REQUIRED COMPETENCIES OF PROFESSIONAL ACTIVITIES` PERFORMANCE FOR CULTURAL TOURISM PROFESSIONALS IN KURZEME REGION

Asoc.prof. Inese Lūsēna - Ezer
Lect. Ilze Grospiņa
Liepaja University

Riga
02.02.2018.
The quality of the tender has an important role in attracting culture tourists, accordingly, to be able to develop competitive tenders, culture tourism professionals need various competencies.

**Aim of research:** identified which of the required competencies of professional activities’ performance for cultural tourism professionals need to be improved.

Questionnaire was worked out by researchers of Klaipeda State University of Applied Sciences:

1. Functional competencies
2. Managerial competencies
3. Social competencies
4. Cognitive competencies
5. Personal quality and general competences
The tourism organizations and tourism-related organizations in Kurzeme region involved in the study:

- Liepājas Tūrisma informācijas birojs
- Kurzemes Tūrisma informācijas centri (Kuldīga, Aizpute, Saldus, Nīca u.c.)
- Muzejī
- Pilis, piemēram Jaunpils
- Liepāja «Karostas cietums»
- Liepāja: «Lielais Dzintars»
- Aizpute: «eko vīni»
- Liepāja: ZINO
- Aizpute: starpdiskiplīnārās mākslas grupas «Serde»
- Liepāja: radošā telpa «Ideju bode»
- Liepājas LOC
- u.c.
Profile of Respondents

POSITION IN TOURISM ORGANIZATION

- Manager: 50%
- Employee: 44%
- Guide: 6%

EDUCATION

- Higher: 81%
- Professional: 13%
- High school graduate: 6%

YEAR YOU WORK FOR TOURISM

- 4-10 years: 25%
- 21 years and more: 6%
- 1-3 years: 44%
- 11-15 years: 25%
Managerial Competences

Lack a bit  Do not lack  Lack  Lack a lot

<table>
<thead>
<tr>
<th>Competence</th>
<th>Lack a bit</th>
<th>Do not lack</th>
<th>Lack</th>
<th>Lack a lot</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business etiquette</td>
<td>6%</td>
<td>6%</td>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>Conducting business activity</td>
<td>6%</td>
<td>6%</td>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>Contracts and documentation</td>
<td>13%</td>
<td>19%</td>
<td>44%</td>
<td>25%</td>
</tr>
<tr>
<td>CRM systems</td>
<td>13%</td>
<td>13%</td>
<td>25%</td>
<td>31%</td>
</tr>
<tr>
<td>Knowledge about country</td>
<td>6%</td>
<td>31%</td>
<td>19%</td>
<td>31%</td>
</tr>
<tr>
<td>Knowledge about foreign destinations</td>
<td>13%</td>
<td>38%</td>
<td>56%</td>
<td>38%</td>
</tr>
<tr>
<td>Knowledge of the industry and new trends</td>
<td>6%</td>
<td>56%</td>
<td>31%</td>
<td>31%</td>
</tr>
<tr>
<td>Marketing and market research</td>
<td>13%</td>
<td>31%</td>
<td>31%</td>
<td>25%</td>
</tr>
<tr>
<td>Marketing and social media</td>
<td>13%</td>
<td>31%</td>
<td>31%</td>
<td>25%</td>
</tr>
<tr>
<td>Project and team management</td>
<td>13%</td>
<td>19%</td>
<td>25%</td>
<td>50%</td>
</tr>
<tr>
<td>Safety at work</td>
<td>13%</td>
<td>13%</td>
<td>13%</td>
<td>44%</td>
</tr>
<tr>
<td>Sales</td>
<td>13%</td>
<td>13%</td>
<td>13%</td>
<td>44%</td>
</tr>
<tr>
<td>Social Competences</td>
<td>Do not lack</td>
<td>Lack</td>
<td>Lack a lot</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------</td>
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<td></td>
</tr>
<tr>
<td>Cooperation</td>
<td>56%</td>
<td>38%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Cooperation with service providers</td>
<td>25%</td>
<td>69%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Establishing relationships</td>
<td>63%</td>
<td>31%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Focus on development</td>
<td>38%</td>
<td>56%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Foreign language</td>
<td>13%</td>
<td>69%</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>Initiative/innovativeness</td>
<td>38%</td>
<td>44%</td>
<td>19%</td>
<td></td>
</tr>
<tr>
<td>Intercultural “sensitivity”</td>
<td>19%</td>
<td>75%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Organisation of own work</td>
<td>63%</td>
<td>31%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Public appearances</td>
<td>19%</td>
<td>69%</td>
<td>13%</td>
<td></td>
</tr>
<tr>
<td>Verbal and written communication</td>
<td>44%</td>
<td>56%</td>
<td>6%</td>
<td></td>
</tr>
</tbody>
</table>
### Personal Qualities and General Competences

