The Importance of Training for New Managerial Practices – A Case Study in the Hotel Industry.

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Abstract

The significance of training within the hospitality sector is intrinsically linked to the development of novel managerial practices that enhance operational efficiency and service quality. This article presents a case study conducted at a resort in Santa Catarina (pseudonymized as "Bleisure"), focusing on the analysis of managerial practices implemented following a Revenue Management training program. The objective was to investigate how this training influenced the adoption of new practices by leadership and staff, fostering changes in revenue management processes and workplace dynamics. Furthermore, the study analyzes the facilitators and barriers encountered during the implementation of these new processes. Adopting a qualitative and exploratory approach, the research utilized interviews with four resort executives, analysis of financial and market data, and direct observations over a six-month period. The results demonstrate that the training contributed to improved process management, bolstered leadership autonomy in decision-making, and provided a more structured framework for negotiation and revenue optimization.

Keywords: Revenue Management; Competencies; Training; Capacity Building; Hospitality.

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Introduction

Service, as analyzed by Zarifian (2001), has acquired substantial importance in the Brazilian economy by consolidating itself as a form of organization and resource mobilization aimed at interpreting, understanding, and promoting necessary transformations in the activities of clients and users. This phenomenon is evidenced not only by direct demand from final consumers but also by a growing intermediate demand from companies, driven by the central role of information and knowledge in contemporary society. In this context, organizations increasingly opt to outsource services rather than developing them internally, for economic reasons. Furthermore, it is observed that the industrial sector has integrated elements characteristic of services, while service companies have been adopting industrial practices in their operations.

In Brazil, tourism is increasingly robust, accounting for an 8% share of the GDP; in 2023, investments by foreign travelers in Brazil reached 6.9 billion dollars, a figure that continues to grow. According to Resorts Brasil (2024), there are 132 resorts distributed across the country's five regions, with over thirty-one thousand apartments available for sale daily. According to Oliveira (2019), the hotel sector has experienced a period of significant expansion, driven largely by the increase in tourist activity and other related factors. In this context, innovation emerges as a permanent requirement, given the high level of competitiveness characterizing the market. Entrepreneurs in this field face diverse challenges, including intense competition and continuous changes in customer habits and expectations.

The importance of training in the hotel sector is related to the development of new managerial practices, which enhance the efficiency and quality of services provided. This article presents a case study conducted at a resort located in Santa Catarina (pseudonymized as "Bleisure"), focused on the analysis of managerial practices implemented after a Revenue Management course (pseudonymized as "Gold") was held in 2023. The objective is to investigate how the training influenced the adoption of new practices by leaders and employees, promoting changes in revenue management processes and work dynamics. The approach used for the research was qualitative, exploratory, and based on empirical experience, comprising interviews with four resort leaders, and analysis of financial reports and market data. Therefore, this research proposes the following question: how can the realization of revenue management

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training impact strategic processes in a hospitality service company? What are the facilitators and barriers during the implementation of processes by leaders?

Theoretical Framework

This case study will utilize as its theoretical framework authors and articles related to training, capacity building, managerial competency development, leadership in hospitality, revenue management, and dynamic pricing.

Training, Capacity Building, Managerial Competency Development, and Leadership in Hospitality As pointed out by Gondim, Rodrigues, and Silva (2015), the service sector stands out as one of the fastest-expanding globally, requiring a larger quantity of qualified workers and trained professionals. In this scenario, investing in workforce qualification becomes essential, as the employee plays a central role in service delivery, being a key element in creating competitive differentials in the sector. Barbosa (2018) highlights capacity building in the improvement of employee competencies, clarifying the condition of the articulation between precariousness and education, discussing alternatives that position capacity building as a means to help people react to the precariousness of their living and working conditions. This strategy not only elevates the quality standard of services offered but also contributes to improving the quality of life of employees, in addition to adding a competitive differential to companies in the sector.

