



Università  
Ca' Foscari  
Venezia



**CAREER  
SERVICE**  
Cogli il frutto  
del lavoro

# Careers Handbook

# Careers Handbook

The Careers Handbook of Ca' Foscari Career Service offers an overview of the main jobs and career options that can be accessed after completing your study path.

It also links Ca' Foscari curriculum with the constantly changing job market, including practical and inspirational advice to plan your future.

Each professional profile is provided with a detailed description of the main features and with information on the necessary skills to undertake that specific career.

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# Account Manager

## Main features

The account manager's main responsibilities include expanding the client's customer portfolio and managing new business relationships with existing customers. This professional role involves commercial and managerial duties such as developing significant commercial agreements with the current customer base and positively influencing the company's business and budget. The account manager is also responsible for sales and customer satisfaction in the post-sales phase. The sales account manager is in charge of the customer base and is responsible for managing the signing of sales contracts. The key account manager establishes and maintains relationships with large customers. At the start of their career, account managers interact directly with the customers and are called executive account managers.

## Field of employment

The account manager can work as a consultant or manager in various sectors, including ITC, finance, event organisation, and advertising agencies.

## Knowledge and skills

Account managers have a strong understanding of marketing, business organisation, and social sciences. Specifically, they are familiar with project management, international marketing tools, benchmarking methodologies, and activity-based costing techniques. They are adept at using application packages to statistically analyse market trends and purchasing behaviour. Additionally, they possess excellent communication and interpersonal skills, can handle stress, and are skilled in negotiation. They also display initiative, strong organisational skills, and a good aptitude for teamwork.

## Further requirements

One becomes an account manager after gaining several years of experience in the junior account role.

# Art Advisor

## Main features

The art advisor is responsible for helping individuals and companies manage or build art collections and buy or sell individual works of art. The first step for an art advisor is to analyse the client's needs and tastes in order to provide customised and specific solutions.

## Field of employment

Art advisors usually work independently as freelancers.

## Knowledge and skills

A solid understanding of art history should be paired with practical experience, including workshops and professional post-graduate courses. Staying updated on market dynamics and trends is crucial. It is also important to travel, attend exhibitions, and keep an eye on international fairs and auctions. Core competencies therefore include:

- Art-historical skills and in-depth knowledge of the market, staying up-to-date on financial trends
- Verifying the provenance and authenticity of a work of art by performing due diligence
- Performing economic appraisals of works of art

The art consultant must possess the skills of an art critic, art historian, and financial analyst.

# **Brand Manager**

## **Main features**

The brand manager is responsible for the marketing strategy related to a specific product or line of products bearing the same brand. This includes evaluating advertising channels, packaging, and public relations programmes. The brand manager develops guidelines for defining the brand's identity, determining its values, representing them appropriately, selecting target audiences, and designing tailored experiences. They are also responsible for coordinating tasks and planning objectives within a specific time frame.

## **Field of employment**

Brand managers work in large companies with a highly articulated organisation.

## **Knowledge and skills**

A brand manager is knowledgeable in marketing, communication, sales, and production. They have a strong background in market research, purchasing behaviour, and strategic communication. Additionally, they comprehensively understand the three main branding theories: brand semiotics, experience marketing, and total branding. Moreover, they are well-versed in the challenges, methods, and operational tools related to managing and launching new products. They know how to analyse different problems and identify solutions and are able to check the progress of projects in relation to deadlines and the consistency of economic data.

Brand managers can maintain composure and control their emotions even during conflicts.

# **Business Analyst**

## **Main features**

A Business Analyst converts raw data from internal and external sources into valuable information to assist the company's strategic decision-making for competitive advantage and improved performance. They gather and store data while identifying relevant sources and channels, conduct statistical analysis to identify relationships between variables and develop predictive models to aid business decisions. They design and implement data retrieval methods based on user needs and data types. This role involves constructing statistical systems and utilising Information and Communication Technology tools. By managing decision support systems, companies can develop innovative strategies for products, services, and processes to gain a competitive edge in the market.

## **Field of employment**

Business analysts work within medium-sized public and private companies, as well as business consulting and IT firms. They typically support company management and collaborate with different areas within the company to gather data and understand what information and knowledge is needed most.

## **Knowledge and skills**

A business analyst must be able to analyse future trends and combine them with the company's unique strengths and critical success factors to create guidelines for strategic decision-making. This requires expertise in both business matters and management databases. Knowledge of statistical analysis methods is vital. Additionally, the analyst should be able to develop composite indicators for the economic performance of different business units and prepare reports for the management. Additional skills include proficiency in English and the ability to work effectively in a team.



# Business Developer

## Main features

Business developers are responsible for expanding a company's business by strengthening relationships with existing clients and attracting new ones. They closely monitor market trends and act as strategic planners. This role is important not only for large enterprises but also for medium and small businesses.

The main goal of a business developer is to create new business opportunities. They collaborate with sales, marketing, and company management, and strategic planning is a significant aspect of their role. Specifically, the business developer is responsible for:

- Identifying potential customers, reaching out to them, and creating new business prospects
- Collaborating with the team to develop proposals that meet customers' needs and objectives
- Contributing to pricing and service development
- Achieving business growth
- Providing regular reports and analyses on the target market.

