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
<b>KEY ACTIVITY 3</b>	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
<b>KEY ACTIVITY 4</b>	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
<b>KEY ACTIVITY 5</b>	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	
<b>KEY ACTIVITY 6</b>	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

Research 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 a tool for employers and employees



The new job profiles aim to help the tourism and hospitality 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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[in](https://www.linkedin.com/company/pantour-pact-for-next-tourism-generation-skills/) linkedin.com/company/pantour-pact-for-next-tourism-generation-skills/

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<https://nexttourismgeneration.eu/pantour/>



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