Training offers advantages to the company such as improved employee performance, reduction of costs, losses, rework, and complaints, allowing productivity goals to be met. According to Ribeiro (2018), for managers, training has positive aspects such as performance improvement, increased productivity, greater satisfaction, people development, company prestige, and recognition of employees by management. According to Chiavenato (2021), training consists of an educational process directed at preparing the individual to perform a function or execute a specific task within an organization. With clear and short-term objectives, training seeks to provide the collaborator with the knowledge and skills necessary to effectively exercise their current position. This process can be implemented at any organizational level or sector. For the employee, training is advantageous as it represents growth and the possibility of functional progress, offering the opportunity to acquire new knowledge and competencies, thus improving performance, with greater opportunity for recognition,

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especially with the mastery of new technologies, leading to a better professional future, states Ribeiro (2018).

Chiavenato (2021) presents professional development as a type of education aimed at the improvement and growth of the individual within their career in the organization. This process aims to expand the employee's skills and knowledge, making them more efficient and productive in their current functions, in addition to preparing them to assume more complex responsibilities in the future, focusing on long-term goals. Encouraging learning and contributing to knowledge transfer would increase the formation of effective organizational learning, as well as job design, giving employees chances to challenge themselves and learn, potentially contributing to their long-term careers, cite Han, Nguyen, Hua, and Pham (2022). Thus, capacity-building actions for employees and other human resources related to the company's value chain must bear a direct relationship with the business plan, necessitating modifications in various areas of the company; for HR, training can translate into different efforts for capacity building and the development of talent and new competencies, according to Ribeiro (2018).

Alerasoul et al. (2022) explain that HR practices such as training and development are considered important for organizational learning, while suggesting that not all training programs lead to the desired learning outcomes, and organizations need to develop a systematic process for training and measuring its effectiveness. Therefore, for Kanaane and Ortigoso (2018), the main challenge to achieving excellence in training and development programs lies in demonstrating and communicating the results achieved, reinforcing the effectiveness of learning and proving its impact on performance and employee potential in the face of new demands. Through the use of specific tools and well-defined pillars, it is possible to strengthen the relationship between training and results, promoting changes in existing paradigms and generating strategic advantages for all involved in the process.

Revenue Management, Strategy, and Dynamic Pricing in Hospitality Silva (2020) argues that, in a scenario of increasing competitiveness, organizations tend to seek the improvement of their activities, promoting reviews and adjustments with the aim of expanding their market presence and achieving greater economic growth prospects. To support strategic decisions, the demand for technologies that assist in meeting organizational goals is growing. In

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this context, companies have adopted management methods and strategies aimed at increasing efficiency and adding value to their businesses.

Revenue management has stood out as an area of great importance in hospitality and, according to Helmold (2020), is the concept that systemically increases revenue flows in an organization, associated with earnings, profits, and any type of income through the use of intelligent tools or algorithms. It signifies the strategic orientation of the product or service in the market and the long-term planning of sales and sales activities. According to Hayes, Hayes, and Hayes (2021), revenue managers are the individuals or teams directly responsible for optimizing a company's yields and profits. Speaking of revenue management, one must also speak of dynamic pricing; according to Vinod (2016), the tariff structure is a lever to move from very restricted to unrestricted, capable of capturing price-sensitive customers and price-insensitive customers. It can be affirmed that the human being is rational-analytical due to their capacity to make strategic decisions intuitively, in a dual process seeking a middle ground, termed the integrative approach, which consists of deciding slowly, flexibly, neutrally, and rationally. However, its application, as stated by Caramico, Romaro, and Garcia (2022), does not occur under the same criteria, as strategic decisions may be admitted into an intuitive-experimental system that, acting in parallel with the rational-analytical one, is faster, associative, and emotional in information processing and, consequently, choices.