## Field of employment

In smaller companies, this role is sometimes assigned to a consultant. This is seldom the case in larger, more structured companies due to the necessity for this position to closely integrate and coordinate with various company departments. The business developer reports directly to management due to the impact of their decisions on corporate strategy and vice versa.

## Knowledge and skills

The business developer is a versatile professional who combines extensive knowledge of finance with experience in sales and marketing techniques. This person is responsible for leading business expansion and innovation activities. Here are some key skills and responsibilities of a business developer:

- Proficient in SWOT analysis to identify the company's strengths, weaknesses, opportunities, and threats.
- Monitoring customer satisfaction, identifying needs and requirements, and sharing periodic reports with the company management.
- Skilled in market analysis to explore sales channels and identify new demand segments.
- Proficient in business intelligence techniques to analyse company and sector data for unexplored business opportunities.
- Converting gathered information into actionable strategies.

- Proficient in project management, setting objectives, managing risk, and delegating responsibilities.
- Interacting with management to review and approve business development strategies and growth and profitability plans.
- Enhancing customer and partner engagement, developing multi-level relationships, and forging new alliances.
- Identifying new contacts and decision-makers within organisations and creating databases of new customers and contacts.
- Presenting and promoting business solutions, negotiating complex contracts, and monitoring key performance indicators for performance evaluation.

# Buyer

## Main features

The Buyer is responsible for studying the relevant market, identifying purchasing needs, and managing the definition of the product range and all purchasing activities. This includes utilising eCommerce and online tools. The buyer also plans and oversees promotional and advertising activities related to the product range.

## Field of employment

Buyers work in the purchasing or supply department or offices and report to the purchasing area manager, the marketing and sales function, or the purchasing manager of a specific product area.

## Knowledge and skills

The Buyer is responsible for conducting purchasing negotiations, analysing and selecting the most suitable and reliable suppliers, finalising supply contracts, and monitoring the quality of suppliers' production processes. They should have a solid understanding of economics, commercial law, tax law, and national and international contracts. Additionally, proficiency in one or more foreign languages is required. This role requires a proactive approach, a focus on results, and strong problem-solving skills.

## Notes

Graduates with a degree in the language sector can also become Buyers, especially with companies operating abroad.

# Copywriter

## Main features

Copywriters are responsible for creating and editing the text of messages within a communication campaign, including advertising. Their tasks include creating headlines, body copy, pay-offs, radio and television release texts, as well as texts for catalogues, brochures, and posters. Additionally, copywriters supervise and coordinate the work of all the staff involved in campaigns.

## Field of employment

Copywriters mainly work in the creative department of advertising agencies, in the in-house advertising department of companies, in public relations agencies, and in integrated communication agencies. Additionally, copywriters may work as freelancers with various advertising agencies or companies on specific projects.

## Knowledge and skills

Copywriters have specialised expertise in multimedia language. They are knowledgeable in disciplines like semiotics, pragmatics, psychology, philosophy, and creative writing, and they are aware of the symbolic value of language. They can adapt different writing styles depending on the message, target audience requirements and media used. They can creatively play with concepts and words to translate the advertising promise into an original form consistent with the brand image. They know how to effectively use the internet for communication and strategic or commercial objectives. They have a great ability to summarise and invent verbally. Other qualities include creativity and the ability to handle text challenges on both traditional and online platforms.

## Further requirements

To become a copyeditor, it is recommended that you attend a postgraduate course in advertising and have some experience editing and supervising various kinds of texts.

# Cultural Events Manager

## Main features

The cultural events and exhibitions manager is responsible for conceiving, designing, and organising various cultural events such as exhibitions, festivals, conferences, and more. They work with public and private clients to determine the events' themes, content, artworks, artists, and exhibition venues. Additionally, they are responsible for designing catalogues, publications, and promotional materials within the allocated budget, and contributing to developing a communication plan.

## Field of employment

Public and private cultural institutions, museums, associations, foundations, theatres, art galleries.

## Knowledge and skills

Cultural events managers must have good knowledge of art history, museography, museology, and cultural heritage. The profile includes communication, organisation, problem-solving, and emergency management skills.

# Data Analyst

## Main features

The data analyst explores, analyses, and interprets data to extract useful information for decision-making and communicates it through ad hoc reports and visualisations. In other words, their work aims to support business decisions by extracting quantitative evidence from large amounts of data.

## Field of employment

Data Analysts can work in various sectors, depending on their personal interests—from healthcare to industrial production, consulting to retail, tourism to real estate.

## Knowledge and skills

Data analysts require specific technical skills, including proficiency in widely used relational databases like SQL, familiarity with popular social media and web analytics software, a strong grasp of Excel's statistical functions, and expertise in various data analysis and modelling techniques. Additionally, Data analysts typically possess key soft skills such as:

- Strong mathematical and statistical thinking
- Inclination towards investigation
- Proficiency in problem solving
- Analytical skills
- Organizational skills
- Effective communication skills for comprehensive and clear reporting of information

## Further requirements

Translating data into concepts and explaining a company's data to the management is key for a Data analyst. Therefore, mastering graphics software that creates infographics is very useful. A data analyst must always be up to date, just like a computer scientist or a marketing expert.

