National educational profile 2018

Tourism Management

The hospitality economy is a very dynamic, booming sector and as such a great and challenging sector to work in! I will explain this in more detail.

The World Travel and Tourism Council anticipates a double-digit continuation of the current growth of the global BBP's tourism share to more than 10%. This means that in 2027, one in every ten jobs worldwide will be in tourism, making tourism the largest economic sector in the world. This global growth is also visible in The Netherlands. The number of international arrivals in The Netherlands increases annually and this increase is expected to continue in the years ahead. The hospitality economy often acts as a catalyst in the development of cities and regions. Blurring is increasingly visible, with hospitality concepts being more explicitly present in everyday life, integrating with retail, health and sport. In addition, new non-sector players with 'partial concepts' are entering the market, fuelled by the continued digitisation of society. The potential for the sector is huge, but the complexity is growing as well. In a number of locations, the growth of tourism leads to an imbalance between economic and social benefits. The climate goals that the world set itself in Paris also require the hospitality sector to change. "The world is going to tilt 180 degrees", was the word during one of the Master classes at the *Vakantiebeurs 2018*.

Rapid developments require flexibility and agile organisations. The labour market and employment relationships are changing, with roles taking precedence over positions. Increasing complexity and interconnectedness, new challenges and changing rules on a global level require the Tourism Professional to be prepared and able to adapt. Complexity and interconnectedness require politically sensitive actions, focusing on the right balance between economic and social return. The Tourism Professional who develops the right knowledge, skills and attitude to face these challenges is of great value to this key sector.

I am convinced that this new professional training profile will enable future Tourism Professionals to make important contributions to the continued professionalisation of the hospitality sector.

Menno Stokman
Director of the Centre of Expertise Leisure, Tourism & Hospitality (CELTH)[1]

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[1]CELTH is the Centre of Expertise in which several study programmes in hospitality education work together with the market to develop knowledge of and insights into current challenges.

TABLE OF CONTENTS

This National Educational Profile (LOP) replaces the *BeroepsOpleidingsProfiel (BOP)* (professional training profile) from 2009, including the revised version from 2014. A new profile is required for three reasons.

First of all, developments within the sector are occurring at a rapid pace and although the departments constantly monitor new developments within their own curriculum, the many changes necessitate updating the educational profile.

Secondly, the BBA-standard on which the previous BOPs were based, was replaced by the 'heo'-standard in 2011, a common quality standard for higher education in economics and management aimed at safeguarding the quality of the economic sector as a whole. The heo-standard is now part of this LOP.

Thirdly, the General Meeting of the Netherlands Association of Universities of Applied Sciences agreed to a proposal to rearrange the heo-bachelor programmes in April 2016, resulting in a reduction in the number of BBA-bachelor programmes from 50 to 30. As from 1 September 2018, these 30 study programmes form the heo. The aim was to have a new LOP for all combined study programmes as of September 2018, which would finalise the conversion.

Apart from in terms of contents, this LOP also differs from the previous BOP in terms of educational concept. The competences that played a key role in the BOP have been replaced by learning outcomes and learning results based on the heo-standard.

Procedure and book marker

In October 2017, we started writing the new professional profile within the National Consultation on Tourism Management (LOTM). We conducted a survey into all the changes and trends within the hospitality industry. We will discuss those findings in detail in section 1, after outlining the industry and the profession. We will also introduce the name '**Tourism Professional**'. We emphatically prefer the term 'Professional' to 'Manager'.

In section 2 we will give our own substance to the heo-standard. Although the heo-standard is meant for all 30 bachelor programmes, we have added elements that are indispensable for the Tourism Professional.

Sections 1 and 2 ultimately lead to the specifics of the new educational profile that the seven Universities of Applied Sciences participating in the LOTM are going to implement. We will introduce a new model that visualises how future Tourism Professionals must hold their own among core duties within the triangle of social responsibility and ethical principles, intercultural communication and technological developments. Attention will also be paid to attitudinal aspects: hospitable, i.e. customer and guest-oriented, personal leadership and an inquisitive, open attitude.

SECTION 1 - THE INDUSTRY

In this section we will outline the tourist industry, the positions within this industry and the trends and developments.

1.1 CHARACTERISATION OF THE INDUSTRY

Tourism is a broad concept, and is defined differently in each country. The general definition of the United Nations World Tourism Organisation (UNWTO) is internationally accepted[2]:

"Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes."

Statistics Netherlands (CBS) uses the following definition in The Netherlands[3]:

"The activities of persons travelling to and staying in places outside their usual environment for not more than one (consecutive) year for leisure, business and other purposes which are not related to carrying out activities that are remunerated from the place of visit."

Statistics Netherlands adds to this:

"Every country uses different frequency/time and/or distance criteria. In The Netherlands, Statistics Netherlands uses two criteria that must both be fulfilled:
1) visits taking longer than two hours and
2) made from a recreational tourist or business tourist motive are visits outside the usual environment and therefore tourist.
The usual environment of a person is the immediate proximity of his or her house and place of work or study and other places frequently visited. Consequently, foreigners who come to The Netherlands to work and are paid by persons, organisations or companies in The Netherlands do not count as tourists. However, business travellers on an official trip or those visiting a convention do. Domestic travellers who commute, carry freight, or travel as salesmen do not count either.
A distinction can also be made between one-day (or day) tourists and multi-day tourists."

What we can conclude from this definition and explanation is that a tourist:
- aims for a specific destination; this requires that one knows the tourist's motivation
- travels to a specific destination using a means of transport
- undertakes a tourist journey with a maximum duration of a year, the minimum duration is one-day (day tourism)
- goes to a destination outside the living environment
- stays outside his/her own house in (tourist or business) accommodation, roughly distinguishing between at home and abroad
- undertakes leisure activities or pursues business purposes.

The above description shows that tourism is related to many other actors from sectors that we can consider the tourist sector in part, but which are also partly outside it, such as the transport sector. They each contribute to the 'tourist product'. Because of this, we can also distinguish a wide range of jobs within tourism. Figure 1 shows the relationship between several sectors.

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[2] Definition by the UNWTO: https://unstats.un.org/unsd/publication/SeriesF/SeriesF_80e.pdf
[3] Definition by Statistics Netherlands: https://www.cbs.nl/nl-nl/onze-diensten/methoden/begrippen?tab=t#id=toerisme
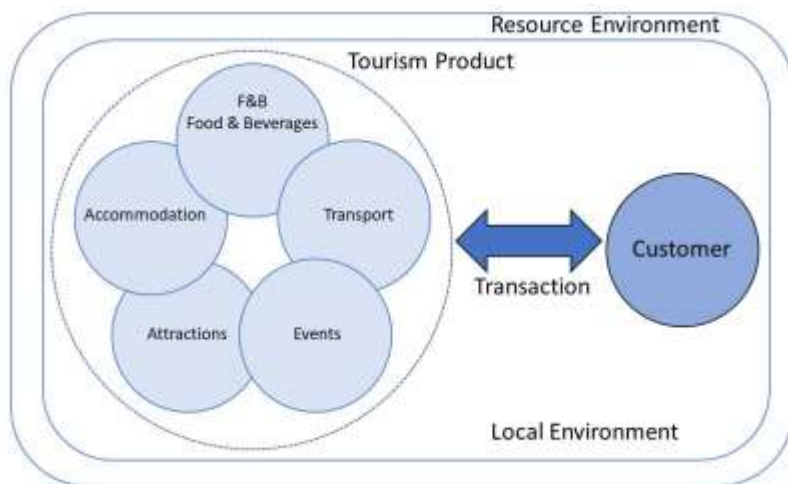
Figure 1. The relationship between several sectors with tourism and the customers buying the product.

The wide range of positions is also evidenced by the study we carried out among alumni of the Universities of Applied Sciences specialising in Tourism Management. The results have been processed into the infographic (figure 2) which shows in which sectors graduates have ended up. Appendix A contains an overview of the positions currently held by alumni.

Figure 2. Overview of the sectors in which graduates from the Universities of Applied Sciences specialising in Tourism Management have found a job.

As mentioned above, the tourist product is made up of different types of components, which inevitable means that several tourist sectors, including non-typical ones, are involved. That is also demonstrated by, for example, the CBS statistical data: with regard to employment figures and other statistics on tourism. Statistics Netherlands includes jobs in catering, aviation, tour operators, travel agents, art, culture and other jobs, such as in retail, public transport and the taxi industry.

