The Visitor Economy

The Visitor Economy CAREERS

Guide

A place with space for ambition

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FOREWORD











Here at last is a careers guide for the visitor economy. Leaf through these pages and you will see examples of jobs and career paths from sectors representing the industry. This guide is for teachers and career advisers as much as for young people thinking about their career ahead or older people considering a return to work or a change of job.

The visitor economy is much more than the tourism sector. It's town centre management, cultural events, retail, dining, the evening economy and all of the experiences that people visiting an area might expect. The visitor economy welcomes people from far afield but also close by - even from a neighbouring town. So, the visitor economy represents the collection of sectors that make a visit to a location worthwhile.

And let's be clear - it really doesn't matter what you are studying; the visitor economy has so many entry points. There are so few barriers to joining and such a range of opportunities that any person can bring skills from different disciplines to a job role that suits them.

Chair – New Anglia Visitor Economy Skills Group





Why choose the visitor economy?

Career Progression

With such a wide ranging local economy, there are many exciting opportunities for work. And the visitor economy has a reputation for promoting people into management roles faster than in other sectors. The visitor economy is full of interesting people doing interesting roles and often leading the way. Whether it is planning conferences, staging exhibitions, creating historic re-enactments or delivering the perfect dining experience to name just a few - this is an industry which you can make your home and certainly stamp your own identity on a role that suits you.

Flexible options

The visitor economy is gaining a reputation for flexible working, as well as part-time and seasonal options. And employers are increasingly willing to invest in staff training and allow time for outside study. After all, this is the people sector! And customers take notice when an employee says this is a great place to work!

Something for everyone

Of course, good customer service is a huge part of any job in the visitor economy but that doesn't mean that you have to be outgoing and an extrovert. There are plenty of jobs behind the customer facing roles. Chefs, planners, administration, accountants, and computing specialists are just some of the opportunities available. There are roles within the public sector as well as the private sector and most will lead an enthusiastic hard worker on to their first management role and beyond.

Transferable Skills

We are always looking for people who show initiative, can think on their feet and are great team players. The right person with the right attitude could be managing a business in hospitality by the time they are twenty-five or have responsibilities as head keeper in a zoo. And of course practically every role within the industry sector is transferable and for those that want to explore the world what better work experience to pack in your suitcase!

Caring for the Environment

Across our region the visitor economy is embracing sustainability. There are so many opportunities to be part of this and the industry welcomes those with the appetite to get involved. Whether it is taking pride in the area you live in or promoting 'green' tourism to visitors. Of course businesses can do more. We are facing a climate emergency and need to explore all options for cutting waste, supporting biodiversity, and reducing food miles. Local food and drink is a good example of how sustainability features within the sector. It has become an important attraction in its own right which supports the local economy, promotes traceability and food security whilst significantly reducing food miles.

The VENI Project is one of many initiatives promoting opportunities in the visitor economy it is worth exploring further, looking a little closer and digging below the surface to find a job that can take you to the top!

The VENI Project and Skills Academy

Brazilian Truffles - Carey Wils Montkhals - Teana Millio

Plates - Danial Rus

The Visitor Economy Networking Initiative - VENI Project

VENI is the Visitor Economy Network Initiative that brings educators, businesses, the public sector and social enterprises closer together. At the same time VENI creates opportunities for young people as well as people of more mature years, to develop work-ready skills and participate in, and learn more about their local visitor economy. This project is part-funded by the European Social Fund.

VENI is all about changing perceptions. In the past tourism, hospitality and other sectors in the visitor economy were seen as limited careers - seasonal work, part time, low paid and long hours. Highlighting the vast choice of career paths within the sectors and getting first-hand experience and advice from industry leaders is all part of the VENI approach.

The Visitor economy often offers a fast track into management – but this seems to be not widely known.

Find out more information about the current project **www.wsc.ac.uk/about-the-college/place-21/veni-project**

The VENI Skills Academy

The VENI project has started the journey of creating a Skills Academy for the region. Working with industry, colleges and other partners to develop courses to assist with entry to the sector as well as to support those working within the industry to upskill and develop their career path. The VENI Skills Academy will be a beacon for those setting out on a career path in the visitor economy.

The VENI Skills Academy focuses on all age groups, makes a commitment to reach out to all businesses across the visitor economy and recognises the importance of awareness raising across the region - inspiring young and old to consider careers in one of the many industries within the sector.

In practice this means a range of additional qualifications will be offered to anyone joining the academy. These will include World Host customer service courses, compliance qualifications such as food safety and first aid; as well as short courses to improve awareness and understanding of different areas within the Visitor Economy (e.g local foods appreciation; sustainability, and digital marketing). There will be an opportunity to work in a business representing the visitor economy, and a commitment to research the areas and become an 'ambassador' for the region. Participating colleges will be at the heart of the VENI Skills Academy and businesses will provide leadership and guidance.

The Visitor Economy in the Eastern Region

The East of England is an easily marketable year-round tourism geography that will resonate with inbound visitors and also businesses. It includes three international gateways, three cities with youthful populations, a National Park, three Areas of Outstanding Natural Beauty, and is a mix of coast, rural and urban product.

The area covers all of Norfolk and Suffolk, comprising more than 9,200km2 of countryside, countless nature reserves and iconic country estates. The spatial context envelops east and south Cambridgeshire, and north Essex. It includes the internationally significant cities of Cambridge, the world's most famous university, Norwich, England's first UNESCO City of Literature, and Colchester. It has Ipswich, England's oldest continuously inhabited town and home to a vibrant waterfront, and Newmarket, the world centre of horse racing.

There are picturesque market towns, chocolate box villages and traditional country pubs.

Its varied 150-mile coastline includes the resorts of Great Yarmouth, Cromer, Hunstanton and Lowestoft, and numerous seaside towns such as Southwold, Aldeburgh, Felixstowe, and Wells-next-the-Sea. Much of the region's built attractions and accommodation are by or near the sea. The biodiverse coast also includes the estuarine Wash and Shotley Peninsula.

The interlocking geographies are The Fens from west Norfolk to Cambridge, Stour Valley and Dedham Vale between Suffolk and Essex, known as Constable Country, and the Brecks and Thetford Forest Park on the intersection of Norfolk, Suffolk and Cambridgeshire.

There are more than 2000 miles of walking and cycle paths and trails. With the most hospitable climate in the country and gentle landscape, there is a huge variety of outdoor activities that can be enjoyed year-round. It has some of the most celebrated wildlife watching spots in the UK.