# Digital Curator

## Main features

A digital curator is responsible for designing, implementing, and promoting a digital communication strategy. They possess skills in cultural heritage management and basic data analysis. The digital curator organises the digitisation of archive materials, manages data analysis and profiling systems and customer relationship management software, and studies user behaviour. This professional profile also involves strategically managing social networks, updating websites, and designing multimedia support such as digital and interactive systems for user engagement, like totems and web apps.

## Field of employment

Libraries, archives, collections, museums. Conservator, documentalist.

## Knowledge and skills

Being a digital curator requires a combination of personal, communication, technical, managerial, and teamwork skills. Technical skills acquired through specific training include domain expertise, knowledge of legal aspects and copyrights in the digital space, familiarity with metadata schemes, standards and tools for digital libraries, and understanding of technologies for long-term preservation of digital resources. Digital curators also need to be well-versed in utilising various tools such as social media, virtual reality, and apps and be able to select the most suitable tools for a specific institution.

# Energy Manager

## Main features

Energy managers are responsible for optimising energy supply, management, and use and minimising waste. The law requires them to identify actions, interventions, procedures, and any other necessary measures to promote the efficient use of energy. They must also prepare energy balances to obtain the contributions specified by law for energy rationalisation interventions. Their duties include raising awareness among employees in various sectors about energy-saving issues, conducting analyses and evaluations, and making modifications or installations to optimise energy supplies. They also develop specific indices or consumption indicators for the most relevant utilities (such as boilers and electric lighting) and identify management interventions to reduce consumption and improve the use of equipment. Additionally, energy managers prepare projects proposing appropriate solutions for reducing consumption. They also draft good practice manuals and disseminate them through training meetings. Finally, they focus on environmental aspects such as emission and waste control, sustainability, and integrated resource use.

## Field of employment

Energy managers can work in industrial companies and in the service sector as employees or as external consultants.

## Knowledge and skills

Energy managers have knowledge of materials and integrated design techniques in construction. They also have knowledge of electronics, mechanics, and the economic aspects of consumption. They can research and update energy sources, identify the needs of production units, and analyse accounting data for their purpose. They can also analyse the company's budget with regard to overall consumption and production. They know how to plan and implement staff awareness-raising measures on energy issues. They possess analytical, assertiveness, leadership, interpersonal, and teamwork skills. They are oriented toward problem-solving.

## Further requirements

Italian Law n.10 of 9 January 1991 requires an energy manager for all industrial companies with an annual consumption exceeding 10,000 toe (tonnes of oil equivalent) and tertiary sector entities exceeding 1,000 toe. Today, FIRE - Federazione Italiana per l'uso Razionale dell'Energia (Italian Federation for the Rational Use of Energy) - manages the appointments of energy managers and elaborates initiatives to promote their role and the exchange of experiences through a network.

## Notes

[em.fire-italia.org](http://em.fire-italia.org) Federazione Italiana per l'uso Razionale dell'Energia



# **Environmental Consultant**

## **Main features**

Environmental consultants provide comprehensive advice on environmental regulations, particularly regarding product environmental certifications and environmental impact assessments. They identify and analyse environmental issues related to production management and recommend technologies to improve environmental efficiency. They also develop and propose strategies to ensure company compliance with environmental laws, and they create specific projects to address environmental challenges within the company's production process. Additionally, they offer guidance on obtaining environmental certifications, monitor the implementation of recommended actions, and ensure adherence to provided procedures throughout the production process. They also work in eco-financing, recommending subsidised financing options that align with environmental standards or financing aimed at adopting certification systems. Furthermore, they handle relationships with local authorities and public administration, while promoting sustainable development initiatives.

## **Field of employment**

Environmental consultants work as freelancers or employees of associated firms dealing with environmental certification.

## **Knowledge and skills**

Environmental consultants are knowledgeable about Italian and European environmental laws, policies, and auditing methods. They have expertise in production processes, process management and control, a basic understanding of business management and organisation, and proficiency in containing environmental impact. They are skilled in conducting environmental audits and possess analytical and synthesis abilities, as well as the capability to work effectively in a team.

# ESG Analyst

## Main features

ESG stands for “Environmental, Social, and Governance.” In general, an ESG analyst is responsible for comprehensively analysing a company’s sustainability strategies. This involves reviewing their public documents and assessing their alignment with voluntary guidelines issued by the United Nations, the OECD, and the European Union before providing specific financial advice. Some of the variables taken into account may include (but are not limited to):

- The environmental impact of a new project.
- Public perception and opinion of the company.
- Assessment of annual financial reports.
- Assessment of the sustainability of a potential investment venture.

## Field of employment

ESG analysts are commonly employed in private equity firms, asset management organisations, banks, and similar institutions that provide clients with investment opportunities.