Figure 3 shows what the impact of a single tourist can be. Tourist spending contributes to economies all over the world, making the sector of vital importance to many countries.
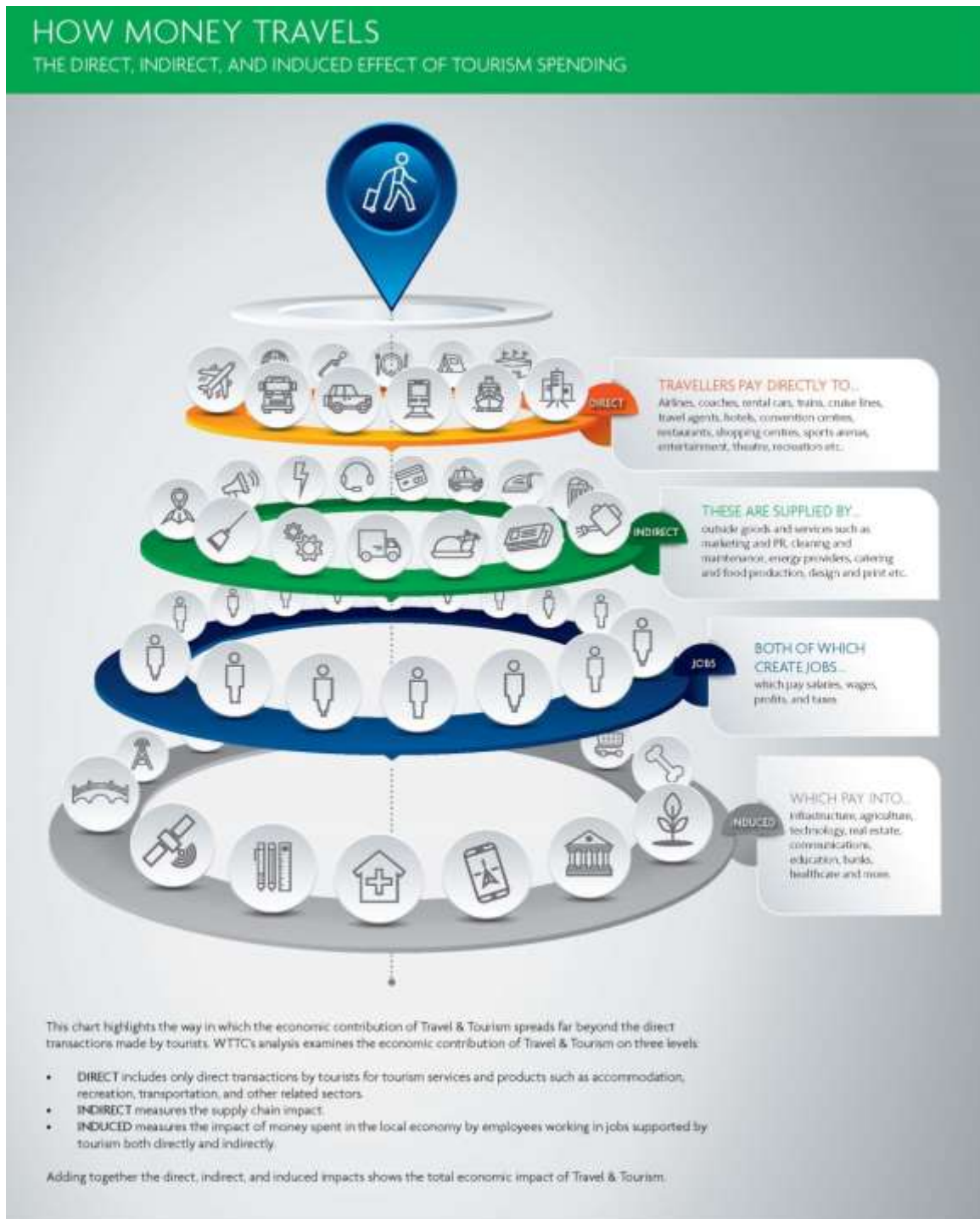
Figure 3. This illustration shows the impact of tourism on the economy in general and on employment in particular. (Source: Global Economic Impact & Issues 2017, WTTC).

A specific group besides the above-mentioned sectors that contributes to the development and management of the tourist product is central government, provincial and regional authorities, municipalities and non-profit organisations, like tourism promotion organisations and nature reserve managers. The policy developed and implemented by these organisations has to be tailored to other policies and/or laws and regulations, be region-oriented, and take into account sustainability and stakeholders. In addition, policy officers have to deal with adjacent sectors such as nature, cultural heritage and hotel, restaurant and café facilities. The changing political landscape requires political antennae.

The Tourism Management study programme educates students to be active in all positions within the tourist industry outlined above. However, the job title 'Tourism Manager' as such does not exist, which is why within the LOTM we prefer **Tourism Professional**, a collective name for all positions for which the study programmes educate students.

1.2 PROFILE OF THE TOURISM PROFESSIONAL

As an employee of an organisation or as an entrepreneur, the Tourism Professional contributes to enabling and facilitating tourism. This requires specific knowledge and skills, and an open and proactive attitude. The Tourism Professional is curious, widely oriented, innovative and is able to manage; consumer or customer wishes are paramount, while hospitality and a focus on service take a high priority.

In a fast-changing world the Tourism Professional is able to apply new commercially and socially responsibly (sustainably) technologies to tourist products and services. Cooperating nationally as well as internationally across sector boundaries, respecting cultures within organisations and/or countries that are different from one's own culture is self-evident.

THE CONSUMER
The motives of a tourist and/or a business traveller will remain unchanged in the near future as well. For the tourist these motives include climate, landscape, heritage/culture, relatives, entertainment, events, health (wellness), outdoor activities and other forms of entertainment. The tourist is always looking for experiential value. For an organised business visit, the motives are (external) business meetings, incentives, conventions or exhibitions (abbreviated to MICE: meetings, incentives, conventions and exhibitions). The individual business traveller undertakes a journey to visit a branch or head office, or to attend a training course or programme. (NBTC, 2014, Study into inbound tourism).

During his/her travel and stay, the consumer sets requirements to safety and security, comfort, accessibility and affordability. Safety and security in particular play an increasingly important role.

To be able to function well, the Tourism Professional understands the consumer profile, has knowledge of the product and the chain, of commerce, and of the significance and effects of tourism on a destination. The interconnectedness with health, well-being, culture and the destination requires **a comprehensive approach** from the Tourism Professional.
Moreover, the Tourism Professional faces the challenge of keeping abreast of consumer wishes in a fast-changing (digital) world, using all new opportunities and insights. (Paragraph 1.3 contains an outline of the developments.)

THE PRODUCT
The tourist product is an experiential product of a compound nature with a large number of actors and stakeholders playing a role. Not least the consumer himself/herself: consumer demand determines (customised) supply. Developing this supply in a sustainable and ethically responsible way has now become a condition, which is why using cultural and natural sources as part of a tourist product invariably requires due care.

For the Tourism Professional, this means assuming social responsibility and acting ethically, adequately responding to ever-changing consumer demands and changing consumer behaviour, knowing leisure experiences (experience management) and being able to create or adjust them, and working together to arrive at optimum products and services.

Further to the study '2018: what business travellers can look forward to', BCD Travel published the following trends:

- the use of applications continues to rise, as a result of which the business traveller feels safe or safer, is able to spend money safely, is satisfied with the trip and feels involved in the business travel agency
- virtual payments and virtual meetings are increasingly accepted
- the difference between tourist travels and business travels continues to fade (Bleisure travel: the business traveller is increasingly combining business trips with relaxation)
- the business traveller wants to be constantly connected; wifi in aircraft is becoming indispensable
- the (high-speed) train is an increasingly accepted alternative for air travel.

1.2.1 CORE TASKS

In previous professional profiles a Tourism Professional's tasks were contained in the academy-specific competences 9 (Balancing between People, Planet and Profit) and 10 (Initiating, creating and marketing products and services). Especially competence 10 specified the tasks the Tourism Professional engages in, with competence 9, corporate sustainability, being the guiding principle in all activities. These two competences can therefore be found in the core tasks.

Within the LOTM we foresee that, irrespective of current or future developments, a number of tasks of the Tourism Professional remain the same. The way of thinking and operating is bound to change given the technological developments and changing insights.

This leads to the guiding principle for this educational profile that a Tourism Professional constantly deals with a sustainably developed tourist product (or service) revolving around:

- Initiating and creating
  Proactively initiating and creating new or innovated products and services based on trends and developments in line with the target group and strategy of the organisation.
- Realising and implementing
  Realising new or innovated products and services in a socially responsible way, which are commercial appealing with the Tourism Professional planning and managing operational and tactical processes.
- Marketing[4]
  Realising sales of products and services of the organisation by using knowledge of the market, consumer behaviour and modern communication and distribution techniques.
- Organising and managing
  Contributing to the functioning of an organisation through operational and/or strategic management.

These core tasks are not isolated. Depending on the position, the Tourism Professional performs one or more of these tasks simultaneously or consecutively, makes connections between these core tasks and maintains an overview of his/her total range of tasks.

1.3 DEVELOPMENTS

In this paragraph we outline the national and international developments in education, tourism and society, and the significance of these development for the core tasks of the Tourism Professional.

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[4] 'Marketing' in English has a broader meaning than in Dutch, in that it also includes 'bringing products on the market, selling'. The Dutch term for that is 'vermarkten'.

1.3.1 DEVELOPMENTS IN EDUCATION

CENTRAL GOVERNMENT

Central government notices and promotes the following developments[5]:

1. Flexibilisation and learning outcomes
   When opting for flexibilisation, Universities of Applied Sciences let go of their permanent curricula and departments adopt units of learning outcomes instead. In these learning outcomes, one records what the students have to know and be able to do; and the students show by a self-developed professional product[6] that they have achieved the learning outcome.
2. Track-independent assessment
   Track-independent assessment allows trainers to assess if students have realised a specific learning outcome. By means of a professional product, for instance, students can prove that they have already achieved a learning outcome elsewhere.
3. Professional products
   Students produce professional products. On the one hand, this enables flexible education and track-independent assessment, on the other hand, the department can enter into a dialogue with the industry to come up with the desired professional products. In section 3 we will make the link between learning outcomes, learning results and professional products.