Visit East of England's Spring 2021 Consumer Sentiment Survey (7589 responses) suggests visitors come predominantly for good beaches and coast (61%), because it is easy to get to (57%), for good food and drink (49%) and good accommodation (48%).

A world full of opportunities – On your doorstep

The region is a microcosm of English history. This is the place where the earliest evidence of man has been found outside the Great Rift Valley of Africa, the cradle of civilisation – human footprints dating back almost a million years when this was the last .land link to the Continent. The UK's first ever tourists came to the East of England.

This was a centre of Roman activity and Vikings raided through The Wash to Cambridge and Thetford and overland to Bury St Edmunds where they martyred the King of the East Angles. Sutton Hoo is home to an inspiring Anglo-Saxon royal burial site, featured recently in the Ralph Fiennes Netflix film The Dig. This is where 'Angle-land' began. The Normans left outstanding built capital, including the 'Ship of The Fens' Ely Cathedral and 'Box on the Hill' Norwich Castle.

From medieval times, trading created the higgledy-piggledy, part-timbered heritage wool towns such as Lavenham; peat-digging for winter fuel created the Broads (yes, we have the only man-made National Park); Dutch ingenuity helped engineer The Fens and establish modern ports as well as aiding our Puritans' mission towards the New World where a Norfolk man helped make the original Special Relationship by marrying Pocahontas; and King's Lynn – close to the Royal family's residence at Sandringham - forged north Atlantic trading with the Hanseatic League.

This was the birthplace of the agricultural revolution but, crucially, a lack of fast-running water left it ignored by the industrial revolution and so preserved its medieval heritage. It has the largest concentration of medieval and round tower churches in the world.

A final invasion was friendly, when more than 350,000 US service people of the Eighth Air Force transitioned through this area: they became Masters of the Air, and their bravery and sacrifices paved the way for D-Day and the end of Nazi tyranny in Europe.

As demonstrated, the East of England has excellent connections with Europe and North America, and we believe these are markets we can take advantage of through inbound tourism.

The Broads National Park; Britain's largest protected wetland and the third largest inland waterway, the Broads is the only English National Park with a city in it and the only one jointly created by man and climate change.The 125 miles of navigable, lock-free waterways are home to a huge variety of wildlife, greater than any other British National Park, including a quarter of the country's rarest species such as Britain's largest butterfly, the Swallowtail, and the Norfolk hawker dragonfly.

Up to eight million people visit every year, enjoying traditional boating holidays, as well as high end hotels and camping/glamping. There is a wide range of year-round activities, including water sports, walking, cycling, and bird watching. Source Visit East of England Destination Development Plan.

Routes to Employment

There are many ways to progress into a career within the Visitor Economy which include...

> A Levels-Level 3 qualifications studying a choice of 3+ subjects over 2 years. involving exams and some coursework.

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Apprenticeships -entering the world of work and getting paid a wage whilst carrying out course work as well as some exams/ online assessments

T Levels are two year courses created with industry experts tailored to specific vocations to

- include practical on the job training
- along side study, involving a mix of
- exams and controlled assessments

Vocational Study such as OCR. BTEC. City & Guilds focusing on lots of topics within a single subject, with a mix of exams and course work ranging from level 1 to level 3

University- this route focuses on degree course, having completed a level 3 gualification, a degree focuses on a specialist subject. Degrees are generally three years in duration, though include a fourth year which involves a 1 year work placement to gain industry experiences whilst learning

Enter the work of work, supported by special job websites such as ICANBEA...

> Work Experience to opportunities to gain an insight into a particularly business, sector or job role for a set period of time

How industry can help...

Icenbea... www.icanbea.org.uk Think of us as a 24/7 digital careers fair with additional tools and information for young support people in Norfolk and Suffolk.

Business benefits: The online platform is free to access, enabling businesses to showcase their presence and career opportunities directly to young people.

How do business use the platform? icanbea... can generate a free business page to highlight what's working for individual businesses, including sector information and job vacancies.

Join the hundreds companies of that are already using icanbea... by generating a profile page. Contact us at team@icanbea.

org.uk



jobs, apprenticeships and Inspire young people to pursue careers in specific sectors Debunk common industry 'myths' and paint the real Reach young people across Suffolk and Norfolk as well as

. Target and source their

Alert young people to

upcoming events, post

future workforce

Business can:

parents, teachers and

advisers with info on:

» The range of in-sector

opportunities » Individual businesses and

» Business specific entry requirements and career

region

Gain an insight into the

amount of young people

interested in individual

businesses and sectors Control their own content

and showcase their own

company's contribution in

Accessibility and Inclusion

Enabling growth of the Visitor Economy in the Eastern region.

One in five people in the UK have an impairment that may affect how they choose a career path. As such, there is a compelling business case for making tourism destinations, venues and experiences inclusive, whether as a visitor to one of the thousands of fantastic hospitality and tourism businesses in the region or choosing one as a place of work.

Many hospitality and tourist organisations across the Eastern region welcome the opportunity to discuss

how they can adjust the work environment to welcome people with disabilities or a health impairment

The Visitor Economy is a great place to find employment for all abilities. Whether front of house or behind the scenes there are some fantastic opportunities and some great organisations out there, keen to support the right person for the job.

> "You would challenge anyone to suggest otherwise, that a person with their own accessibility challenges in both work and play could not be in a better position to advise and assist with the needs of such visitors".

> > Richard Hunt, Suffolk Growth Partnership

A new report published by **Suffolk Growth Partnership** has revealed the significant value and benefits of a more accessible and inclusive visitor economy. The spending power of people with disabilities or health impairments, known as the **Purple Pound**, is estimated at over £300 million annually to Suffolk's visitor economy.

Find out more at www.suffolkgrowth.co.uk

For more information on career support for the less abled visit,

www.nationalcareers.service.gov.uk/careers-advice/ education-advice-disabled-special-educational-needs

www.gov.uk/access-to-work

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into the workplace.

A Career in Accommodation – Hear it from a professional



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Tell us about yourself and your job role

My job role is to manage and oversee the resourcing position for Center Parcs Elveden, this includes the recruitment and retention of approx. 1900 employees. I currently line manage a team of 7 direct reports including a Housekeeping Recruitment Manager, 2 x Resourcing Advisors and 4 x Resourcing Coordinators.

Our responsibility is to ensure we have enough resources to ensure the holiday village can be fully functional and always provide excellent service to our guests.