Therefore, price is one of the most effective variables of business profit. By altering the price, hotel managers can incentivize or restrict demand in the short term, controlling sales of available rooms. Various points of analysis must be considered in price management, such as the cost of room operation, fluctuations in price values by category and market demand, the reference price for each demand category, and room availability by category—which, calculated on average, can be considered—and the corresponding transformation costs, state Bandalouski et al. (2018) . According to Wang (2021), forecasting future demand, such as passenger flow in hotels, plays an important role in guiding the formulation of operational and pricing strategies. Passenger flow forecasting offers decision support for managers, avoiding resource waste and revenue loss caused by customer churn. It is also the guarantee of priority occupancy and business opportunities, assisting in strategy adjustment and market adaptation. Hotel passenger flow is affected by many factors, such as weather, environment, season, holidays,

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economy, and emergencies, and has characteristics of non-linear fluctuation, which are complex to understand.

For Hayes, Hayes, and Hayes (2021), strategic pricing is the application of data and personal insights to effectively match prices charged with value perceptions and buyers' willingness to pay, and the true value of a product service is equal to what a buyer is willing to pay for it. Helmold (2020) points out the importance of the 3Cs concept of strategic pricing, used in industrial and service sectors to establish the correct pricing strategy, observing determinants and factors necessary for success. The 3Cs model indicates that a strategist must focus on three key factors for success. In constructing a business strategy, three main elements must be taken into account: cost, customers, and competition. D'andrea and Guerra (2021) state that price variation is a resource used worldwide and that what drives dynamic pricing is the balance between supply and demand. Therefore, Kotler and Armstrong (2016) cite product costs as defining the floor of the price to be charged, while consumer perception regarding product value defines the ceiling; through price determination, objectives defining strategies can be performed, also analyzing the competition and external and internal factors of the hotel.

The investigations and analyses of this article will use the presented references as a basis, bringing reflections on how important the renewal of new concepts is in the face of business dynamism and that monitoring implementation after training and capacity building can bring about the development of managerial competencies and strategic vision for achieving business objectives and changes in daily life.

Methodology

This study took place at a renowned resort located in Santa Catarina, known for its innovative practices in revenue and service management. The resort has a team of approximately 1,200 employees, with a diverse clientele that includes a significant portion of the Latin market. To ensure data reliability and validity, method triangulation was applied, crossing information from interviews, direct observations, and documentary data. An exploratory and qualitative case study design was adopted, allowing for deep investigation in natural environments, emphasizing the understanding of participants' perspectives and the contextualization of observed phenomena. Qualitative research allows for in-depth studies on a wide variety of topics in simple and everyday terms; according to Yin (2016), qualitative

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research offers greater freedom in selecting themes of interest because other research methods tend to be limited by insufficient data, research conditions, difficulty extracting information, among other factors. One of the five characteristics of qualitative research is the quest to collect, integrate, and present data from diverse sources of evidence in any study, a consequence of studying a real-life environment and its participants, because the complexity of the environment and its participants likely justifies the use of interviews and observations, and even the inspection of documents and artifacts; according to Yin (2016), it is possible to perform data triangulation from diverse sources, increasing the study's credibility and reliability.

Four leaders were selected who work in the areas of sales, revenue management, and Business Intelligence; due to their experience and direct involvement in the processes modified by the training, they were chosen based on convenience and relevance criteria for the research themes. Data collection was carried out through interviews via conference call and in person. The recorded responses were transcribed into text by a Microsoft system for detailed analysis. The interviews aimed to explore experiences and perceptions regarding practical changes after the training. The three open-ended questions covered themes such as the implementation of new pricing strategies, changes in sales practices, and perceived impacts on operational performance. Furthermore, over six months, both in-person and remote observations were conducted in the involved departments to record work dynamics and the application of new practices in real-time; internal revenue reports from 2022, 2023, and 2024 were also analyzed, showing sales results before and after the course implementation, which were shared as sources of evidence by the hotel's leadership team. External market data and reports were used to compare the Resort's results with other Brazilian destinations and are published in the 2023 magazines of Resorts Brasil.