<table>
<thead>
<tr>
<th></th>
<th>Do not want</th>
<th>I want</th>
<th>I want a bit</th>
<th>I want a lot</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to make creative decisions</td>
<td>31%</td>
<td>38%</td>
<td>25%</td>
<td>6%</td>
</tr>
<tr>
<td>Ability to project a professional image</td>
<td>44%</td>
<td>31%</td>
<td>13%</td>
<td>13%</td>
</tr>
<tr>
<td>Goal orientation</td>
<td>50%</td>
<td>31%</td>
<td>19%</td>
<td>13%</td>
</tr>
<tr>
<td>Helping others before satisfying the needs of the self</td>
<td>31%</td>
<td>38%</td>
<td>25%</td>
<td>13%</td>
</tr>
<tr>
<td>Integrity</td>
<td>19%</td>
<td>44%</td>
<td>31%</td>
<td>13%</td>
</tr>
<tr>
<td>Passion/int... in working in the industry</td>
<td>31%</td>
<td>38%</td>
<td>25%</td>
<td>13%</td>
</tr>
<tr>
<td>Personal pride in satisfying the needs of others</td>
<td>44%</td>
<td>31%</td>
<td>19%</td>
<td>6%</td>
</tr>
<tr>
<td>Presentation and propriety</td>
<td>13%</td>
<td>25%</td>
<td>38%</td>
<td>31%</td>
</tr>
<tr>
<td>Time flexibility and mobility</td>
<td>13%</td>
<td>13%</td>
<td>19%</td>
<td>44%</td>
</tr>
</tbody>
</table>
Competencies for Employees

**Finance and accounting**
- Lack a bit: 57%
- Lack: 29%
- Lack a lot: 14%

**Project and team management**
- Lack: 43%
- Lack a bit: 29%
- Do not lack: 29%

**Law, regulations and standards in tourism**
- Lack: 57%
- Lack a bit: 43%

**CRM systems**
- Lack a bit: 29%
- Lack: 29%
- Lack a lot: 29%
- Do not lack: 14%
Competencies for Employees

**Conducting business activity**
- Lack a bit: 57%
- Lack: 43%

**Intercultural “sensitivity”**
- Lack: 71%
- Do not lack: 14%
- Lack a lot: 14%

**Coping with stress**
- Lack a bit: 43%
- Do not lack: 29%
- Lack: 29%

**Public appearances**
- Lack a lot: 14%
- Lack: 86%

**Foreign language**
- Lack: 57%
- Do not lack: 29%
- Lack a lot: 14%

**Ability to project a professional image**
- Do not want: 14%
- I want: 29%
- I want a bit: 43%
- I want a lot: 14%
Competencies for Managers

Marketing and market research
- Lack a bit: 25%
- Lack: 63%
- Lack a lot: 13%

CRM systems
- Lack a bit: 38%
- Lack: 50%
- Do not lack: 13%

Marketing and social media
- Lack a bit: 50%
- Lack: 38%
- Lack a lot: 13%

Finance and accounting
- Lack a bit: 38%
- Lack: 38%
- Lack a lot: 25%

Preparing offers/tourist programmes, produ...
- Lack a bit: 25%
- Do not lack: 25%
- Lack: 50%
Competencies for Managers

**Foreign language**
- Lack a lot: 13%
- Lack: 88%

**Cooperation with service providers**
- Lack: 75%
- Do not lack: 25%

**Public appearances**
- Lack a lot: 13%
- Lack: 63%
- Do not lack: 25%

**Focus on development**
- Lack: 75%
- Do not lack: 25%
### Competencies for Managers

#### Coping with stress
- Lack a bit: 38%
- Do not lack: 13%
- Lack: 50%

#### Creative work over analytical work
- Lack a bit: 38%
- Do not lack: 25%
- Lack: 13%
- Lack a lot: 25%

#### Goal orientation
- I want: 38%
- I want a bit: 38%
- I want a lot: 25%

### Ability to make creative decisions
- I want: 38%
- I want a bit: 25%
- I want a lot: 38%

### Passion/interest in working in the industry
- Do not want: 13%
- I want: 13%
- I want a bit: 38%
- I want a lot: 38%
SUMMARY: Which competencies should be improved?

1. **Functional competencies**: lack of knowledge and understanding of basic economic aspects of tourist activities, understanding of financial aspects and knowledge of the basics of accounting (**Finance and accounting**)

2. **Managerial competencies**:
   - ability to operate Customer Relationship Management programmes (**CRM**);
   - knowledge of the basic principles of conducting business activity in the industry/practical knowledge of the specifics of an enterprise in the tourism industry (**Conducting business activity**);
   - knowledge of marketing methods/techniques and ability to use them in practice in the preparation of offers and promotional materials, and marketing strategy. Ability to use social media to communicate with the current and potential customers (**Marketing and social media**)

3. **Social competencies**:
   - ability to speak foreign language enabling efficient and effective communication, both verbal and written (**Foreign language**);
   - putting knowledge of intercultural differences into practise, adapting own actions to different cultural patterns (**Intercultural “sensitivity”**);
   - ability to deliver speeches/public presentations, speak to a larger number of people. Knowledge of the principles of voice production and presentation techniques (**Public appearances**);
   - knowledge and understanding of social and professional roles in the industry and related segments. Ability to work effectively with suppliers (e.g. transport, gastronomy, hotel industry, etc.) coordinating the implemented activities (**Cooperation with service providers**)

4. **Cognitive competencies** - easiness and effectiveness of acting in difficult situations (**Coping with stress**); **Personal qualities and general competencies**: ability to project a professional image