Working with learning outcomes within training programmes will become essential. Within the LOTM we agreed that in this educational profile, we will only formulate the core tasks' learning outcomes. Each department will write the learning outcomes suited to its own programme.

EDUCATION COUNCIL

In its file on 'Internationalisation and Europe[7]' the Education Council describes a number of developments.

"Students, pupils and lecturers are required to have an orientation, knowledge, and skills that will enable them to communicate and cooperate in international contexts at home and abroad."

In higher education, institutions and education systems compete in international comparisons on the quality of graduates. That is why increasingly, this quality will have to be demonstrated by interim and major examinations, of which the reliability and validity are transparent and internationally up to standard. In addition, The Netherlands could also look upon its education system and educational services as export products. The education sector could be exceptionally valuable to other countries. This applies for instance to the knowledge and expertise in the field of tests, administering examinations, accreditation, and quality management. The study programmes within the LOTM are already internationally oriented and usually collaborate with foreign institutions. Lecturers regularly carry out projects and give guest lectures abroad.

Departments in higher education increasingly choose to provide study programmes in English. This relates to increased student mobility and labour market requirements.
The Education Council recommends that institutions develop a vision on their language policy, to be able to make an informed choice of the language in which study programmes or parts thereof are taught. It is important that institutions communicate their considerations clearly, to allow students to make an informed choice between study programmes. The Education Council proposes to safeguard the quality of the education in English by having it integrated into the accreditation framework.

Within the LOTM, we agreed that each study programme will set its own required final level for each language to be taught. The official language of the study programme will be the main language (see also section 2, point C).

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[5] www.rijksoverheid.nl/onderwerpen/hoger-onderwijs/experimenten-om-deeltijdonderwijs-flexibeler-te-maken/pilots-flexibilisering, consulted in February 2018
[6] A professional product is the result of the execution of a professional assignment which, as such, is frequently given in professional practice
[7] www.onderwijsraad.nl/dossiers/internationalisering-en-europa/item134, consulted in January 2018

NETHERLANDS ASSOCIATION OF UNIVERSITIES OF APPLIED SCIENCES (*VH*)

In 2017, the VH published a report called "*Wendbaar in een duurzame economie*"' [Agile in a sustainable economy]; an external analysis of the economic domain for the purpose of exploring higher education in economics (heo). In this report, the VH concludes the following with regard to the (broadly defined) hospitality sector:

"The courses in the hospitality domain face the task of training new professionals who are able to translate societal issues into hospitality concepts, making optimal use of new technological and digital possibilities; new professionals who have been prepared to work in an industry that is wider than just the hospitality domain and that is also becoming increasingly international".

This is supported by our own research into developments within the tourist sector, which will be discussed in detail in the following paragraph.

1.3.2 DEVELOPMENT OF TOURISM

The tourism sector is growing, both in terms of jobs and spending. UNWTO and Statistics Netherlands constantly publish figures on employment and spending in the tourism and recreation sectors. Reiswerk also publishes labour market figures with a focus on the travel sector. The other information in this paragraph was derived from many (vision) reports included in the list of sources.

TOURISM FROM AN INTERNATIONAL PERSPECTIVE

In Global Economic Impact & Issues 2017, the World Travel and Tourism Council outlines global tourism developments.

The contribution of tourism to GDP/gross domestic product rose by 3.1% to 9.6% in 2016. This growth rate exceeds the 2.5% realised by the total world economy, which means that for the sixth consecutive year, tourism grew faster than the world economy.
Employment rose by 1.8%: nearly 2 million new jobs directly related to the sector. Indirectly no fewer than 6m new jobs are involved. In 2016 one in five new jobs was related to tourism.

Tourism has not only surpassed the world economy in terms of growth, other key economic sectors grew less than the tourist sector.
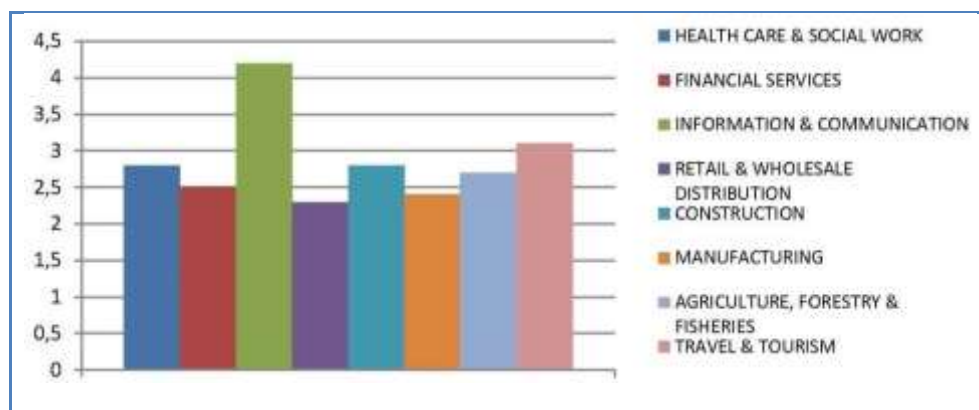
Figure 4. The growth of the various sectors. Source: Global Economic Impact & Issues 2017, WTTC.

For the next ten years (until 2027), WTTC anticipates an annual 3.9% growth of tourism's contribution to the GDP. In 2027, 380 million jobs will be related to tourism, i.e. one in ten jobs will stem directly or indirectly from tourism. On other fronts, tourism is outperforming other sectors as well, such as export, investment and global economy, while the tourism sector will continue to outperform other sectors (Figure 4). WTTC anticipates that tourism will become even more important than Information and Communication.

There is also a downside to the growth of tourism: overtourism, in other words: too many tourists in the same place at the same time. In the coming years, getting and or keeping tourism under control and avoiding excessive flows of tourists will become increasingly important. During the World Travel Market in London in November 2017, ministers from sixty countries met to discuss this.

> *UNWTO/WTM Ministers' Summit:*
> *"Overtourism: growth is not the enemy, it is how we manage it".[8]*

TOURISM FROM A NATIONAL PERSPECTIVE

Inbound tourism and domestic tourism are growing. The number of visits from countries where the economy was first to recover shows the strongest growth. According to the NBTC, the 16 million inbound recreational tourists projected for 2025 account for 12.4 billion Euro a year. The outbound travel market is currently stable and accounts for 7 billion Euro a year.

EMPLOYMENT AND THE ECONOMY IN THE NETHERLANDS[9]
Number of tourist jobs in The Netherlands: 641,000
Share in the total number of jobs in The Netherlands: 6.4%
FTEs: 389,000
Share in the gross national product: 3.9%
The sector is also still growing nationally.

Both the number of holidays and the number of travel companies show growth. In 2016, 37% of those active in the travel industry had a university background or a background in higher vocational education, a 10% increase on 2008. The Netherlands is at the forefront when it comes to organising online travel. This sector has a large international growth potential and also offers employment that requires other knowledge and experience from the Tourism Professional.

In 2016, 90% of job openings involved positions in sales, marketing/e-commerce and IT, which is why online marketing, e-commerce and social media are subjects in urgent need of development. Organisations will have to adapt their (further) training programmes to this.

> **These changes have consequences for jobs and job titles. In 2018, positions such as Customer Journey Expert and Digital Channel Manager emerged in vacancies.**

The travel industry has one hundred different positions and considers customer focus the most important cultural value. It demands a flexible, creative and entrepreneurial attitude from the travel professional.

1.3.3 SOCIETAL DEVELOPMENTS

> *"The world is going to tilt 180 degrees", were Ruud Veltenaar's opening words in his presentation during the master class organised by Reiswerk and NHTV during the 2018 Vakantiebeurs. What he was saying was that we face a huge challenge: when everything is changing, how can we or should we deal with it? How can we anticipate? In any case, we must not approach change with anxiety or fear, unless FEAR stands for Feeling Excited And Ready.*

The world is changing. The increasing population, the big differences between rich and poor, global warming, climate change, these are a few of the challenges facing mankind and they also impact the Tourism Professional. Safeguarding our heritage and our earth for the future, while also wanting to

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[8]http://media.unwto.org/press-release/2017-11-08/communities-protests-over-tourism-wake-call-sector, press release, consulted in April 2018
[9] Source: Toerisme kernindicatoren cbs.nl, consulted in November 2017

continue travelling, recreating, taking on experiences. Traditional structures are changing and governments are increasingly scaling down[10].

The world economy is changing as well. The tourist sector must take account of globalisation, technology, innovation and demographic changes.

Destinations must be able to compete with each other on a sustainable, responsible level. The sharing economy forces stakeholders to share research results and knowledge with one another. Cooperation within and outside one's own sector and across national borders increasingly becomes a necessity requiring new/other business models.

From a global perspective, sustainable development and corporate social responsibility continue to be key objectives. In its vision of the future, ANVR states that in 2025, sustainable enterprise in the tourism industry will be the standard in The Netherlands. Policy development must be tailored to this. There is a constant pressure on the use of space: Gastvrij Nederland, the National Council for tourism, recreation, hotels, restaurants, cafés, and leisure, anticipates that in 2025, The Netherlands will have the largest diversity in experiences per square km in the world. Distribution in time and space, conservation versus development of recreational areas, a declining (government) budget: these are the challenges that will determine policy in The Netherlands until 2025/2030.