## Knowledge and skills

Analysts must, above all, possess the ability to multitask within fluid working environments. A good ESG analyst can look at an investment from multiple perspectives and adapt quickly to changing events in the broader context. Additional useful skills and features include:

- Ability to collaborate with investment teams.
- Strong communication skills.
- Knowledge of relevant regulations.
- Willingness to always provide transparent information.
- Excellent quantitative skills.
- A general understanding of asset management and financial markets.
- Solid ethical values.

# Export Manager

## Main features

The export manager is responsible for selecting new potential foreign markets and developing effective strategies for entering and establishing the company's presence in these countries. This involves conducting market surveys and analysing the local legal and economic systems. Export managers develop action plans based on the company's export policy directives, identify key business opportunities, and coordinate international marketing efforts. They also plan and organise the distribution network for the company's products or services in foreign countries and negotiate commercial and institutional agreements with local partners such as entrepreneurs, trade offices, foreign sector operators, insurance companies, transport companies, and banks.

## Field of employment

Export managers can work as company employees or consultants at various facilities. They may collaborate with an assistant.

## Knowledge and skills

Export managers need to understand economic analysis and policy well, particularly in international contexts. They should possess in-depth knowledge of national, EU, international, and comparative legal systems. A strong command of the technical aspects of internationalisation and export and the ability to interpret global market trends and engage with international structures and stakeholders is crucial. These professionals must also display significant adaptability to diverse cultural realities. Additionally, they should be proficient in identifying potential markets and utilising data processing databases and mathematical-statistical tools for market research. Export managers should be capable of establishing control systems for economic data, costs, and service quality. Furthermore, they need to thoroughly understand the company's offerings and those of its competitors. Proficiency in English and other relevant foreign languages is essential, with a preference for knowledge of languages spoken in emerging markets such as China, India, the United Arab Emirates, and Russia. Good interpersonal and communication skills are also important for this role.

## Further requirements

Several years of experience in foreign relations is required to fill the role.

# Food and Beverage Manager

## Main features

The Food & Beverage manager oversees all catering activities in hotels and/or restaurants. This includes managing financial resources, personnel, procurement, and ensuring quality control of food and beverage production and distribution. It is the manager's responsibility to maintain the image of the hospitality establishment in terms of efficiency and quality standards. Main activities include defining budgets, controlling costs, ensuring compliance with quality standards, and maintaining hygiene standards in food preparation and storage. The manager may also be involved in organising special events such as buffets, meetings, conferences, and theme dinners.

## Field of employment

Food & Beverage managers work in medium to large establishments such as hotels, restaurants, bars, resorts, etc.

## Knowledge and skills

Food and beverage managers deeply understand the catering market, facilities, and service equipment. They also have practical knowledge of food and wine preparation. Additionally, they are knowledgeable about marketing, communication, hotel organisation, management, and business economics.

The food and beverage manager is well-versed in labour relations regulations, food hygiene, prevention, and first aid.

They can communicate in a foreign language and exhibit strong interpersonal, leadership, and organisational management skills.

## Further requirements

Specific post-graduate training in the tourism sector is advisable if you have a language degree.

# Fundraiser

## Main features

Fundraisers play a central role in non-profit organisations. They develop strategies to ensure a continuous flow of financial resources to support the organisation's activities or specific projects. Fundraisers prepare fundraising programmes, set objectives and timeframes, select fundraising tools, and create budgets for fundraising activities. They seek and manage relationships with key donors and oversee the human resources involved. Additionally, fundraisers monitor activities to ensure compliance with regulations and transparent use of funds raised during campaigns.

## Field of employment

Fundraisers work as employees or external consultants for non-profit organisations, typically focusing on sectors such as social assistance, international cooperation, solidarity, and health activities.

## Knowledge and skills

A professional fundraiser is knowledgeable about various funding channels and resources and is adept at designing campaigns that align with different fundraising contexts while complying with public funding regulations. They leverage their understanding of economics, communication, marketing, law, and public relations to effectively manage donor relationships. Fundraisers also possess skills in database management and have a comprehensive understanding of fundraising methods such as direct marketing, telemarketing, email marketing, web marketing, and face-to-face fundraising. Additionally, personal characteristics such as creativity, initiative, and a focus on user satisfaction are important in this role.

## Notes

[www.assif.it](http://www.assif.it) Associazione Italiana Fundraiser

# Hospitality Manager

## Main features

Hospitality managers are responsible for running hotels and other hospitality establishments. They coordinate and organise work, define procedures, supervise all management processes, and oversee various departments, including administration and facility management, marketing, food and beverage management, room division, and customer care, to ensure maximum effectiveness.

## Field of employment

Hospitality Managers can work within tourism and accommodation facilities. They are responsible for marketing, promotion, human resources management, and economic and financial administration. They may also choose to be self-employed by setting up and running a small business in the sector or work in small tourism-related businesses, taking on front office and operational management roles.

## Knowledge and skills

The fundamental skills of a hospitality manager are:

Management: The Hospitality Manager must oversee every department of the company, intervening and coordinating activities in each.