Results And Discussions

This case study refers to the application of a revenue management course and training conducted by the company "Gold" in 2023 for various employees, also attended by leaders and direct managers of the revenue management areas and correlated areas such as sales and marketing. The course addressed themes of strategic processes in relation to revenue management in hospitality, provoking insights in the teams. The hiring of "Gold" involved the initiation of a project at "Bleisure" focused on maintaining innovation in revenue management processes and correlated areas, implementing collaborative concepts and reflection on new ways

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to communicate department strategies. Various subjects were explored, such as decision-making in pricing, sales negotiation strategies for revenue increment, communication and service promotion for online and external sales, how to conduct pricing studies by periods—current year and subsequent year—and how to improve sales by segment. Some concepts developed by Osterwalder and Pigneur (2011) regarding the seven faces of innovation in business models and their nine components were introduced by the course. Chart 01 below presents the main concepts from Osterwalder and Pigneur (2011) worked on, along with exercises conducted individually and in groups at "Bleisure":

Chart 01 – Main concepts of Osterwalder and Pigneur addressed in the Course - Gold

Concepts Addressed – Capacity Building	Area	New Proposal
BI & Sales	Sales Segment Analysis	Check if your customer profiles are correctly segmented for possible margin increase.
Revenue Management & Sales	Business Analysis for Pricing	To activate displacement and dilution.
Revenue Management & Sales	Increase RevPAR (Revenue per available room)	"When increasing occupancy, choose which segments have less cost and more revenue to work with."
BI & Sales	Customer Behavioral Analysis	Study reviews and study customer purchasing behavior.
BI & Sales	Prospecting and new market niches	Explore new market niches (new micro-markets). New trends and constant prospecting.
Marketing & Sales	Media Actions	Relationship with partners and commercial representatives.
Marketing & Sales	Prospecting new sales channels (indirect)	New geographic markets.
Revenue Management	Elasticity Calculation	"To analyze each group quote, whether it is worth it or not."

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Source: Elaborated by the author based on material from Gold (2024).

Following the contents presented by the Gold course, with ways to implement and analyze processes that can bring improvements in revenue management, sales, and marketing strategy, each department executed its Action Plan with its involved managers and leaders, thus initiating the implementation of the capacity-building contents of their area. Each department leader was responsible for the follow-up of activity development in a protagonist manner, to expand results. Gold was not merely a training course for revenue management and correlated areas; its purpose encompasses a mindset shift, in a transformative, disruptive, and collaborative way, promoting continuous engagement of individuals, making them more protagonists of their departments—self-management.

Applying Knowledge with Revenue Management The first question relates to whether the manager managed to implement all changes that needed to be realized for the implementation of Innovation in Revenue Management processes in Sales and Marketing, according to course learning; facilitators and barriers pointed out by the four interviewees were verified, identifying changes in vision and analyses in process execution after the course application. Interviewee 1 mentions that the team has new people and that it is very good to conduct this type of training; regarding the implementation of new segments, Interviewees 1 and 3 cited the importance of correctly analyzing customers, creating more segmentation options. Interviewee 2 points out the difficulty in the daily routine of implementing new ideas and changes because time may be lacking. Interviewee 4 brings facilitators referring to their segment of operators, who can better map dates with sales opportunities, monitoring sales frequently and arguing better in business management. The leadership challenge is to be the protagonist and monitor the success of concept implementation after training; therefore, it is very important to be engaged so that objectives are truly achieved.

The second question treated during the interviews brought up the theme of innovation in Revenue Management processes, with emphasis on Sales and Marketing, requesting possible impacts on the Resort's results from 2023 to 2024, as facilitators and barriers identified by the interviewees. As facilitators, Interviewee 1 pointed out that the training increased the vision of the Revenue Management department, with goals being met with a more capable team, conducting healthier negotiations, implementing extra revenue, expanding effective demand analysis by customer profile and segments—mainly for sales on weekdays (low

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period). Interviewee 2 presents the importance of everyone in the Resort understanding revenue management within the hotel and the impacts on results, and presents as facilitators pricing optimization, more precise market segmentation, and a team engaged in asking for fewer discounts. Interviewee 3 highlights the automation of price consultation in online materials—websites updated in real-time—as a differential for competitive advantage. They also present the importance of displacement analysis and elasticity calculation for group confirmation, for revenue optimization and production analysis by customer segment, acting strategically in sales. As barriers, Interviewee 1 pointed to revenue maximization by segment, with filters restricting segments with higher distribution costs, especially when sales demand is high, as this is when the revenue management team performs cold analysis, renouncing onerous business, which is the greatest challenge. Interviewees 2 and 4 agree that communication between departments needs to improve. The absence of system integration, according to Interviewee 2, is a barrier to data management. For Interviewee 3, slowness in some decision-making processes are major challenges in the daily routine of revenue management and sales, highlighting differentiated negotiations and rate parity between segments.