The world is changing, but so is the consumer. In an interview in AD in 2018, Lieke Lamb says that today's consumers think and act differently. Consumers spend (more) money on quality time and on making their live easier, and look for fulfilment. The health criterion is increasingly important.

In the 2017-2020 Trend Vision, NRIT Media and CELTH mention three important, determining factors that impact the developments within the industry: the elusive consumer, an unstable society and the rapid changes within ICT. The elusive consumer requires insight into the customer, the unstable society requires safety and security, and fast changes in information technology require effective, safe and customer-friendly use of new technologies.

The target groups using tourist facilities in The Netherlands are changing: the Dutch population is ageing, an increasing number of Dutch nationals with a migration background visit leisure areas and a growth of visitors from intercontinental regions such as America (the USA) and Asia (China) is anticipated.

> *"The 'context' of what we do will become much more important. The content, i.e. our product and our services, is important as well, but the importance of its context and with that, the responsibility of stakeholders in our sector, has only increased lately and will continue to do so in the future."*
> *Frank Oostdam, chairman and director of ANVR.*

As boundaries between sectors blur, the initial focus is no longer on the consumer's Euro, but on the consumer's time. Business models start with a no-charge concept, in which making money only comes in after the consumer has been won. To the consumer, the difference between work, obligations, and time off no longer exists.

The current generations require optimum connectivity: consumers demand that they can be reached everywhere all the time, using the latest technologies and customised content on offer. Online marketing and offline marketing will increasingly be integrated. E-commerce, the ability to purchase whatever you need, whenever you need, is inextricably connected with (online) marketing strategies. Data security is a major concern.

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[10]The sources for this paragraph are included in the list of sources to this document.

In its vision document Trends in mobility in 2030 (published in 2013), RAI Vereniging identifies a few developments that are also relevant to the hospitality industry, such as fuel scarcity and the search for alternative fuels. RAI Vereniging anticipates an increase in the sharing of vehicles, flexible use, and lending concepts. This means that ownership will become less important than availability. Other business models, other types of vehicles and other mobility concepts will be introduced. Paying according to use will become standard.

Capgemini (2018) predicts a decrease in car ownership in 2027. Better forms of public transport and shared cars will be the norm.

TRAVEL EXPERIENCE TOMORROW (ANVR, 2016) IDENTIFIES THE FOLLOWING TRENDS:
• all technological developments arise from users' needs, are personalised to each individual user and have a large impact on how people live and work • online and offline will be fully integrated • a data-driven customer journey, with the customer fully in control of his/her data • an increasing need for sustainability • an economy that thrives on authentic experiences • a new generation that drives the sharing economy and transforms companies into network organisations

The aviation sector will continue to grow. IATA predicts a doubling of air traffic between 2016 and 2035 (IATA, 2016). This requires measures to tackle CO_2 emissions. Other types of fuels and planes, but also alternative forms of transport, such as trains or coaches to cover shorter distances, may provide solutions. (Statistics Netherlands, 2016)

> **TUI fly is the first Dutch airline company to fly with the Boeing 787 Dreamliner, a plane that is twenty percent more economical than the Boeing 767's they replaced. TUI fly has added three Dreamliners to its fleet. Source: www.tui.nl**

Technological developments are advancing rapidly. In its Emerging Technology in Travel 2017 Report, Sabre identifies four megatrends that will play a key role in the next few years:
- connected intelligence
- conversational Interface
- digital realities
- blockchain.

Households will have a 'frobot', an artificial robot friend who knows and remembers everything and is able to carry out tasks, such as booking an airline ticket. At the same time, all new technological developments necessitate the safeguarding of data security. Cyber criminals are going to hit hard.

Growing numbers of inbound tourists staying for more than one night will result in rising employment.

The vision documents of the sector organisations endorse the importance of investing in well-trained staff. The generation born after 1985 (generation Y) requires flexibility. They no longer look for permanent employment. This generation is especially set on realising its own talents and is output-driven. The large group of freelance professionals in The Netherlands will set up its own networks, form clusters and hire each other's expertise to finish projects.

According to the Dutch website Xpert HR Actueel, the concept of 'position' is changing. Rapid developments and constant changes require flexibility and agile organisations. The focus will shift towards roles instead of positions in the changing job market and changing labour relations.

> *"In 2040 there will only be two types of workers: people working for algorithms and people working on algorithms. By then, every entrepreneur will have to ask himself where people can still add value."*
> *Bas van de Haterd, in Work, van Sprout*

The boundary between work and time off is fading, workers want more flexibility, also for the increasing number of family responsibilities during traditional working hours. Deploying specialists when you need them is a solution for employers and employees. The HR-cycle requires adjustments, plotting an employee journey offers opportunities.

1.4 THE SIGNIFICANCE OF DEVELOPMENTS FOR CORE TASKS AND PROFESSIONALS

What do all these developments mean for the tourism industry? This paragraph offers an overview of each core task.

1.4.1. THE SIGNIFICANCE OF THE DEVELOPMENTS FOR CORE TASKS

CORE TASK INITIATING AND CREATING
Sustainable development will become increasingly important internationally. UNWTO endorses this in its vision reports and annual reports: a constant focus on sustainability with the following priorities: consequences of climate change, sustainable business practices, maintaining biodiversity, and securing cultural heritage. In addition, sustainably developing a destination socially, culturally, with nature in mind and the built-up infrastructure must be continued, with a positive balance between the local population and tourists at a destination.
The carrying capacity[11] of a destination will be increasingly important due to the growing pressure on certain regions/destinations. But sufficient attention should also be paid to crowding[12] and overtourism[13] during the concept development phase. As for The Netherlands, the government wants to realise a spread of tourists across the provinces to reduce pressure on major cities.

To be able to continue serving the changing consumer, the industry and therefore the Tourism Professional as well, must leave its comfort zone and see opportunities in changes, take on challenges, be creative, and turn problems into opportunities, seize opportunities and develop innovative applications. The consumer wants a (one-off) first-class experience, which requires creativity and flexibility from future Tourism Professionals to be able to see opportunities for innovative, high-grade products and services by using all changes and technological innovations. This requires research in advance, focusing on the opportunity to realise a (innovative) product, and on consumer wishes.

New target groups will be identified. There is a global growth of visitors from America (especially the USA) and Asia (especially China), which means an increase in the number of tourists coming to The Netherlands. The Netherlands shows increased growth in the number of Dutch visitors with a migration background. This new mix of visitors differs in the areas of motivation to travel, booking behaviour, and preferences for activities during their trip and stay. This requires knowledge of cultural backgrounds and improvements, or innovations, in the field of hospitality and product development.

The number of business trips, both nationally and internationally, has risen again. The budgets for business trips are rising as well. Second-tier cities[14] are increasingly in demand and offer opportunities for development and business models.

In The Netherlands, central government is transferring more and more duties to local authorities, preferably in cooperation with sector organisations, businesses and citizens/holidaymakers. The development of commercial activities in nature conservation areas and leisure areas offers opportunities to finance plans and to meet holidaymakers in their desire to undertake special and challenging activities.

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[11] The maximum number of people that can live in an area without causing irreparable damage to the living environment
[12] The subjective experience that there are too many people in one destination.
[13] Overtourism describes destinations where hosts or guests, locals or visitors, feel that there are too many visitors and that the quality of life in the area or the quality of the experience has deteriorated unacceptably. It is the opposite of Responsible Tourism, which is about using tourism to make better places to live in and better places to visit. Often both visitors and guests experience the deterioration concurrently.
[14] Cities other than the (large) capital

CORE TASK REALISING AND IMPLEMENTING

In the realisation and/or implementation, a constant focus on corporate and social sustainability is of great importance. Whatever was well thought out during the development of a (new) product, must now be consistently implemented in this way and if possible, even exceeded. Realising and implementing a new product requires constant coordination with other parties. Proper communication with other parties and knowledge sharing are of major importance. The Tourism Professional must constantly account for the impact of the realisation and/or implementation of a new or renewed product (or service).

Organisations will have to work together more and more. Cooperation is all about implementing together, cross-overs between different sectors, sharing, for example big data, but also about adjusting business models based on cooperation. Cooperation with disruptors, working together in the chain, at destinations, between public and private parties, in area collectives, working together to seize commercial opportunities.

During the realisation and implementation stages, the Tourism Professional must be constantly aware of the opportunities of technological developments and ask himself to what extent they can or should be implemented.

The present time and also the future require care of safety and security within the tourism industry, both physically and in the field of data and personal data. Tourism, and with that every tourist product, must be as safe as possible.

CORE TASK MARKETING

Keeping up with changes or better still, staying ahead of changes, requires another approach of the consumer, cooperation, knowledge of the opportunities of new technologies, and another way of thinking (creative thinking).

> *"Very soon there will no longer be a difference between online and offline marketing. Everything will be data-driven and based on customer behaviour."* Sander van de Veen, Manager Marketing & E-commerce Otravo.
>
> *"Each business will become a sort of software company and everyone will, to a greater or lesser extent, become a data-analyst, or should become one."* Benjamin Groenewoud, Senior Conversion Specialist Travix.

There should be a greater focus on the psychology underlying the consumer's conduct. What exactly sets the changing attitude and buying behaviour in motion? Two priorities for the Tourism Professional are: learning to understand the customer journey better and being able to approach the customer with a personalised offer. The new technologies bring an array of opportunities during the entire customer/guest journey. Each contact moment (touchpoint) can be realised with a new application and/or a traditional solution. Even as a fan of the organisation, the consumer can make a contribution as a producer to the customer journey of other consumers.