- Knowledge of the hospitality sector: They must be experienced in customer service in various types of hotel establishments (small, large, luxury, budget, for long stays, for short vacations, catering to professionals, families, primarily frequented by foreigners, etc.).
- Excellent financial management skills: Essential for properly administering the company's economic resources.
- Foreign language proficiency: It is preferable to know one or two additional languages in addition to English to meet the needs of tourists and clients.
- Interpersonal skills: Crucial for all managerial professions, these skills are even more important for a Hotel Manager, who must be patient, dynamic, and flexible, capable of handling complaints and stressful situations with professionalism. Hotel managers should communicate effectively and establish positive relationships with staff and clients. Their absolute priority must be the clients' well-being, resolving any requests or issues quickly and accurately, considering the available resources, staff, and user needs.

## Further requirements

The academic curriculum can be supplemented with courses in hotel management, which provide the practical and operational knowledge of Booking and Channel Manager that the modern hotel manager must have. They must be proficient in hotel management software, Revenue Management, Food & Beverage Management, and Human Resources Management.

# **ICT Consultant**

## **Main features**

ICT Consultants provide technology control to inform stakeholders about emerging technologies. They foresee and follow ICT projects by introducing appropriate technology. They also communicate the value of new technologies for business.

## **Field of employment**

ICT consultants can work for medium to large companies in any sector, helping to improve processes using ICT systems. They can also work for IT services or consulting companies on projects for client companies. Typically, they work with the ICT/Organisation and Systems Department within user companies or information system supplier companies.

## **Knowledge and skills**

ICT consultants are characterised by excellent specialist knowledge of information technology (both hardware and software) and up-to-date knowledge of current technology trends. They also have the ability to analyse company organization in-depth, along with good knowledge of English and strong interpersonal skills.

# **Intercultural Expert**

## **Main features**

The intercultural expert studies and intervenes in contexts with immigrants to prevent exclusion and manage social emergencies. They are involved in designing and monitoring multicultural training programmes and coordinating cooperative activities in organisations with foreign staff or multicultural communities.

## **Field of employment**

Intercultural experts mostly work as employees or collaborators in organisations working with migrants.

## **Knowledge and skills**

Intercultural experts have a multidisciplinary knowledge of communication phenomena and processes combined with elements of the sociology of cultures and migrations. They are familiar with the social contexts of migration in the main European countries, and with work, health, law, artistic expressions, schooling, and forms of self-organisation of immigrants. They are also adept at developing knowledge networks and have an aptitude for listening and empathising with the point of view of others.





# Lean Manager

## Main features

The Lean Manager is responsible for improving company performance in terms of productivity, management, and production costs in accordance with the management or the owners. They engage in redeveloping specific company areas or developing new production methods by implementing economically sustainable solutions for greater competitiveness. The Lean Manager possesses a complete and clear vision of the company, drawing up a strategic plan to rationalise available economic resources and eliminate unnecessary expenditures.

## Field of employment

The Lean Manager works in medium—to large-sized companies that need to maximise their resources. Generally, they work closely with the company's management and employees to understand different needs and identify the best strategies to optimise business processes.

## Knowledge and skills

The Lean Manager is responsible for conducting thorough analyses of the company's production processes to enhance efficiency, identify problems or inaccuracies that may cause unnecessary expenditure, and evaluate key production performance indicators. This role requires extensive knowledge of business management, particularly in optimising production processes, and proficient English language skills. Excellent problem-solving abilities and effective team management skills are also essential for this role.

# Management Controller

## Main features

The management controller is responsible for setting up the company's analytical accounting to interpret and evaluate business activities. They manage cost data collection and produce periodic economic and financial performance reports. They calculate economic feasibility and create the company budget, analysing variances. In particular, the controller is responsible for:

- Optimising resources while minimising the risk of variances between costs and revenues in each sector.
- Processing data, producing specific informative reports, and collaborating with managers to define decisions.
- Evaluating overall business management performance and proposing corrective measures in case of imbalances.
- Contributing to defining economic resources, cost items, responsibilities, and operational procedures.
- Analysing end-of-period data, verifying with departments the achievement of goals, highlighting differences from forecasts, identifying the causes of variances, and proposing corrective actions.

## Field of employment

The role of a management controller is vital in both public and private industrial and service companies, as well as in consulting firms and professional offices.

In small and medium-sized companies, the controller reports to the managing director, while in large companies, he or she is part of the general management team. Regardless of the company's size or production sector, the controller must constantly communicate with all organisation departments (such as commercial, production, purchasing, personnel, and quality areas) to effectively carry out their responsibilities. The controller collects necessary information from these departments to measure and compare costs across different sectors.

Additionally, employment opportunities exist in managing museums, cultural enterprises, or with global players in this field.

## Knowledge and skills

A management controller must thoroughly understand the organisation and its operational research methodology, information and technical accounting systems, statistics, and probability theory. They must be adept at presenting analysis results, including at an international level, and should be able to collect and formalise forecast and final information. Additionally, they must be proficient

in applying analytical accounting methodologies, forecast formation and analysis techniques, and process techniques for analysing differences between actual and forecast data.

Furthermore, management controllers are expected to demonstrate proficiency in using application software for information gathering and dissemination, accounting procedures, and business control. They must exhibit strong analytical and problem-solving skills, high accuracy, methodicalness, reliability, and a proactive approach to interpersonal relations and teamwork.