The third question, regarding which practices you bring as most important from Gold for daily changes in processes versus the connection of involved departments, Interviewee 1 points out that the understanding of this department by other areas of the Resort gives visibility to the importance of data analysis, with the junction of past results and future forecasting. The success of the connection between departments for decision-making and joint work by all with the same objective is highlighted, and that Marketing, for example, generates service value for a possible increase in rate and sales revenue. Still regarding Interviewee 1: "the exercises practiced daily in revenue management and taught at Gold contributed to the vision of revenue management applied in sales and marketing, as employees became more capable for decision-making, making results profitable". Interviewees 2, 3, and 4 brought up generally the importance of knowing how to negotiate for a positive impact on the resort's final revenue, as reflection and analysis exercises are of great importance to capacitate and develop negotiation competencies. Regarding the question of which practices are considered most important from Gold for daily process changes versus department connection, it is possible to perceive that the four respondents point out the importance of knowing how to work strategically with internal data that cooperate for sales.

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Below is a synthesis chart with the vision of each interviewee:

Chart 02 – Synthesis and vision of interviewees

Interviewees	Strategy	Communication	Planning
1	When everyone understands the importance of data for decision-making, of joint work by everyone with the same objective, when this is clear.	Collaborators acquire understanding of other areas.	Importance of data analysis (past and future).
2	Eliminate discounts without strategy.	Improve communication between departments.	The most important point of Gold is knowing how to apply discounts with criteria directly affecting the final result.
3	Analysis exercises for conducting negotiations practiced in the course are important for reflection and strategic decision-making.	Understanding the routine of each department and how each process impacts everyone's daily life.	Reflection and data analysis for decision-making.
4	Negotiate with more strategy together with the RM team.	Fluid communication between departments - sales and marketing.	Better forecasting of customer portfolio performance.

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Source: Author, 2024.

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Therefore, it is so important to promote capacity building and competency development courses among leaders, for paradigm shifts and even the exchange of strategic process information between departments.

As a fourth question on data and revenue analysis, it was discussed whether there was an increase in revenue and greater distribution of sales between segments and customers after the concepts were worked on, requesting that interviewees cite indices of increase and decrease in sales results. Interviewee 1 shared the indices achieved by the Resort for general analysis and pointed out that there was growth in TREVPAR – total revenue (accommodation and extras) divided by available apartments; even with a 2% drop in accumulated occupancy in 2023, there was sales qualification and, comparing the segments that produced the most in the first quarter of 2023 with those of the first quarter of 2024, there was a production shift from leisure to events and large conventions, implementing extra sales revenue. Interviewee 2 pointed out that some segments that were not worked effectively began to yield better results and were implemented in analyses, measuring performance. Interviewee 3 highlights the revenue increase in 2023 when compared to 2022, even with lower occupancy, and Interviewee 4 presents the Online Travel Agencies (OTA) segment, which had the highest production performance when compared to other segments.

Next, in Chart 03, it is possible to analyze the growth of average revenue per available apartment and total revenue when comparing the years 2022 and 2023, already bringing a more profitable sales scenario, where there are fewer occupied apartments with higher revenue, evidencing the importance of training the team with strategic vision.