A few examples from Emerce-newsletters:
➢ **Personalised offers are made possible through 'machine-learning'. Customers expect an offer that ties in with their interests and that is available. Then they are willing to buy or book on impulse.**
➢ **Speech assistants and digital assistants are going to play a key role. This requires a fast exchange of information.**
➢ **Special social teams who follow a traveller 24/7 are emerging rapidly. At KLM, the social team receives 130,000 cases a week and that number is still growing. This will also ensure more employment in the future.**

Thinking in target groups will change into working with profiles. Detailed personas (ANVR, Travel Tomorrow) and Leisure lifestyles (RECRON) are examples of this already. The study of generations offers

yet another outlook on possible developments. A detailed profile of the consumer makes it possible to give personalised substance to the customer/guest journey with the experience the consumer is looking for. New technologies and big data make it possible to meet the needs of each specific consumer at any given time. On the one hand, the Tourism Professional must know which data are available and for which purpose they can be used, on the other hand he/she has to analyse the collected data.

The Tourism Professional must be capable of surprising the consumer of the future in his experience. With content curation, the Tourism Professional ensures that the consumer is not overwhelmed by an abundance of information, but is only presented with information that is relevant to the particular consumer, whether that is a website, a blog, or a newsletter.

New technologies make it possible to follow consumers, to approach them at contact moments and to influence them in this way. Being able to always purchase or respond everywhere (online) means that services and commercial actions can be followed up and dealt with quickly (e-commerce).

CORE TASK ORGANISING AND MANAGING
The Tourism Professional engages in the strategic development of the organisation and in operational and/or managerial tasks.

Strategic management
Tourist organisations must consider and respond to global economic-political developments and the resulting effects, such as the long-term effects of tourism on climate change and global warming. This requires the Tourism Professional to be constantly on the alert for strategic changes desired within the organisation.

Because of the rapid and large changes it is necessary to strengthen local, regional and/or national leadership in tourist policies and strategic planning. The Tourism Professional demonstrates an open mind and a flexible and proactive attitude when it comes to quickly being able to adjust the business strategy to new developments.

Cooperating nationally or internationally requires setting up networks and constantly maintaining contacts. New partnerships and alliances require developing new business models and adjusting operational and tactical business processes to them.

The many consumer data held by governments and businesses must be shared, also internationally, to realise optimum results and to make and develop (policy) plans.

Tourism has a changing and even distorting impact on geopolitical and socio-economic developments. Disasters caused by man or nature, health problems and political tensions have a major impact on tourism. Destination management[15] enables the Tourism Professional to monitor the responsible development of destinations.

Operational management
In the direct, day-to-day management of carrying out activities, the Tourism Professional has to deal with changes in the workplace. Examples are: operating paperless, the 24-hour economy, cooperation meetings in real time, other assessment methodologies and remuneration practices, flexible contracts of employees, and a different leadership style. The new technological possibilities call for users/employees to be trained and constantly given additional training to apply these new technologies optimally in the tourism industry.

Consumers ask for safety and security within the tourism industry, but also for reduced travel impediments such as visa, passports, surcharges and delays. The Tourism Professional has to have insight into the possibilities, impossibilities, and the legal consequences of unsafe situations.

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[15]Destination Management Organization is the co-ordinated management of all the elements that make up a destination (attractions, access, marketing, human resources, image and pricing). It takes a strategic approach to link-up very separate entities for the better management of the destination (Source: World Tourism Organization).

For the tourism industry, corporate social responsibility requires collecting and sharing knowledge, working together and constantly monitoring the effects of consumer behaviour at a destination.

1.4.2 SIGNIFICANCE FOR THE TOURISM PROFESSIONAL

All these developments have an impact on the Tourism Professional of the future. Education must prepare professionals properly for constant changes. These developments are set out in detail in section 3.

> *"The market is changing rapidly and this will only increase in the years ahead. These dynamics will involve substantial changes for companies, but especially also for the future Tourism Professional. It is therefore of major significance that curricula are permanently geared to new developments. "*
> *Frank Oostdam, chairman and director of ANVR.*

The Tourism Management study programmes fall under the economic domain and within that domain under the profile of higher education in economics and management (heo). The 'heo-standard 2017' (*Profiel wendbare heo-professional),* Appendix B, is a compulsory point of departure in the development of a national educational profile. In this section we have applied the heo-standard and completed it according to the requirements we set to the Tourism Professional of the future.

CONTEXT
The future of the economic industry is complex and uncertain. The economic industry faces a major innovation challenge: to arrive at agile and sustainable organisations. The heo-sector in general must respond to external developments in education and research, thus be able to train professionals who will also be able to do so in their turn. These agile professionals are individuals with a broad orientation, who are capable of applying their professional skills to other disciplines. They are inquisitive, able to critically reflect on their own actions, enterprising, capable of proactively responding to changes in their environment, and internationally oriented.
All this certainly also applies to the Tourism Professional. The developments outlined in Section 1 show that the Tourism Professional of the future will face major challenges.

A. A SOUND THEORETICAL BASE
The theoretical base that a Tourism Professional must have, arises from the new profile of the Tourism Professional as detailed in Section 3. We define the following knowledge domains (a further elaboration can be found in Appendix C):
- concept development
- economy
- marketing (online/offline)
- strategic and operational management
- tourism
- research.

B. INVESTIGATIVE CAPACITY
The heo-standard formulates: 'A recently graduated heo-professional, through reflection and evidence-based practice, has the investigative capacity to arrive at innovating products, services and processes (to be commercialised) in both the private and public sector.'

From the research question based on (research) data, the Tourism Professional demonstrates his/her ability to formulate a problem analysis with an investigative attitude. This research question arises from the business process and results in a professional product. The Tourism Professional collects relevant information, maintains an overview during the research and develops a vision on the basis of existing models and theories or otherwise. The Tourism Professional has the ability to think critically, makes connections and uses creativity to arrive at innovative solutions, from an objective and independent attitude in relation to the research question.

C. PROFESSIONALISM

Enterprising attitude
The Tourism Professional is curious and has an enterprising attitude, assumes responsibility for his/her actions, sees opportunities, shows initiative and makes decisions on his/her own based on calculated risks from the company's vision.
Understanding the question behind the question and arriving at solutions requires knowledge of the psychology on (consumer) behaviour. The Tourism Professional is commercial, customer-oriented as well as innovative, and has creative and reflective skills. His/her standard skills include connecting, creating and maintaining (international) networks.

Agile
The Tourism Professional is able to proactively respond to changes at work and its context through his/her learning ability. He or she is able to deal with hardly any structure and uncertain factors, yet remains result-oriented and dares to be innovative and change. Creativity and flexibility combined with the ability to switch quickly are distinguishing features. Awareness of both the internal and the external environment is self-evident. The Tourism Professional connects short-term targets with longer-term ambitions, but does not lose sight of the fast-changing environment; discovering and applying new technologies are part of this.

Broad and international orientation
The Tourism Professional has a broad outlook, knows what is going on in society, has political antennae and is aware of innovations that may be relevant to his or her professional practice.

The Tourism Professional moves naturally and respectfully in a cross-cultural and international environment, empathises with it and is able to switch quickly. Working together at various levels and in different (corporate) cultures, as well as translating global developments into one's own environment in relation to cultural differences, are part of the core values. Communication and personal presentation are focused on and match the situation/context.

Operating in an interdisciplinary way
The Tourism Professional contributes to realising the targets of the company or the institute where he/she is employed. To this end he/she works together across the boundaries of his/her own discipline. The Tourism Professional applies skills such as negotiating, connecting and working together, and uses creativity to think out of the box resulting in shared innovative insights.

You can get in the mind of the client/target group/consumer
The Tourism Professional is able to get into the experience of the customer/target group/consumer on the basis of insight into psychological processes such as choice behaviour, decision-making and motivation. Hospitality is obvious when focusing on customers and guests, as well as the combination of care and tact on the one hand and commercialism on the other.

Communication skills
The heo-standard states: 'The graduated heo-professional is at any rate capable of expressing himself/herself properly in the official language of the study programme'.
For Dutch-taught study programmes this means that the Tourism Professional has good oral and written communication skills in Dutch. At the national consultations we also agreed that only English is compulsory as a foreign language. However, a department may make one or more foreign languages compulsory within its own curriculum.
For English-taught study programmes this means that the Tourism Professional has good oral and written communication skills in English. A foreign language is not compulsory in English-taught study programmes, but here too, a department may make a foreign language compulsory within its own curriculum.

What applies in all cases is that the ability to formulate tactfully and listen and read well are all part of the language skills. However, language is a means and not an end.

In their educational profiles/curricula, the departments themselves set the required final level of the languages used and/or offered by the department.

D. PROFESSIONAL ETHICS AND SOCIAL ORIENTATION

The Tourism Professional is not only aware of the social context in which he or she is active, but sustainable development and acting critically and ethically are also priorities within his/her (international and intercultural) job.
The Tourism Professional acts with integrity, is value-driven and demonstrates social responsibility.

The work of the Tourism Professional comprises four core tasks. In Section 1 described how these core tasks arise from the original profession-specific competences. Regardless of the many developments, these core tasks are not expected to change. What does change is the way in which the Tourism Professional should think and work. In this section, we elaborate on these four core tasks by describing the tasks and the tools that the Tourism Professional of the future needs to carry these out, and we will set out how to safeguard the levels.