Best thing about working in the visitor economy

I work with an amazing group which makes every day fun and interesting. Working with the public means that every day is different and being at Center Parcs you can really make a difference to someone's holiday. The great thing about the visitor economy is that there is such a varied number of roles. Although my role is considered 'back of house', it is still a great feeling when you give someone a chance and offer them a job.

Career Overview

- Business Management Degree, University Campus Suffolk
- Part Time Waitress, Center Parcs
- Assistant Manager, Center Parcs
- Village Directors Secretary, Center Parcs
- Housekeeping Resource and Planning Manager, Center Parcs
- Village Resourcing Manager, Center Parcs

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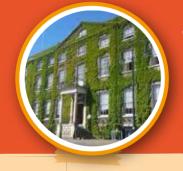
"You can literally be changing someone's life."

Advice for someone thinking of working in the visitor economy

My advice to anyone would be to take every opportunity thrown at you. I wouldn't be in the position I am without saying yes and taking risks. Remember that the path isn't always linear and sometimes you have to make a change to make a difference, or take a sideways or even backwards step to move forward.

The East of England is a tourist destination 12 months of the year. With traditional accommodation choices on the coast, in the countryside, and within the fine city, towns and villages across Norfolk and Suffolk. All have an abundance of hotels and guesthouses to all standards and to suit all budgets. The region also boasts a wide range of alternative places to stay including holiday parks, camping sites, quaint holiday cottages and stately homes. Not forgetting the miles and miles of water for those preferring to be on or beside the water.

If you love the busy nightlife, the calm of the countryside or the rush of sea air on the coast why not combine your favourite environment with a job working in accommodation. There are opportunities for all at entry level; perhaps working in the bar or restaurant, in housekeeping or even in building maintenance. From there you can move into managing teams and perhaps eventually stepping up to run your own hotel or campsite. For those with experience or relevant aualifications and the right attitude, career paths are vast and moving up the career ladder is auicker than in most industries.



Event Planner

This role involves the development planning and execution of internal and external events. The events planner would oversee aspects such as client meetings, venue and entertainment bookings, vendor contract negotiation and budget management. Events can range from small scale, to much larger scale with huge budgets.



Purchasing

A purchaser ensures businesses have enough supply of the materials they require in order to operate, this may involve operational purchases as well as products for resale. The purchaser is responsible for managing overall inventory, sourcing products and materials whilst negotiating the best price. Roles range from entry level to senior management.

Hotel Manager Purchasing Sales and Marketing **Parking Attendant Hotel Receptionist** Porter Spa Manager **Hotel Housekeeper Maintenance Technician** Chef

Food and Beverage Manager **Event Planner**

> Cleaner Administrator **Bar Manager Ground Maintenance** and many more...

Marketing

Marketing is an important part of the hotel and leisure industry, you could have the best place to stay in the area but only if customers are aware of it. The marketing executives will develop whole campaigns which could include advertising, social media, PR, organising events and exhibitions. If you are looking for a career where you can show off your creative side, marketing could be what you are looking for.

Housekeeper

Housekeepers will oversee the cleaning of establishments. The Head of Housekeeping will be in charge of the cleaning staff and will sort out work schedules to make sure the cleaning is done in an effective and timely manner.



Hotel Receptionist

Receptionists normally provide the first point contact and information for customers or members of the public. This involves dealing with a variety of enquiries on the phone, face to face and by email. A receptionist will be required to keep up to date with the organisation's activities, news and operations in order to provide the most up to date and relevant information to clients or the public.



Hotel Manager

The hotel manager is responsible for the day to day running of the hotel including managing the staff, planning, organising events, reservations, promotions and all other aspects of running a hotel to keep guests happy and maximise profits.

A Career in Attractions and Theme Parks – Hear it from a professional



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Tell us about yourself and your job role

My role is diverse at the Park Director of ROARR!, my day visitor attraction business that I lead and own.

My main area of focus is setting the vision of the business, setting the business strategy and providing leadership and management to the team, I also look after our business partnerships. All of this makes it extremely exciting! A team of 225 at it's peak during the year, with 75 full-time staff.

Best thing about working in the visitor economy

Meeting the happy guests, building the team and seeing them flourish is most enjoyable to watch and being part of that is so very rewarding. Seeing the business grow, seeing your hard work come to life before your very eyes. You create the environment you want to be in, so it's important to remember that.

Career Overview



Advice for someone thinking of working in the visitor economy

Whatever choice you make, make sure you are eager to learn, able to have fun and enjoy it! Discipline is always needed, but when you have fun and enjoy it discipline is not needed anywhere near as much and motivation comes naturally.

If you like a lively, exciting atmosphere, or you are a thrill seeker, why not consider a job in a theme park or at one of the many other tourist attractions across the region. There are opportunities for all ages, with or without experience and qualifications within the sector. If you are a good communicator you could start working in a park kiosk or in a customer service role. For those thrill seekers you can combine your passion with your job working as a ride operator or an engineer. Opportunities to quickly progress to a management position are plentiful, either front facing or behind the scenes. For those with experience and the right attitude, career choices and paths are vast.



This technician role involves the repair and maintenance of rides within the attraction which requires specialist and technical knowledge of rides. A high level of attention to safety is required to ensure maintenance is carried out to a high standard. The ability to keep accurate records is also required with details of work carried out, performances and uptime and downtime.



Grounds Keeper

A grounds person or grounds keeper looks after the grounds around the park or attraction. Their daily activities will include grass cutting, strimming, pruning vegetation, creating gardens and shrubberies, and making sure all plant life is watered and cared for.

Accountant

Accountants provide financial advice for a business and will be tasked with examining economic data and creating financial reports and business plans allowing the organisation to use that information to invest and grow. As an accountant, you will play an important role in a business operations. The role will include generating financial reports, budgeting, payroll and assessing business plans to observe how a business is generating profit and growth. Ride Technician Box Office Manager Lifeguard Costume Character Retail Assistant General Manager Merchandiser Security Grounds Maintenance Entertainment Staff

> Catering Staff Photographer Performer Accountant Electrician and many more...

Electrician

Electricians install and repair wiring systems in buildings and areas across the attraction or park, ensuring electrical systems are safe and fit for the purpose. Depending on the type of electrician, day-to-day work can range from installing CCTV, testing the wiring on equipment and ensuring there is suitable power all over the site to accommodate rides, lights, kiosks, music and more. An electrician could work for the attraction, a company employed to undertake larger electrical projects, or even owning and managing their own business.