### **Further requirements**

Postgraduate training in finance is required for graduates in Economics and Management of Arts and Cultural Activities.

# Product Manager

## Main features

The main responsibility of the Product Manager is to align various company functions towards a single strategic objective, maximising the product's value in line with market requirements. The product manager coordinates resources to plan, implement, and control all marketing activities related to a product or product line. They are in charge of defining objectives, strategies, and specific actions to develop and market a product or a product line and conduct economic profitability analyses of consumer needs to decide on market entry or potential repositioning and defining sales potential and annual product objectives. Additionally, they select appropriate promotional and advertising methods to support the launch and sales while constantly monitoring market trends to promptly intervene with corrective actions in the face of threats or opportunities and continuously working to improve quality and effectiveness.

## Field of employment

Product managers typically work in medium-sized to large companies in various economic activity sectors within the marketing/sales area.

They report to the marketing director or marketing manager of a specific product group and liaise with all company functions, predominantly with the sales and production departments.

## Knowledge and skills

Product managers possess a general understanding of all fundamental aspects of the company, as well as specific knowledge of the product they are responsible for and the target clientele. They are well-versed in marketing and visual merchandising techniques, and they have a strong grasp of statistics and communication. Additionally, they have specialised knowledge of sales techniques and commercial strategies, along with in-depth knowledge of the target market and computerised statistical methods for data processing. They are skilled in budgeting and management, possess strong organisational abilities, and can effectively coordinate various company functions. Moreover, they can motivate and guide the company toward common goals and are adept at promoting change as true leaders. They can motivate collaborators and are focused on problem-solving, being proficient in communication, persuasion, negotiation, and organisational skills.

# Project Manager

## Main features

Project managers are responsible for developing and implementing a project. They follow the entire life cycle of a project, from the work plan through the choice of activities to be carried out, the allocation of economic resources, the definition of a financial plan, the assessment of risks, to the control of the planned activities and the achievement of the defined goal. The project manager coordinates the working group and manages relationships with customers, group members, associates and partners, acting as a pivotal figure for the entire project.

## Field of employment

Project managers work in various fields, including humanities, economics, and information technology, either as employees of companies, organisations, or associations or as freelancers.

## Knowledge and skills

Project managers require diverse skills depending on their field of work. However, they must be familiar with project planning and management methods in all cases and possess the practical abilities to implement them, coordinate work, and achieve objectives. People management is a significant aspect of a project manager's role, so it's crucial to be capable of forming a team of professionals who can collaborate effectively. Skills in economics, finance, and regulations are essential, as well as a good command of the English language, IT proficiency, and leadership qualities.

## Further requirements

Additional training is required for the economic and financial assessment of projects.

## Notes

Access to project management is open to all master's degree graduates, depending on the context in which the projects are developed.

# Proofreader

## Main features

The proofreader carefully reviews texts such as newspapers, magazines, novels, textbooks, or scientific publications, before they go to print. Proofreaders identify and correct typing, punctuation, grammar, layout, and spelling errors and typos. They may also flag content or consistency errors. This role is crucial in publishing companies as it helps ensure that the final printed product is high quality before being distributed to the public.

## Field of employment

The proofreader typically works for medium to large publishing houses, publishing companies, graphic design firms, and private companies or any public body involved in publishing. They usually report to the editor-in-chief or head of the editorial department and often work as freelancers.

## Knowledge and skills

Proofreaders should have good general knowledge and a good understanding of Italian and its grammatical rules. They should be familiar with standard symbols used in photocomposition and basic typographic rules. In some cases, a solid background in publishing design or the specific sector in which the publishing house operates is also necessary. Additionally, they should have a passion for reading and be precise and accurate in their work.

## Notes

People with a language degree can also become proofreaders and also deal with foreign language texts.

# Registrar

## Main features

The Registrar is responsible for managing artworks and for their installation in museums and exhibitions. Registrars also monitor the protection, conservation, and safety of the works being handled (during preparation, packing, delivery, and unpacking), ensuring no critical issues arise. The Registrar interacts with artists, museum directors, exhibition curators, conservators, and restorers, and communicates essential information to the professionals and companies involved in transporting works of art, fittings, and other logistical aspects.

## Field of employment

The Registrar may work in various settings and diverse cultural environments, including museums, museum networks, exhibition spaces, galleries, art institutes, public and private cultural institutions, foundations, and local authorities. In some instances, the Registrar may oversee the proper preservation and display of artworks while they are being transported and set up. Registrars operate independently within their specific areas of expertise and play a role in the overall management of the artworks. They work closely with museum management, conservators, curators, restorers, handlers, and other professionals involved in the research, care, and management of art collections and exhibitions.

## Knowledge and skills

To be a professional Registrar, you must have a strong foundation in art history and a deep understanding of materials technology and conservation. You must also be knowledgeable about cultural heritage legislation and activities and regulations for the circulation of museum collections. The Registrar should be able to place artworks in context, conduct research, and coordinate tasks such as insurance, packaging, and transportation of incoming and outgoing art pieces while working with various professionals. Proficiency in English and strong interpersonal and organisational skills are also essential for this role.