3.1 THE CORE TASKS IN A MODEL

The point of departure is that a Tourism Professional engages in a tourist product or service with a focus on:
* Initiating and creating
* Realising and implementing
* Marketing
* Organising and managing.

The names of the core tasks remain the same, but new developments and the many changes in the world call for a redefining of the contents, i.e. the education for the core task. In the future, the four core tasks will be inextricably related to the three main aspects: social responsibility, technological developments, and (intercultural) communication, with hospitality, a broad and international orientation, and personal leadership as the point of departure. This results in a new model for the study programme Tourism Management (Figure 5). The three main aspects surround the four core tasks much like a shell. The heo-standard and the programme-specific competences from the Professional Training Profile 2014 will be discussed in both the four core tasks and these three main aspects. Hospitality, personal leadership and international orientation surround everything like an all-embracing shell.

The model shows the knowledge and skills that a Tourism Professional should possess, which also encompass an inquisitive, open-minded and customer/guest-oriented attitude. The attitudinal aspects return as generic aspects. The Tourism Professional who starts working in the industry should be aware that the execution of all tasks generally first takes place within the existing structures of a working environment. A properly functioning entry-level worker will continue to grow towards the autonomous Tourism Professional of this model.
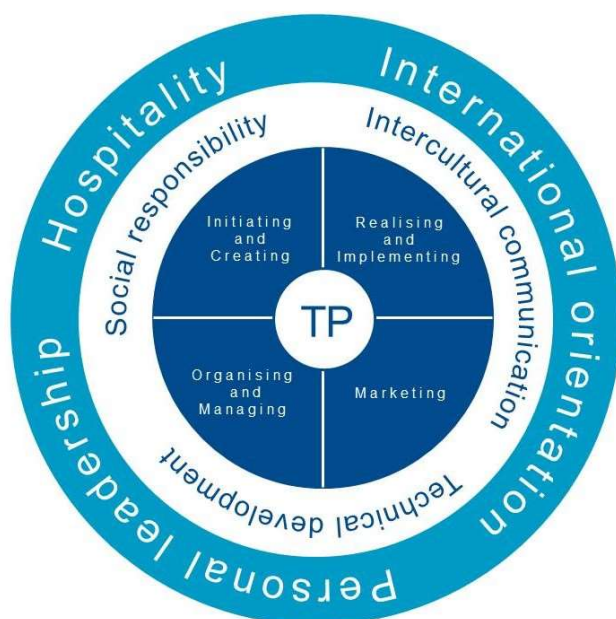

Figure 5. The Tourism Professional (TP) is at the heart of the model. The four core tasks of the Tourism Professional are inextricably linked to hospitality, personal leadership and international orientation. In addition, the Tourism Professional always has to take social responsibility, intercultural communication and technological developments into account.

The blue, outer shell shows that whatever the Tourism Professional does should always be done from a hospitable principle and with a broad and international orientation. In doing so he/she demonstrates personal leadership. Here, hospitality is to be taken in the broadest sense: the guest or customer is at the centre of the Tourism Professional's tasks: the Tourism Professional thinks customer or guest-oriented and in this way manages to find and/or retain the customer or guest.

The white shell shows that a Tourism Professional has to deal with a constant field of tension in a triangle of social responsibility and ethical principles, intercultural communication, and technological developments. These three aspects may conflict. It is up to the Tourism Professional to find a proper balance.

The outer shell marked 'Hospitable', 'Personal leadership' and 'Broad and International Orientation' and the white shell with the three main aspects are part of the heo-standard (Section 2) as well:

HOSPITALITY
Hospitality is obvious when focusing on customers and guests, as is the combination of care and tact on the one hand and business acumen on the other.

BROAD AND INTERNATIONAL ORIENTATION
The Tourism Professional has a broad outlook, knows what is going on in society, has political antennae. and is aware of innovations that may be relevant to his or her professional practice.

TECHNOLOGICAL DEVELOPMENTS
The Tourism Professional is able to proactively respond to changes at work and the context of the job through his/her learning ability. He or she is able to deal with hardly any structure and uncertain factors, yet remains result-oriented and has the courage to be innovative and change. The Tourism Professional connects short-term targets with longer-term ambitions but does not lose sight of the fast-changing environment; discovering and applying new technologies are part of this.

SOCIAL RESPONSIBILITY
The Tourism Professional is not only aware of the social context in which he or she is active, but also has sustainable development and acting critically and ethically as priorities in his/her (international and intercultural) job.
The Tourism Professional acts with integrity, is value-driven and demonstrates social responsibility.

To emphasise the significance we no longer use the three P's of People, Planet, and Profit, but four P's, by adding Purpose.

INTERCULTURAL COMMUNICATION
The Tourism Professional moves naturally and respectfully in a cross-cultural and international environment, empathises with it and is able to switch quickly. Working together at various levels and in different (corporate) cultures, as well as translating global developments into one's own environment in relation to cultural differences are part of the core values. Communication and personal presentation focus on and match the situation/context.

THE CORE
The four core tasks of the Tourism Professional form the model's core. The focus is on tasks that are interwoven with each other in the day-to-day affairs of the all-round Tourism Professional. In practice, the tasks blend into one another and the distinction is not as clear as the model might suggest.

3.2 THE CORE TASKS

This paragraph describes the core task and the resulting learning outcome. We emphasise that these core tasks cannot be considered separate from the two outer shells in the model, and integral thinking and multidisciplinary work become increasingly important for the Tourism Professional. Consequently, the core tasks cannot be considered in isolation, but always in relation to other core tasks. In practice, the Tourism Professional will almost always work on more than one task at a time.

INITIATING AND CREATING
The Tourism Professional is enterprising and invents new or renewed tourist or business products/services from a broad and international orientation, focusing on new trends and developments, as a result of which a demand is identified easily and accurately and developed into new opportunities/new or renewed offers. An inquisitive attitude is a basic principle in the process: collecting and analysing data, for instance on consumer behaviour and consumer segments, analysing a policy and developing a vision form the base of any new product. Critical thinking and a large degree of creativity, i.e. thinking out of the box, are needed to arrive at innovative solutions. The Tourism Professional develops products and services in ways that are sustainable and responsible (people, planet, profit and purpose), making sure that too much pressure on a destination is avoided (overtourism, crowding, carrying capacity, spread). Nor does the he/she lose sight of the financial and legal feasibility. Cultural backgrounds of the target group contribute to the contents of a new or renewed product, with wishes in the fields of hospitality and service playing a vital role, thereby creating a care-free environment for the client/guest. Whenever this is functional, technological developments are part of the offer of new products and services. New target groups offer new opportunities, in the same way that a withdrawing government offers opportunities for commercial initiatives and co-creation.
The Tourism Professional responds to the demands of consumers or customers with a customised and, if possible, personalised offer that meets or even surpasses the customers' demand for experiences.

Learning outcome:
Based on trends and developments, the Tourism Professional proactively and creatively develops new/renewed tourist and/or business products and services that are feasible and responsible and meet or even surpass consumer demands for experiences.

REALISING AND IMPLEMENTING
The Tourism Professional plans and manages operational and tactical business processes around realising and implementing existing and new products and services from organisational objectives and commercial considerations, which will serve the stakeholders, add value to the natural, cultural and social surroundings of a destination, and prevent overtourism. The Tourism Professional will involve relevant actors in the development of ideas and plans and will also use the knowledge of those other parties. The Tourism Professional prepares the decision-making process based on analyses of policy issues and identifies possible legal consequences. The impact of new or renewed offers is also taken into consideration, as is the security and safety of customers and their data.

The Tourism Professional collaborates, also with disruptors, sets up chains, is enterprising and result-oriented, has the courage to be innovative and to change, and is aware of the fact that responding quickly and creatively to new opportunities and changes is necessary for success, while setting up processes as efficiently as possible. The Tourism Professional never ignores details and undertakes the journey himself/herself as well, so as not to overlook anything.

Learning outcome:
The Tourism Professional sets up structures, manages and coordinates processes based on internal factors: legal, financial, and organisational issues, and external ones: people, planet, profit, purpose, sector agreements, ethics and the macro-economic environment.

Putting a service or product on the market requires knowing and monitoring the consumer, and knowing at which stage of the customer journey the consumer finds himself/herself. Understanding the question behind the question and arriving at solutions requires knowledge of the psychology of consumer behaviour. Through insight into psychological processes such as choice behaviour, decision-making and motivation, the Tourism Professional is able to enter into the customer/target group's experience, draw up customer profiles and make the client/target group a personalised offer, both in the orientation phase (with content curation) and in the decision phase. Deciding on and drawing up a proper query as well as analysing the collected data are essential in this process. The Tourism Professional is commercial, customer-oriented and innovative and has creative and reflective skills. He/she is aware of a fast-changing world and circumstances, and makes every effort to put the new/renewed product or service in the market as soon as possible to stay ahead of the competition and to raise the odds of making turnover.

To be able to carry out this task, the Tourism Professional needs a sound knowledge of the market, the market developments and new technological possibilities, and a corresponding vision of the future. Data security is a key focal point.

Learning outcome:
Based on the knowledge of or research into the consumer, the required experience, the market and market developments, the Tourism Professional determines the way in which a product or service should be marketed to realise a maximum result.