Costume Character

The focus of this role is to entertain crowds whilst dressed as a fictional character. Within this role actors are required to immerse themselves into a character, studying scripts and taking on key characteristics to bring the character to life.



Box Office Manager

In this role, you will need to oversee the sale of tickets for events and visits to the attraction, as well as taking responsibility for financial records, often supervising support staff. Customer service is a key focus, dealing with customer enquiries both face to face as well as online and over the phone. In addition, the box office manager would work with internal departments such as the operations team to ensure visitor needs are met.



A Career in Coast and Beaches – Hear it from a professional



Tell us about yourself and your job role

My job role is to oversee the lifeguard service in Norfolk and Suffolk. This involves managing a team of 3 Lifeguard Supervisors and over 80 Lifeguards. My job is to make sure that we run a safe and effective lifeguard service to keep beach users and our team safe each summer. I have responsibility

for the recruitment of new lifeguards each year, training new and returning lifeguards and supporting them through the summer season.

Best thing about working in the visitor economy

My favourite thing about my job is the variety of tasks that I perform throughout the year. Each week is different, and it is enjoyable seeing the work that I put in over the winter pay off in the summer. It is also great to work in an outdoor environment through the summer.

Some of my best friends are people who I have met through my job, and I really enjoy working with the supervisors and lifeguards each year.

Career Overview

I started as a Lifeguard in Norfolk when I was 16, I grew up by the coast and spent a lot of my summer on the beach and was into surfing. I spent 4 seasons working as a lifeguard on beaches between Sea Palling and Sheringham, and then became Senior Lifeguard for my last season.

I spent some time as a lifeguard in Australia when I went travelling there for a year. I had a brief stint working in sales but I came to the realisation that I didn't enjoy that. At that point, a Seasonal Lifeguard Supervisor position was being advertised which I applied for and got. I really enjoyed that summer and since then I have had a Lifeguard Supervisor role each season with the RNLI, until 2019 when I started my current role which is full time. This year will be my 10th season with the RNLI Lifeguard Service.

What advice would you give to someone considering a similar career working in the visitor economy

I got into this job because I always focussed on doing the things I enjoyed and was passionate about. This meant I was always happy to go to work and because of this I think you will perform well and try your hardest. I found that rather than think of the job I wanted, I thought about the things I enjoyed, and worked forwards from there, thinking about what kind of careers that could lead to.

"It's also great to do a job where you know you help people and make a difference."

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The East of England has around 500 miles of coastline with stunning beaches, bountiful wildlife, and many towns and villages associated with this natural beauty. Probably one of the most job diverse visitor economy categories with space for those who enjoy conservation work and marine services, and this sector is closely related to the hospitality industry which presents further opportunities within this thriving coastal sector. Job opportunities can be as diverse as working as a Lifeguard on beach duty, an Ice Cream Seller or perhaps a Photographer or a Wildlife Warden. Those with professional qualifications can look at roles such as a Marine Engineer, an Environmental Consultant, or a Civil Engineer working on protecting the sea defences.



Marine Biologist

Marine biologists research the sea and study its life forms and their interaction with land, atmosphere and the ocean floor which enables them to predict changes to the earth's infrastructure and encourage environmental protection.



Coastguard

The coastguards work to prevent the loss of life on the coast and at sea. They provide a 24-hour maritime search and rescue service around the UK coast and international search and rescue. HM Coastguards comprise of the coastguard rescue team and shorebased teams with the capability to carry out water rescue, mud rescue, cliff rescue, and comprehensive searches.

Lifeboat Crew

Being part of lifeboat crew or shore crew team is a voluntary position, and not without its risks, but it will offer you the opportunity to make a difference in your local community, learn new skills, and save lives. Whether you join an independent station or become part of the larger RNLI family, it is one of the most exciting and fulfilling volunteer roles available

Lifeguard Deckhand Marine Biologist Cruise Ship Staff Wildlife Warden Coastguard Lifeboat Crew Archaeologist

Environmental Consultant

Ranger Marine Engineer Photographer and many more...

Marine Engineer

Marine engineers design, build, test and repair boats, ships, remote operated vehicles, offshore platforms and drill ships. Most marine engineers will choose to specialise in one particular area such as maintenance of engines or design. Their responsibilities will vary depending on the specialist area, but they will be responsible for liaising with the client and establishing the requirements for the project they are involved with.

Environmental Consultant

An environmental consultant will work with organisations to conduct environmental assessments to ascertain the likely impact of any future developments and uses this to educate companies, minimise impact and inform the local area about developments.



Deckhand

The deckhand is in charge of maintaining the exterior of a vessel. Loading and unloading goods or luggage, communicating vital information to the crew, maintaining ship equipment, helping with watch-keeping duties, and ensuring the overall upkeep of the vessel are all jobs that fall under the purview of the deckhand.



A Career in Countryside and Waterways – Hear it from a professional

Tell us about yourself and your job role

I manage a team of gardeners and grounds-people in fulfilling the day-to-day tasks required to keep the various formal landscapes on the estate in excellent condition.

As well as focusing on the general presentation and improvement of the horticultural side of work at the walled garden I am also involved with improving how we educate our visitors about the gardens past and present with interpretation panels and also engaging on a one-to-one basis with the public.

What do you like most about your role

The part of my job which I find most rewarding is receiving visitor feedback from people who are either visiting the estate for the first time or more regular visitors who appreciate the work which has been carried out to improve the grounds and gardens.

Career Overview

- Horticulture Diploma
- Garden Design, Restoration and Management Degree, Writtle College
- Gardener, Warwick Castle and Blooms of Bressingham
- Community Restoration Project, Edwardian Garden, North Yorkshire
- Gardener, Large Private Estate, South Oxfordshire
- Head Gardener, Ragley Estate, Warwickshire
- Head Gardener, Holkham Estate

Advice for someone considering a career in the visitor economy

Mark Morrell

Head Gardener,

Holkham Estate

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I would recommend for a person starting out in their career to work, volunteer and research as many different environments as possible and find out what area really interests them.

With the Broads National Park, RSPCA bird reserves, Thetford Forest and countless miles of countryside in the Eastern region career opportunities are immense. Whether you prefer to be on the water or on dry land there are opportunities for all and with entry levels for those with professional qualifications as well as those that want to move up the career level whilst working within the sector. There are plenty of visitor facing roles such as Wildlife Wardens, Paddle Board Instructors, Customer Service or perhaps as an Administrator for an organisation like the Broads Authority. For those with relevant qualifications a Conservation Officer, Marine Biologist, Wildlife Vet or Arborist are just a few exciting career options within the sector.