# Revenue Manager

## Main features

The revenue manager is responsible for developing a hotel or chain's commercial strategy. This involves coordinating the room division with the hotel's commercial sector and implementing web marketing actions. The revenue manager aims to maximise room occupancy throughout the year and make pricing decisions.

## Field of employment

A revenue manager typically works in hotel chains or large hotels, collaborating with the sales and marketing director to define the strategic and operational plans and to create the revenue budget. Depending on the company and the hotel's business structure, they may report directly to the director or be part of the marketing or sales team. The Revenue Manager may also work as an external consultant in smaller hotel companies.

## Knowledge and skills

A revenue manager should have a background in tourism and an extensive knowledge of hotel sectors such as reception, reservation, and booking. They must also have statistical and marketing strategies expertise, specifically in strategic positioning, pricing techniques, hotel benchmarking, e-distribution, online booking management systems, and social networking platforms. The revenue manager optimises a chain or hotel's earnings by effectively managing price and inventory levers, analysing historical data, conducting customer segmentation and analysis, and implementing dynamic pricing strategies to manage distribution channels. Strong relational and analytical skills and a focus on achieving results are essential to fulfil this role.

# Risk Controller

## Main features

The risk controller is responsible for measuring and managing the risks of financial institutions, including market risk, credit risk, reputation risk, and strategic risk. Their work is closely tied to applying regulatory standards to banks and insurance companies. They quantitatively and qualitatively assess the risks associated with financial activities and closely collaborate with commercial, financial, planning, and control management.

## Field of employment

The risk controller can work in insurance and banking companies, securities firms, securities brokerage firms, consulting firms, and supervisory institutions of banks and financial markets.

## Knowledge and skills

The risk controller has a good understanding of companies and institutions that operate in the financial markets and financial products. They possess knowledge of accounting, law, statistics, econometrics, business techniques, and economic-quantitative models for analysing financial markets. Necessary organisational skills include aptitude for complex analysis and synthesis, clarity of presentation, problem-solving, autonomy, and flexibility.

## Further requirements

Regular updates on supervisory regulations are essential.

# Social Media Manager

## Main features

Social Media Managers are responsible for overseeing a company or community's presence on social networks with the goal of enhancing its visibility and/or brand awareness. After analysing the company's needs, they determine the most appropriate social networks for communicating its message. They manage the company's social media accounts by organising events, contests, and posting updates while also monitoring and nurturing relationships with online followers. In addition, they analyse user interaction data and provide detailed reports to the client regularly.

## Field of employment

Social Media Managers can work as employees or freelancers in communication agencies, advertising agencies, media centres, and research institutes. They may also find employment in companies' marketing and communications departments across different sectors. Social Media Managers typically collaborate closely with the marketing and retail departments.

## Knowledge and skills

The Social Media Manager should have a humanities background and specific knowledge of web marketing techniques and the use of social media. They should be familiar with major photo editing software, as well as data management and analysis tools, and have an understanding of Search Engine Optimization principles. Additionally, they should be able to:

- Develop a social media strategy that aligns with the company's needs
- Create and manage an editorial plan, including writing appropriate content or finding it online
- Ensure consistency in content and graphics across all social media platforms where the company is present
- Interact with users on the company's social platforms while monitoring the company's brand reputation
- Excellent command of English, interpersonal skills, problem-solving abilities, and an entrepreneurial spirit are also essential for this role.

## Further requirements

Postgraduate training in web marketing and social media techniques is advisable for graduates in humanities and languages.

# Supply Chain Manager

## Main features

Supply chain managers work in the supply and procurement sector to boost customer confidence by enhancing service management. This includes overseeing sales forecasts, scheduling production, allocating finished products in distribution centres, and servicing the end customer. They are responsible for devising, controlling, and coordinating both the strategic and operational aspects of the supply chain to optimise supply and distribution management in terms of time, cost, quality, and structure. They work across geographical allocation, production, inventory management, transport, and distribution to supervise the stages involved in the journey of goods and services from their origin to final consumption.

## Field of employment

Supply chain managers work in medium to large production and service companies, or for consultancy firms that deal with supply chains. They interact not only with the people who report to them, but also with the production, sales, and distribution functions, as well as with company management. Additionally, they engage with the network of upstream and downstream companies involved in the processes and activities that create value in terms of products and services for the end consumer.

## Knowledge and skills

The supply chain manager is well-versed in logistics and adept at optimising order and sales planning to reduce procurement, warehousing, and distribution costs. They can also conduct a logistics audit, create an action plan, and assess the benefits, limitations, and practical uses of innovative concepts. Additionally, they are proficient in using cutting-edge information technology and systems and possess strong interpersonal and communication skills.

# Sustainability Manager

## Main features

The sustainability manager is responsible for ensuring compliance with environmental regulations, researching sustainable policies and initiatives, identifying and managing incentives to support these initiatives, setting strategic and ambitious sustainability performance targets, and devising sustainability awareness programmes. For larger organisations, they are in charge of creating a team capable of managing and implementing sustainability initiatives, measuring and communicating their effectiveness within the company and externally.