ORGANISING AND MANAGING
To be able to carry out his/her tasks properly, the Tourism Professional needs to have knowledge of the organisation and organisational processes, of financial management and the HR-cycle. He/she is able to analyse and improve the conduct of organisations, focusing on management structure and culture, the complexity of behaviour in organisations, intercultural management, leadership styles and change management. Changes on the shop floor require different leadership styles and in the field of HR, flexible employment contracts and a sound training policy.

The Tourism Professional is a true entrepreneur or demonstrates entrepreneurship: that is why making policy-related choices and strategic decisions are part of this core task. Being able to immediately respond to new developments, being alert to sales figures, hospitality and services, setting up and maintaining (international) partnerships: the Tourism Professional must be able to react quickly and show flexibility in a world that is constantly changing. New market demands may result in adjusting the mission and vision, new business models and/or the strategy of the organisation to guarantee continuity of the organisation. The Tourism Professional monitors the responsible development of destinations using destination management and visitor management.

The Tourism Professional acts with integrity, is value-driven and demonstrates social responsibility.

Learning outcome:
The Tourism Professional maintains and develops (parts of) the organisation, makes policy-related and/or operational choices and takes strategic decisions.

3.2.1 LEARNING RESULTS, KNOWLEDGE DOMAINS AND PROFESSIONAL PRODUCTS
To arrive at the learning outcome, we have formulated learning results that have been detailed in tables. The order of of the learning results is arbitrary. The tables show examples of professional products and where required, a column contains an explanation to clarify or supplement a learning result.

To properly map the generic and frequently overlapping core tasks, we have made an overview of the generic aspects applicable to each core task besides the four specific core tasks.

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[16] *'Marketing' in English has a broader meaning than in Dutch, in that it also includes 'bringing products on the market, selling'. The Dutch term for that is 'vermarkten'.*

Generic aspects to the four core tasks

Learning outcome:

When carrying out the (integral) tasks, the Tourism Professional demonstrates that he/she has a broad and international orientation, demonstrates a feeling for hospitality and social responsibility, processes, where possible, general and technological trends, has good oral and written (intercultural) communication skills and shows personal leadership.

Possible professional products

No professional products have been included in the generic aspects. Monitoring can take place through self-reflection and 360-degree reflection.
When evaluating professional products, assessment of the generic aspects can be included and taken into account.

The Tourism Professional:	Examples/explanation (if applicable)
shows to be customer and guest-oriented in all his/her performances of tasks and carefully balances care and tact with commercial thinking	use of language, attitude
carefully considers people, planet, profit and purpose in his/her thinking and acting, demonstrates social responsibility, monitors the sector agreements on sustainability, and recognises the significance and effects of tourist behaviour at destinations	sustainable tourist business practices/ Better Holidays (travel sector)
tactfully communicates internally and externally on social levels and demonstrates good oral and written communication skills	communication skills
integrates new general and technological trends and developments whenever required and possible within the performance of his/her tasks	
reflects on content, process and personal performance	self-reflection, 360-degree reflection
demonstrates drive, initiative, creativity, flexibility and independence in the performance of tasks and recognises the importance of acting quickly to see and seize opportunities and/or come up with new solutions	
demonstrates an inquisitive attitude, curiosity and ability to think analytically	problem analyses, research reports
has an eye for the interests and responsibilities of other stakeholders and actors, and is able to make connections and collaborate with them	

Core task Initiating and creating

Learning outcome:

On the basis of trends and developments, the Tourism Professional proactively and creatively develops new/renewed tourist and/or business products and services that are feasible and responsible and meet or even surpass consumer demands for experiences.

Possible professional products

Advice plan for strategy
Draft plan
Business plan/business case
Stakeholder analysis
Policy plan
Design/prototypes, like app, scale model

The Tourism Professional:	Examples/explanation (if applicable)
Takes stock of and analyses trends in the external environment and turns the result into a strategy and a policy for new or renewed products and services for a specific target group	product development, trend report scenario planning
sees opportunities and renews and/or creates and designs new products, using product and/or market knowledge, and is creative and innovative in this process	brainstorming
applies knowledge about technology to identify and understand opportunities and to incorporate them in a new or renewed product or service	
budgets required investments, estimates revenue streams, budgets cash flows, analyses investments and balances these investments against feasibility and earnings	financial analysis
takes stock of related legal aspects when initiating and creating new or renewed services and products	contracts, labour law, permits, taxes, **boundaries**
identifies the relevant environmental factors of a destination to develop a new or renewed product or service in a socially responsible or sustainable and commercially attractive way that is acceptable to all parties involved	carrying capacity, actors involved, destep/pestel-analysis, overtourism
takes stock of the economic factors regarding a destination	micro-economic and macro-economic mechanisms, multiplier effect, GDP

Core task Realising and implementing

Learning outcome:

The Tourism Professional sets up structures, manages and coordinates processes based on internal factors, such as legal, financial, and organisational issues, and external factors, such as people, planet, profit, purpose, sector agreements, ethics and the macro-economic environment.

Possible professional products

Cost-benefit analysis
Financial benchmarking
Break-even analysis
Decision support calculations
Project plan
Feasibility recommendation
Implementation plan
Detailed city walk
Detailed travel offer

The Tourism Professional:	Examples/explanation (if applicable)
plans operational and tactical business processes, even if there is little structure and/or there are uncertain factors and makes decision support calculations	cost-benefit analysis, cost categories, currency trading, financial benchmarking, break-even analysis
clarifies the effects of tourist development in a report	impact assessments
adjusts management information systems and creates a new data processing structure	security of data
develops, implements and evaluates change processes in a creative, fast and accurate manner, implements and/or optimises operational processes	service operations management, service profit chain, change management, capacity management, destination management, experience management
makes a project plan and carries this out	project plan, process report, project plan implementation

Core task Marketing	
Learning outcome:	
Based on the knowledge of or research into the consumer, the required experience, the market and market developments, the Tourism Professional determines the way in which a product or service should be marketed to achieve an optimum result.	
Possible professional products	
Website Marketing plan (strategic, online, marketing communication, social media) Infographic Visualisation Film Personas, customer profiles Blog, vlog Crisis communication plan (in the event of contingencies or incidents)	
The Tourism Professional:	**Examples/explanation (if applicable)**
collects and analyses relevant data allowing decisions to be made based on these data	big data, data analysis
applies knowledge of the market, market developments and consumer behaviour to arrive at the right marketing strategy and/or market approach	customer and guest journey
applies knowledge of technology to see and understand opportunities, and uses the outcome to arrive at the right marketing strategy	marketing techniques
develops marketing strategies and makes strategic marketing decisions using the right method	(strategic) marketing models
monitors legal aspects when marketing new or renewed services and products	data security
monitors financial aspects, calculates promotions costs and weighs these costs against the intended purpose	business models, mission and vision
is jointly responsible for promoting the essential value of an organisation, product or service (branding) making use of his/her own vision of the future or that of the organisation	
implements a marketing plan	
maintains and improves customer contacts in order to create regular customers and fans of the organisation	customer relations management

Core task Organising and managing	
Learning outcome:	
The Tourism Professional maintains and develops (parts of) the organisation, makes policy-related and/or operational choices and takes strategic decisions.	
Possible professional products	
Investment budget and profit and loss account, department budget Cost-benefit analysis Contracts/employment contracts Business model, Business plan Mission and vision Working arrangements and/or schedules HR-file including reports on HR-cycle interviews PDCA-plan	
The Tourism Professional:	**Examples/explanation (if applicable)**
controls operational and tactical business processes, even if there is little structure and/or there are uncertain factors	plans, HR-cycle, process management
evaluates a company's financial situation and the financial reports and analyses relevant key ratios	balance sheet, profit and loss account, income statement, investment budget and department budget, budgets, cost estimate and actual costs, prognoses
advises supervisors or management about the most common legal frameworks to ensure that the organisation's activities meet these frameworks	types of enterprise, liability, contracts, labour law, permits
calculates the effects of commercial decisions and applies the basis of revenue management	yielding, business cases
recognises, processes and uses business-relevant data and supports decisions on the basis of these data	benchmarking, forecasting, performance indicators, ratio analysis, databases, trend analysis,
analyses and improves behaviour in organisations, with a focus on organisational structure and culture, complexity of behaviour in organisations, intercultural management, leadership styles, change management, networks	organisation models
prepares strategic policies optimising the interests of stakeholders and enriching the natural, cultural and social environment (value-driven), and puts these policies in place by means of strategic analyses, drafts strategic options, implements strategic goals and evaluates strategic choices	scenario planning

3.3 AIM OF THE STUDY PROGRAMME

Based on the above we have formulated the aim of the study programme as follows:

The Tourism Management study programme aims to prepare Tourism Professionals for the industry to enable them to carry out the core tasks and the related generic aspects in daily practice in existing structures/working environments.
The Tourism Professional's four core tasks are inextricably related to personal leadership, hospitality, and a broad and international orientation. In addition, the Tourism Professional must always take social responsibility, intercultural communication and technological developments into account.

3.4 NLQF AND DUBLIN DESCRIPTORS

The learning outcomes and learning results described above are in keeping with the level descriptions of the final level of an hbo-bachelor, as detailed in the Dutch Qualifications Framework (NLQF). For the hbo-bachelor this is level 6, AD-programmes use level 5 and the master study programmes level 7.