Arborist

Tree Surgeons work with trees, hedgerows and shrubs both in urban areas or in the countryside. They seek to improve the health of trees, improve appearance and attend to safety concerns. Someone in this role will be involved with protecting, pruning, felling, planting and the preservation of trees and shrubs.



Ranger

A Countryside Ranger works in areas used by the public to provide a safe and educational visit. They will plant and create habitats where wildlife will live and flourish to help attract new species. They will patrol the area they are responsible for to reduce crime, protect the wildlife and the public. They may create information boards to enable members of the public to understand the plants and wildlife in that particular area.

Rural Surveyor

A Rural Surveyor will manage an estate to ensure that it complies with the law. Relating to land tenancy, environment, planning, buying and selling. They will also advise on estate management, forestry and woodland conservation and agricultural matters. They will research and advise if non-agricultural land can be used for diversification or sold for other uses such as leisure or construction.

Agricultural Contractor Archaeologist **Environmental Consultant** Ranger Farming Forestry Angling Gamekeeper Gardener Landscaper **Rural Surveyor Tree Surgeon Digital Manager**

and many more...

t A Gamekeeper is responsible for managing the countryside areas which are used for shooting and fishing. They will make sure that there is enough game such as deer, and birds like pheasant, partridge and grouse for clients to shoot and make sure that rivers are well-stocked with fish.

Botanists

Botanists are those who research the structure of a plant. Botanists examine the interactions of plants with other species and the environment. Other field botanists look for new species or conduct studies to learn how plants flourish in diverse environments.



Photographer

Photographers create visual images for a range of purposes and across many industries. Specialising in nature and the environment, imagery which can be used in research, education, awareness and publicity materials. Working with the outdoors requires patience but the rewards are vast. Those fortunate to choose this career path often start it as their hobby. The rewards for working in this sector is vast and can include travel both at home and abroad.



A Career in Culture and Arts – Hear it from a professional

Chief Executive Officer, First Light Festival CIC

Genevieve Christie

Tell us about yourself and your job role

I run First Light Festival Community Interest Company, overseeing the curation and production of our annual First Light Festival as well as year round cultural projects. This involves working with venue and operation managers, music and arts specialists, traders, makers and producers and lots of technical and creative practitioners too.

Best thing about working in the visitor economy

I really enjoy the community and schools projects that we produce, and the pride and sense of wellbeing they bring to those taking part. It's been wonderful working in Lowestoft and seeing so much flourishing cultural activity in the last few years.

Advice for someone considering a similar career working in the visitor economy

I'd really research the many career options – go and see as much as you can to understand your region and what it has to offer and if you are able have a go at several jobs and roles, including volunteering where you can try out different environments and make lots of contacts and connections.

Career Overview

- Trainee Producer, BBC
- Associate Producer, London Weekend Television
- Co-founder of Independent Production Company, Carey St Productions
- Independent Publisher, Full Circle Editions
- Chief Executive Officer, First Light Festival CIC

"I take a lot of pleasure from working in partnership with so many great organisations and individuals, as well as a large number of creative freelance professionals."



u have a creative side, a job in culture and arts could be for you. There are opportunities for those with various interests; perhaps working as a an entertainer. This could lead you into managing sets, organising exhibitions and shows, or even become an actor or filmmaker. For those with dustry there is a great opportunity to climb the career ladder and many opportunities locally as well as nationally and internationally. You don't istry; theatres, art galleries, studios, exhibitions and others have a need for administrators, logistic staff, talent managers and events organisers and of course accountants, marketeers and other professional services.



Graphic Designer

As a graphic designer, you would use sophisticated software and CAD (Computer Aided Design) to help visualise, improve and refine design ideas. The graphic designer may also help to develop a brand by creating logos and websites, as well as creating pictures, signage and marketing materials to display information for customers, visitors and employees.



Costume Designer

A costume designer will research the costumes of the period in which a production is set and using fashion knowledge to design and create outfits for actors, this could be for film, TV or theatre. They will be in charge of designing, creating, acquiring and hiring all the costumes required for the actors in the film or production and will supervise practical issues such as budgets, schedules and time management.

Social Media Manager

A social media manager is a specialist who creates and manages a strategy to develop a presence and increase followers across various social media platforms. They will oversee social campaigns, produce content, review analytics and communicate with other key brands and influencers to promote artists and performers, and to attract people to events, shows and exhibitions.

Animator Artist Premises Manager Performer Accountant Marketing and Sales Sculptor Entertainer Digital Manager Costume Design Box Office

Manager

and many more...

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Artist

An artist will create works of art with a number of different mediums. Many artists specialise in different areas, such as landscapes, portraits, animals, abstract etc. Most artists work freelance therefore rates of pay and hours can vary enormously.

Performer

There are many different careers that fall under this category such as: dancers, choreographers, actors and many more! Whichever discipline you decide upon, you will need to be creative, artistic and have the determination to excel in your specialism. The industry is very competitive, and you may have to start at the bottom. But if you have the passion, drive and commitment, this could be an opportunity to get paid for doing what you_love!



Logistics

Logistics is all about getting goods

from A to B on time. Arranging delivery

by train, plane, lorry or ship to ensure



A Career in Festivals and Events – Hear it from a professional



Tell us about yourself and your job role

My name is Stephen and I have been working for Norwich City Football Club (NCFC) for 15 years as the Disability Liaison Officer (DLO) and for the last 8 years as the Stadium Tour Manager. My previous employment in footballing roles have been with Scarborough Football Club (Secretary), Halifax (Commercial Manager)

and Blackburn Rovers (Ticketing). My current day to day role is simply selling "accessibility" match tickets and organising stadium tours, I also go along to away games and liaise with the other clubs, so our supporters get in without any problems.

Give an overview of your career and your journey into your current role

My career is varied, and took me to some interesting places before I started working in football. For example I worked in St Petersburg as a Transportation Manager for a Russian drinks company (I don't speak Russian), also as a Night Club Manager (EC1) in Farringdon London (that's definitely who you know). I have worked as an Import & Export Customer Service Assistant for a Anglo -Russian company in South Quay Docklands London (thanks to my next door neighbour in Finchley North London) before getting into football. Norwich City Football Club is the longest job I've ever had and the greatest, because the club allows me to flourish.