## Field of employment

Medium to large-sized companies.

## Knowledge and skills

The role of a sustainability manager requires several key competencies, including organisational, leadership, analytical, and reporting skills. Good interpersonal and communication skills are also crucial for effective interaction with suppliers, workers, customers, and institutions. The manager must be an excellent listener, adept at multitasking and problem-solving to handle unforeseen events. Knowledge of ISO regulations on environmental management, health and safety, quality, social issues, and risk management is important, as well as fluency in English. Access to this profession is open, with no specific formal training requirements.

# Tour Guide

## Main features

Tour guides are responsible for welcoming and guiding individuals or groups of people on trips, both within the country and abroad. They ensure that the planned programme is carried out smoothly and provide comprehensive assistance through their knowledge of foreign languages and tourist attractions. Additionally, they handle all customs and administrative formalities for international travel and address any monetary issues that may arise. Ultimately, they are responsible for ensuring that the trip runs smoothly and serve as travellers' main point of contact throughout the journey.

## Field of employment

The tour guide typically represents tour operators, travel agencies, and tourist promotion organisations. Some tour guides travel with clients abroad (outgoing service), while others accompany foreign tourists visiting (incoming service).

## Knowledge and skills

Tour guides are well-versed in the historical, artistic, geographical, and cultural aspects of the areas they operate in. They have a strong knowledge of Italian, European, and non-European tourist destinations and of the laws, insurance, customs, and health issues related to tourism. They also have knowledge of first aid and are proficient in at least one foreign language. They are skilled at handling various situations, including emergencies and mishaps. They are familiar with national and international procedures and can establish contacts with embassies, consulates, and relevant police offices. They are capable of managing a team and communicating clearly and effectively. They are well-prepared for travel, possessing qualities such as patience, physical and psychological resilience to stress, and great adaptability. They are also adept at reacting quickly and effectively and possess good organisational skills. Precision, punctuality, and reliability are also essential, for handling money, tickets, and documents for the entire group. Additionally, diplomacy is crucial as the tour guide is responsible for mediating with clients, local authorities, tour guides, and staff.

## Further requirements

In Veneto, Regional Law no. 33 of 4 November 2002 regulates this profession. To work as a tour guide (accompagnatore turistico) one must pass the qualifying examination prescribed by the regional administration.

# Travel Designer

## Main features

Travel Designers craft personalised travel plans based on their first-hand knowledge of a destination. They tailor itineraries to suit the preferences and requirements of their clients, whether they are individuals or groups. To do this effectively, the Travel Designer must have a strong background in travel and tourism, possess a deep understanding of the client's preferences and expectations, and familiarise the client with the unique aspects, customs, lifestyle, and social dynamics of the destination to be visited.

## Field of employment

A Travel Designer can work in travel agencies, tour operators, and tour organiser agencies or as an independent tourism consultant for specific groups.

## Knowledge and skills

For the travel designer, knowledge of English, geography and the supplier system is crucial, as is the ability to communicate effectively. The difference in the industry is now based on the ability to sell travel professionally, using advanced techniques. The best travel agents focus on meeting customers' emotional expectations, not just booking services. In addition, the travel designer must have a good background in marketing and methodologies to create experiential travel concepts.

# UX Designer / Multivision Designer

## Main features

A UX Designer / Multivision Designer utilises new multimedia technologies, specialising in:

- Designing innovative, multimedia and interactive content to engage visitors at thematic cultural sites such as museums, parks, and cultural centres.
- Creating systems and layouts with digital scenographic impact and producing traditional and electronic materials for cultural analysis and entertainment.

They are capable of designing and creating “multi-visual” technological systems that visitors can use or take with them during and after the visit (holograms, projections, FlipBooks, MultiTouch, audio guides, CD-Rom, web, Podcast).

## Field of employment

The increasing popularity of exhibitions, cultural centres, and parks, along with the advancement of technology, is expected to lead to a significant rise in job opportunities within both public and private facilities operating in the cultural heritage and ICT sectors. This is particularly relevant for venues housing cultural collections, such as museums, churches, castles, and others, and for thematic cultural hubs like ‘experience parks’. ‘Implicit’ experience parks, such as historical urban centres and other places of historical, literary, and biographical significance, can be brought to life through digital storytelling solutions. On the other hand, ‘explicit’ experience parks refer to theme parks such as archaeological and nature parks, which can be enhanced through interpretation centres and interactive discovery solutions.

## Knowledge and skills

In general, those working in the field of User Experience Design must have a mixed, humanistic and scientific background. They must know cognitive psychology, sociology, the principles of communication and marketing, and semiotics, but they must also have a good knowledge of graphic design and web design and be up-to-date on the issues of website usability and accessibility.

## Further requirements

The User Experience Designer training requires on-the-job training through an internship at a company or agency. It is essential to be willing to continually update your skills by participating in workshops and events related to the subject. Building a strong portfolio is crucial for freelancers pursuing careers. The portfolio should be started early and include sketches, wireframes, user journeys, prototypes, and use cases.



**CONTACTS**

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