As the NLQF-level descriptions are linked to the level descriptions of the European Qualification Framework (EQF) and the Dublin descriptors, the above learning outcomes and learning results are hereby accounted for. In Appendix C we have included the complete table comparing the NLQF levels 5 to 8 with the Dublin descriptors.

In October 2017, we started within the National Consultation on Tourism Management to prepare for the development and writing of this educational profile. We first conducted research into trends and developments as outlined in Section 1. To this end, we consulted vision documents and reports from all sectors within the tourist industry.

During brainstorm days we subsequently coloured the heo-standard to do justice to the tasks of the Tourism Professional. From Sections 1 and 2 onwards, we built the new educational profile. During the brainstorm days we regularly invited lecturers and/or members of the curriculum committees of the study programmes.

We then submitted a first draft of the educational profile to the advisory councils of the seven study programmes. Representatives of the most important sector organisations have a seat on these advisory councils, as do various representatives of characteristic companies in the industry. The feedback from the advisory councils has been included in the final version of the educational profile.

The following list shows the representatives of theLOTM study programmes, followed by a list of the representatives participating in the advisory councils.

REPRESENTATIVES FROM STUDY PROGRAMMES WITHIN THE LOTM

Breda University of Applied Sciences
Corné Kops

Hogeschool Saxion
Christa Barkel

HZ University of Applied Sciences
Timo Derriks (from 1 February 2018)
Enno van de Graaf (until 1 February 2018)

Inholland University of Applied Sciences
Carmencita Boekhoudt

LOI Hogeschool
Sana Daher (until 1 January 2018)
Marie-Louise van Onna (from 1 February 2018)

NHL Stenden Hogeschool
Diana Leigh

Tio University of Applied Sciences
Karin Steijger

Breda University of Applied Sciences
Mr R. Braakman - Sandton Hotels
Mr M. Bulthuis - Leiden Marketing
Mr M. van Daalen - ID&T/Q-Dance
Mr S. Driessen - ABN-AMRO
Mr F. Frijns - 013 POPPODIUM
Ms A. Gilbert - Bilderberg Hotels
Mr H. Kreulen - KLM Nederland
Mr F. Oostdam - ANVR
Mr L. Pannecoeck - Amadeus Benelux
Ms G. Locquet - ANWB Reizen
Mr J. Vranken - NBTC Holland Marketing
Mr O. Vugts - Efteling

Hogeschool Saxion
Ms R. Camps - Various projects, currently Albron Foodservice
Mr E. van Drongelen and Ruud Raaijmakers - WeFlyCheap
Mr B. Goudswaard - Missing link, consultancy firm specialising in heritage and public space
Mr W. Gramsma - Customer Sense
Ms A. Haver - Several projects, currently active for The Hague Marketing
Ms S. de Heij - Natuurmonumenten
Ms L. van der Kaden - Several projects, currently hospitality Ikea
Ms L. Nijhuis and Ms N. Bruggeman - GreenOrange
Mr J. van Oene - Province of Overijssel
Mr B. Overeem - Visit Veluwe
Ms N. Savelsbergh, Lindbergh Excursions & Lovers Canal Cruises & City Tours
Mr D. Spaan - Key Travel
Ms M. van Zomeren - 100% Summer

HZ University of Applied Sciences
Mr M. Kloeg - KHN Nederland/Zeeland, and Beach Hotel Zoutelande
Mr J. Suurmond - Touristisch Ondernemen Zeeland
Mr T. Vermeulen - Campings De Pekelinge/International, also on behalf of Ardoer Campings

Inholland University of Applied Sciences
Ms A. Ariesen - NS Hispeed
Mr B. Boeve - Molecaten
Ms N. van de Bosch - Just Curious
Ms S. Dekker - Amsterdam Marketing
Mr A. Doorneveld - Municipality of Amsterdam
Ms M. Dresmé - ANVR
Ms E. Erkelens - Vacanceselect.nl
Mr J. Feenstra - Delta Air Lines
Ms J. Gomes Tavares - Booking.com,
Ms B. Goumans - TUI Nederland
Mr D. Gussen - Corendon Vliegvakanties
Ms I. Kroonenberg - Zaanse Schans
Ms S. Overdijkink - Travelbird
Ms E. Perfors - Landal Green Parks
Ms W. Sieger-Kintzen - VVV Nederland
Ms M. Tervoert - Ahold/Delhaize
Mr W. Versteegh - Likizo Marketing

LOI Hogeschool

Mr F. Radstake - Reiswerk

NHL Stenden Hogeschool

Mr J. Boelens - Bewegingscentrum Drachten/Leeuwarden

Mr B. Cameron - Historic Scotland

Mr J. van Dorp - Groningen Airport Eelde

Mr R. Ermers - SRC Reizen

Mr A.T. van Eijk - Travel Counsellors Nederland BV City Office

Mr T. Hartog - Aktiva tours and Key Tours

Mr D. Holecek - Michigan State University

Mr A. Messchaert - Global PowWow!

Mr E. Verhagen - Creative Cities

Ms M. Vink - GI Travel

Ms L. Weinans - Ballorig

Mr J. Ybema - HISWA

Tio University of Applied Sciences

Ms E. Janssen - Cultures Inc.

Ms E. Kuipers - ITG Companies

Ms M. van Oerle - Transavia

Mr F. Oostdam – ANVR

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APPENDICES

Infographic categories	Sectors	Company examples	Job examples
Marketing & Consultancy	Online marketing, Offline marketing, banking, insurance, DMO's, consultancy, law, employment agencies	Switzerland Tourism, Rabobank, ABN-AMRO, Bikkelhart, Bochum marketing, Capgemini, DIS AG, German National Tourism Office, Youngcapital	Online advertising consultant, junior accountant, business consultant, financial adviser, content developer
Hospitality	Accommodation, restaurants, cruise industry, attractions	Marriott, Centre Parcs, Efteling, Holland America Line, Landal Green Parks, Park Inn Hotels, Van der Valk hotels	Front office employee, leisure manager, campsite owner, online marketeer, lodge manager
Tour Operating	Tour operators; domestic, inbound & outbound	TUI, Thomas Cook, SNP, Saga, 333Travel, Footprint Travel, Rob Roy Tours	Product manager, sales agent, yield & revenue manager, manager operations & sales
Education	Teaching, research, education policies, master or PhD student	Utrecht University, Wageningen University, NHL Stenden, Saxion, NHTV, Interreg	Study adviser, lecturer, PhD candidate, PR & communications officer
(Travel) Technology	Booking systems, Hardware systems, Software systems	Amadeus, Deutsche Telekom, Fourtress, Hewlett Packard, IBM, Microsoft	Account executive, software engineer, sales manager
(Travel) Retail	Travel agents, bricks and mortar retail, online retail	Alibaba group, booking.com, Airbnb, D-reizen, Zalando, Uniglobe, Bever, Ensplore	Culture & community manager, travel consultant, sales assistant
Health, Food & Vitality	Health centres, food companies, hospitals, medical assistance companies	Stay Food Group, Friesland Campina, UMC Utrecht, VHD	Account manager, project coordinator, HRM manager
Government	Municipalities, regional government, embassies, ministries, European parliament	Nuffic, Dutch Ministry of Foreign Affairs, Auckland Council, Municipality of Amsterdam	Senior policy officer, senior policy adviser, cultural policy adviser
MICE	Event organisers, conference organisers & venues, incentive bureaus	BCD meetings & events, ATourism ProfessionalI Corporation Events, Messe Düsseldorf, Jaarbeurs Utrecht, MCI Amsterdam	Event manager, congress coordinator, project leader MICE
Other	Oil & gas, aviation, logistics, freight, media, manufacturing, NGOs	Shell, KLM, Lufthansa, Emirates, Reed, Philips, Maersk Line, Exxon Mobil	Global sales & marketing rep, airline crew, digital marketing manager, change manager

APPENDIX B - HEO-STANDARD

The document 'Profile of an agile heo-professional' can be accessed via [this link](#).

In these table the knowledge domains have been detailed including examples of areas of expertise/disciplines. They are expressly examples that serve to indicate the purpose of the knowledge domains. The study programmes are free to further shape them as they see fit and to further elaborate the areas of expertise and disciplines in their own Body of Knowledge and Skills.

Knowledge domain	Example of an area of expertise/discipline
Concept development	Trends and developments ICT-knowledge (IT)Service management Consumer behaviour/psychology Project management Innovation Communication
Economics	Law/Legal aspects Financial management Economics Business models Communication
Marketing (online/offline)	Management information systems Marketing communication Consumer behaviour/psychology Consumer market/segmentation (Intercultural) communication E-business Communication
Strategic and operational management	HRM/HR-strategy/Training Strategic marketing management Operational management Organisational behaviour Quality assurance Change management (Intercultural) management Communications
Tourism	Sustainable Enterprise in the Tourism Industry Ethics Hospitality management Visitor management Destination Management Tourism System (including Product Knowledge) Communication
Research	Quantitative and qualitative research/Research skills Analysis techniques/Data science Advisory skills Acting methodically Communication

APPENDIX D - TABLE COMPARING NLQF-LEVELS 5-8 WITH DUBLIN DESCRIPTORS

The table comparing the NLQF levels 5- 8 with the Dublin Descriptors can be accessed via this link.