Advice for someone considering a similar career working in the visitor economy

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Find out quickly what you love doing, something that you could easily do for free because you love the idea of it and then start from the bottom (i.e. glass collector in a bar could lead to a Bar Manager or a housekeeper leading into Hotel Management). Then simply embrace every opportunity you get, and in time it won't be luck that gets you there, but planning and hard work.

"I am a great believer that everyone is born with a gift, the trick is to find out what that gift is as soon as you can"

What do you like most about your role and why

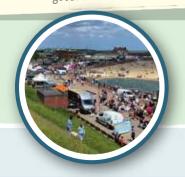
Essentially, I think I am a people person who talks to much, loves football and I am a grafter. I am lucky enough to be in an industry that embraces the doers as well as the talkers. Simply, I love this job because I don't need to be anyone else but me and they treat me well.

If you are energetic, a great communicator and a people person, a career working within festivals and events could be 'right up your street' There are lots of entry level roles working in areas such as security, customer service, event organising, logistics or production, to name a few. From there you could move into managing teams, supervising arenas, greeting VIPs, set design or even organising your own event or festival. Those with the right skills can quickly progress to senior roles in this sector and with many major music, sporting and other events taking place throughout the year in the Eastern region there is plenty of opportunity to find a role within. With experience gained locally this sector opens up opportunities further afield and even globally.



Vendor

A vendor's role is to sell goods to visitors at the event. It is their responsibility to organise a space at events, set up the stand, ensure they have suitable stock and speak to visitors to sell their goods. Depending on the event you could be selling anything from quirky clothing, gift foods and crafts, street food, or face painting and balloons for children. The options are endless, and you may choose to start working for another vendor to gain experience before starting your own business trading your own interesting _____goods at events.



Event Manager

Event Managers are responsible for the complete organisation and running of different types of events. They would need to work as part of a team and be able to complete a wide range of activities from planning stage right through to running activities on the actual day. Types of events could include parties, weddings, conferences, exhibitions, music festivals and fundraising events.

Audio and Visual Technician

This is a creative role that involves the setup, testing and operation of equipment for live events. Duties often include transporting equipment, setting up cameras, lights and video equipment, going on to edit and copy media as well as ordering inventory. Performer Event Manager HR Manager Arena Supervisor Marketing Logistics Public Relations Vendor Agent Accountant Audio and Visual Technician

> Security Graphic Designer Videographer Lighting and Audio Digital Marketing Costume Design Health and Safety and many more...

HR Manager

Manages the HR department and advises on and implements policies relating to the effective use of personnel within the organisation. They ensure that the right balances of staff are employed with the right skills to meet the company's needs. They will also ensure that the appropriate training and development opportunities are available to employees to enhance their performance.

Arena Supervisor

This role involves the supervision and maintenance of daily operations to include areas such as venue, carpark and staff facilities. The supervisor would also be responsible for coordinating the staff workload and venue equipment.



Sales is a vital role in every industry which requires excellent customer service when communicating with customers to understand and meet their needs. Working for festivals or events you could be selling advertising, sponsorship or stand spaces through a number of methods, from cold calling, to following up referred leads, to selling to established clients or developing sales strategies to find new clients. A sales role uses targets to measure success, which can be rewarding and can provide excellent prospects.



A Career in History and Heritage – Hear it from a professional

Visitor Experience Manager, St Edmundsbury Cathedral

Sarah Friswell

Tell us about yourself and your job role

I oversee the visitor experience, ensuring a consistently high standard of welcome, constantly looking for opportunities for improvement and/or development, with a view to maximising visitor

donations and income. Part of my role includes organising guided tours and tower tours, ensuring that all interpretation and signage is up to date and accurate.

Best thing about working in the visitor economy

I really enjoy working with volunteers. They are our front line ambassadors, and so it is important that I equip them to be able to do a good job and be the welcoming face of the cathedral. I work hard to get to know all of the volunteers and develop a good working relationship with them.

Advice for someone considering a similar career working in the visitor economy

First impressions are key to everything. This must always be your focus. It is always worth 'going the extra mile' to ensure that you have really made an outstanding experience. Attention to those small details will make all the difference. You need to be level-headed and able to work under pressure, especially when things do not go to plan.

Career Overview

- BA Modern Languages (German and Spanish)
- Office Assistant in Berlin, Germany
- Holiday Representative, Ibiza and Switzerland
- Information Assistant, Gatwick Airport
- Tourist Information Centre, Bury St Edmunds
- Overseas Marketing Assistant, East of England Tourism
- Visitor Officer, St Edmundsbury Cathedral
- Head of Visitor Services, King's College Cambridge
- Visitor Experience Manager, St Edmundsbury Cathedral

The Eastern region is a magnet for visitors from across the world, steeped in history and with stately homes, cathedrals, museums and other magnificent buildings. Those interested in history and architecture are spoilt for choice when it comes to finding a job. Whether entering with qualifications to help shape a career in a specific role such as an archtect, curator or restorer or in a more general role such as customer service, tour guide or housekeeper, those choosing a route in this sector will be the guardians of the evidence of our past, in all job roles.



Historian

Historians examine historical records and sources to investigate, evaluate, interpret, and write about the past. Historians use the historical records to gather and assess material from a wide range of primary sources in order to answer questions about historical events.



Curator

The curator's role is to build up collections and develop ways in which objects, archives and artworks can be interpreted, through exhibitions, publications, events and audio-visual presentations. Their work involves buying exhibits, organising exhibitions, arranging restoration of artefacts, identifying and recording items, as well as showing guests around the museum to share their historic knowledge.

Building Maintenence

Buildings maintenance entails keeping all buildings, fabrics, fittings, utilities, plant, and equipment in good condition, efficient working order, and repair.Historic buildings require regular maintenance to ensure they are kept for future generations to visit.

Archaeologist Museum Curator Archivist Historian Building Maintenance Accountant Digital Marketing Ground Maintenance PR Officer HR Manager

HR Manager Tour Guide School Liaison Officer Receptionist Actor

and many more...

Archivist

Archivists have received specialist training in safeguarding original documentation and assisting in its acquisition. Paper documents, pictures, maps, videos, and computer records are all used by archivists in their job. Many people start out as historians and then enrol in programmes to learn from knowledgeable archivists.

Tour Guide

Tour guides show visitors around places of interest - historic buildings, art galleries, cities etc. They learn about and research a given area, or about an exhibition as a whole and then use their knowledge to prepare and conduct an inspiring and educational tour for members of the public.



Public Relations

PR Officers handle all aspects of publicity for their clients, from arranging press conferences to analysing media coverage, organising promotional events such as tours, exhibitions and visits and dealing with enquiries from the press and the public.



A Career in Hospitality – Hear it from a professional



I'm responsible for the running of six hotels, seven restaurants, a beautiful spa and a top 100 golf course. Employing approximately 350 people, we ensure our hotels and restaurants are full of guests through

fast paced you can change something in the morning and understand if it's worked in the afternoon.

What advice would you give to someone considering a similar career working in the visitor economy

There's more to it than meets the eye. The Hotel Folk employ so many different people with different skills ranging from chefs to accountants, to plumbers and waiting staff, to name a few.

Understand yourself, do you enjoy being 'on stage' in front of guests, or would you rather be a little more behind the scenes. Don't allow yourself to be put in an environment you're not comfortable in as the guests can tell straight away.

The Hospitality industry is vast in the East of England. The right person can quickly move up the career ladder and be managing their own hotel or restaurant in no time at all and whatever age. If you enjoy meeting and helping people, you are a good communicator and you are organised and enjoy working in a team environment, why not consider a job in hospitality. Entry level roles into the industry include working behind a bar or front of house, on reception, as a kitchen porter or perhaps in the kitchen as a trainee chef. With training and support you can move into becoming a Head Chef, Restaurant Manager or Head of Housekeeping perhaps. With many larger hotel and country parks there are opportunities for Golf and Tennis pros and Spa staff. Behind the scenes there are well paid administration roles including Group Accountant, Event Planner, General Manager and Head of HR, to name a few.



Spa Manager

This role would involve you running a spa and managing the daily operations such as bookkeeping, employee management and handling of services offered by the business. Customer service is a key element of this role, and could also involve business management and marketing.



Concierge

A hospitality professional employed by high end establishments as a specialist customer service representative to carry out a range of duties, attending to the needs of guests and organising accommodation. Concierges can progress to the roles of a head concierge, or progress to become a front office manager or a general manager.

Barista

A barista is someone that specialises in making coffee and other beverages. They will usually work in a coffee shop, restaurant, cafe or hotel.

Barista Waiter/ Waitress Electrician Plumber Bar Manager Events Manager Front-of-House Receptionist Chef Restaurant Manager Marketing and Sales Hotel Manager

Engineer Housekeeper Accountant Maintenance Worker and many more...

Chef

Chefs use a variety of methods to produce food. The Head Chef will manage all aspects of the kitchen from the kitchen budget and ordering food to training, recruiting and managing staff. They will create menus and set prices to ensure they are exciting and profitable.

Housekeeper

Housekeepers will oversee the cleaning of establishments. The Head of Housekeeping will be in charge of the cleaning staff and will sort out work schedules to make sure the cleaning is done in an effective and timely manner.



Receptionist

Receptionists normally provide the first point contact and information for customers or members of the public who contact or visit an organisation. This involves dealing with a variety of enquiries on the phone, face to face and by email. A receptionist will be required to keep up to date with the organisation's activities, news and operations in order to provide the most up to date and relevant information to clients or the public.



A Career in Towns and Cities – Hear it from a professional

Chief Executive, Visit Great Yarmouth

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Asa Morrison

Tell us about yourself and your job role

I am the CEO of a Destination Management Organisation (DMO), which is also a Tourism Business Improvement District (BID). My role is to work with our Board Directors, I undertake a wide variety of tasking including setting marketing plans for the destination, delivering projects that develop and improve the area for our visitors, as well as overseeing strategic investment into events. I also undertake

research and ensure we provide support to our members.

What do you like most about your role

My whole career has been built around making great memories for people. I am lucky to have had a wide range of experiences through tourism. My current role is diverse and ever changing but I get to work with some fantastic businesses doing some amazing things.

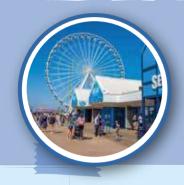
Career Overview

- Tourism Management Degree
- Brand Manager, Great Yarmouth Seafront Leisure
- Tourism Manager, Waveney District Council
- Principal Service Manager Culture, Tourism, Sport and Leisure Development
- Tourism Lecturer, Great Yarmouth College
- Tourism and Leisure Consultant, East Anglia
- Executive Director, Visit Great Yarmouth
- AJ Morrison, Independent Consultant (Strategic Planning, Marketing)
- CEO, Visit Great Yarmouth

Advice for someone considering a similar career working in the visitor economy

Do not be afraid to challenge yourself, if you put your mind to it, you can surprise yourself. Try not fear failure, sometimes what seems a good idea, just does not work, learn from it and develop the next idea, the visitor economy runs on good ideas. Entry level jobs in the visitor economy are hard work, but invaluable and essential to build the experience you need to develop your career. This experience is priceless in the long term.

With a City, a number of larger towns as well as smaller vibrant towns and villages, the counties of Norfolk and Suffolk are a magnet for visitors and from across the globe. Within each tourist destination is an incredibly diverse choice of job opportunities. There is opportunity for all at entry level; perhaps in retail or as a café worker, a tour guide, a taxi driver or a travel agent. With experience you could become a town planner, a markets manager, a destination manager, or even an architect. For those with experience or relevant qualifications and the right attitude, career paths are diverse and opportunities are plentiful; Including the public sector route as well as in industry.



Digital Marketing Manager

A Digital Marketing Manager is in charge of devising and implementing strategies to market the products of a firm or brand. They handle multiple channels such as social media networks, online ads, website content, and email marketing to offer a compelling and consistent marketing message to their target audience.

TOURS

Tour Guide

Tour guides show visitors around places of interest; historic buildings, art galleries, cities etc. They learn about and research a given area or a local exhibition as a whole and then use their knowledge to prepare and conduct an inspiring and educational tour for members of the public, around towns and cities.

Retail Assistant

In this role individuals are responsible for processing sales transactions and providing customer service. Product knowledge is required within the role to support with customer enquiries, as well the ability to resolve customer complaints and maintain the sales floor to ensure shelves are stocked.

Travel Agent Town Planner Taxi Driver Retail Buyer Traffic Warden Town Manager Digital Manager Tourist Guide Ground Maintenance Traffic Planning

Park Manager Architect Heritage Building Manager Retail Assistant and many more...

Architect

The role of an Architect is to design different types of building and constructions as well as conserving and restoring those that are already there. Architects can make a real difference in society by designing uplifting buildings which look pleasing to the eye. Architects will use their creative skills to create something which is attractive but also complements its surroundings whilst making sure that it is practical and legal too.

Retail Buyer

Every high street shop will have a retail buyer, responsible for ensuring the right products are selected, at the right price, so they can be sold in store They will need to source suppliers, negotiate prices, ensure products can be delivered on time, help with predicting future sales trends and decide when old products should be discontinued.



Heritage Building Manager

You will be responsible for the conservation and administration of historical sites such as historic buildings, landscapes, museums, ancient monuments, and other properties. A broad mandate, with duties ranging from the protection of historic sites to establishing strategies to preserve a community's culture or a region's industrial past.



A Career in wildlife and zoos – Hear it from a professional

Tell us about yourself and your iob role

I lead the wide-ranging commercial, conservation, community, and education portfolio to ensure that ZSEA is at the forefront of the changing role and voice of the modern zoo, having led the covid survival plan to secure ZSEA's future through delivering impactful commercial strategies.

What do you like most about your role

I enjoy making a difference in this sector and utilising my extensive commercial experience now within a purpose driven charitable organisation. It has drawn upon many different aspects of my career to date, from entrepreneurship, in dealing with uncertain economic conditions, to creative leadership, designing marketing campaigns which buck the trend and appeal to a wide range of visitors.

Advice for someone thinking of working in the visitor economy

Claudia Roberts

Chief Executive Officer,

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Zoological Society of East Anglia

There is a good support network within the region to support you to succeed in this sector even if you have moved from a different sector. The visitor economy is key for our region and there is great purpose behind many of the organisations within this sector. This makes roles within the visitor sector a very rewarding and exciting sector to be part of.

Career Overview

- Strategic Management & Leadership Degree, University of East Anglia
- Master of Business Administration
- Sales, The Nursery Window
- Buyer, Great Little Trading Company
- Senior Buyer, Blooming Marvellous, Baby Center
- Head of Marketing, Brora
- Marketing Consultant, Freelance
- Founder and Marketing Director, Runaway Coast
- Head of Gift, Home, Clothing and Food Buying and Merchandising, Notcutts
- Commercial Director, Frost's Garden Centres
- Head of Commercial Development, Banham Zoo
- Chief Executive Officer, Zoological Society or East Anglia

If you love nature and the outdoors why not find a job working within a setting associated with wildlife and the environment. Many organisations in this category lead on conservation and protecting the planet. Obvious job roles are those such as animal keepers, countryside guides, bird wardens and botanists. Less obvious is the army of backroom staff which manage the books and ensure the organisation stays viable. There is opportunity for all at entry level. If wildlife is of interest; you could start as a volunteer wildlife guide and gain knowledge of various animals and their environments and then train to become a zoologist, horticulturist, or an ornithologist. With experience you could train to become a veterinary nurse or surgeon, or conservation scientist. Or you could choose to work in accounts, marketing, HR or other more general, behind the scenes, roles whilst enjoying going to work everyday, knowing your contribution is supporting long term sustainability.



Zoologist

Zoologists study animals and their behaviour. This may be for developing and testing new drugs, animal welfare and education, disease and pest control, improving agricultural crops and livestock or developing policies and enforcing regulations for government agencies.



Wildlife Photographer

A wildlife photographer takes pictures of animals and plants in nature and will spend a lot of time working outdoors. Photographing wildlife doesn't require any formal qualifications and may start as a hobby and develop into a career. Those who have customers for their pictures may travel around the world to visit different environments or look for specific or rare animals to photograph.

Vet Nurse

A Veterinary Nurse works with veterinary surgeons to provide the best care to animals that need veterinary care. Vets diagnose and treat sick or injured animals. These are often pets, but also animals involved in sports or attractions, those in agriculture or the farming and food industry, even wild and marine creatures - depending on your specialisation. Conservation Scientist Geologist Zoologist Botanist Park Ranger Landscape Architect Horticulturist Environmentalist Wildlife Photographer Marketing Wildlife Guide Vet Animal Manager Ornithologist Customer Relations

Education Manager and many more...

Landscape Architect

A Landscape Architect will design and plan open spaces, this could be a green space within a city where people work, live and relax or where animals and plants can live and thrive. They will work wiith other professionals such as town planners, architects and civil engineers to create something that is sustainable and looks good.

Education Manager

An education manager for a zoo or wildlife park is responsible for educating the public and visitors, with information from the curriculum of the zoo or charity in an informative and enjoyable way. They work to curate, manage exhibits around the park, and educate visitors on the roles of their organisation and the animals and wildlife they protect. The education team are not just animal keepers but zoological specialists whose job is to understand the species, manage their habitat and communicate this information to the visitors.



Customer Relations

Those working in customer services provide the first point of contact and information for customers or members of the public who contact or visit an organisation. This involves dealing with a variety of enquiries on the phone, face to face and by email. A receptionist will be required to keep up to date with the organisation's activities, news and operations in order to provide the most up to date and relevant information to

clients or the public.

- A place with space for ambition

atering Staff.

Heritage Building Manager

Audio and Visual Technician

Hospitality



Attractions **& Theme Parks**



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Public Relations

Culture & Arts

Towns

& Cities

Bar Manade Taxi Driver

raffic Warden Tour Guide

ine Engineer

Arena Supervisor

Graphic Designer

Maintenance Worker ustoms and Excis

Coast & Beaches

Forestry Worker Housekeeper Health and Safe Spa Manager

Park Manage



Countryside & Waterways



Festivals

& Events

Heritage & History

Wildlife & Zoos

Accommodation



Interested in the Visitor Economy? Next steps...

To find out more about the Visitor Economy in your area

> Visit East of England www.visiteastofengland.com

If you want to know more about the training support for businesses in the Eastern region contact your nearest VENI college partner

> West Suffolk College Nina Hart VENIproject@wsc.ac.uk

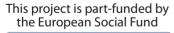
East Coast College Annette Buxton VENIproject@eastcoast.ac.uk

> Suffolk New College Kayleigh Norris info@suffolk.ac.uk

For more information on job opportunities

www.icanbea.org.uk/ app/explore/industries/ visitor-economy-126/

The VENI Partnership





European Union European Social Fund



VISIT

EAST OF

ENGLAND





Suffolk New

College



eastcoast

COLLEGE







- A place with space for ambition

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