Chart 03 – TREVPAR, Total Revenue, and Occupancy 2022 and 2023

Bleisure	2022	2023
TREVPAR	R$ 1,327.88	R$ 1,461.21
TOTAL REVENUE	262M	289M
Occupancy	75%	73%

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Source: Elaborated by the author based on Bleisure sales data (2023)

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These data point to an approximate growth of 10% in total revenue, being a positive datum to highlight. Hence the importance of improving processes and meeting customer needs with value propositions (bilateral), which is a concept of the components in business model innovation according to Osterwalder and Pigneur (2011).

Resorts Brasil - The Brazilian Association of Resorts conducts studies in various periods for market analyses. With these data, it is possible to perform market comparisons versus Bleisure and have penetration indices to analyze the data achieved. Figure 1, elaborated by Resorts Brasil, presents 132 resorts classified with two profiles: countryside and beach. Scattered throughout Brazil, Resorts are national companies and international chains and share revenue, occupancy, and average daily rate information with the Brazilian Association of Resorts to better work on their strategies and network.

Figure 01 - Resorts Associated with Resorts Brasil *(Map of Brazil showing locations of associated resorts)*

Source: Radar Resorts Brasil – 2023.

Below, Figure 02 presents information on production by segment in Brazilian Resorts in 2022, where the leisure market stood out most due to the resumption of travel and optimization in the national market - closed borders:

Figure 02 – Production in Brazilian Resorts by customer segment

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Segment	Total Revenue per occupied room (R$) Above R$ 1250	Under R$ 1250	Brazil
Business	3.6%	3.3%	3.5%
Leisure	70.5%	74.9%	72.5%
Groups	22.8%	19.7%	21.4%
Crew	0.6%	0.2%	0.4%
Other	2.5%	1.9%	2.2%
Total	100.0%	100.0%	100.0%

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Source: Resorts Brasil, (2023).

Chart 04 demonstrates the percentage share of production by segment at Bleisure in the years 2022 and 2023:

Chart 04 – percentage of production by segment - Bleisure

BLEISURE	2022	2023
LEISURE	44%	43%
LEISURE GROUP	15%	14%
VACATION	10%	10%
EVENTS	32%	34%
TOTAL	100%	100%

Source: Elaborated by the author based on Bleisure sales data (2023)

One can note the same market behavior of Bleisure for the leisure segment in 2022 – Chart 04, when compared with the general market demand of Resorts in Figure 02 - Resorts Brasil. In the year 2023, the distribution between customer types and segments increased due to the growth of the Tourism market, and one can observe the influence of Gold, with better

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definition of segments in reports, revenue increment, and greater sales distribution after the concepts were worked on. It can be affirmed that even with the difficulty of performing sales distribution by segment due to seasonal periods and high demand, it is possible to give visibility to various types of customers and have revenue growth.

The following market information was extracted from sales analysis reports of the Resort and competitive set, following the request for access by the Bleisure Revenue Management team - Chart 05 ; as the fifth question asked if there was an increase in market share from 2022 to 2023 and even in the first quarter of 2024.

Chart 05 – Compset, Market Share and Fair Share 2022 *(Table displaying metrics for Bleisure vs. competitors in various regions for Jan-Dec 2022)*

	Quartos disponíveis	Quartos vendidos	OCC %	JANEIRO A DEZEMBRO 2022					
				ADR	Revpar	PenRevpar	PenOCC	Fairshare	Marketshare
All inclusive Santa Catarina	198.000	148.958	75%	1.357	1.021	0,95	1,10	19%	20%
All inclusive São Paulo	147.600	62.283	42%	1.785	753	0,70	0,62	10%	15%
All inclusive Mangaratiba	124.560	87.126	70%	1.898	1.328	1,23	1,03	15%	12%
All inclusive Trancoso	90.000	66.979	74%	1.837	1.367	1,27	1,09	11%	9%
All inclusive Bahia	160.920	93.109	58%	1.098	635	0,59	0,85	9%	16%
All inclusive Nordeste	102.600	97.545	95%	1.758	1.672	1,55	1,40	16%	10%
All inclusive Nordeste	130.680	90.572	69%	1.276	884	0,82	1,02	11%	13%
All inclusive Pernambuco	49.320	37.179	75%	2.375	1.790	1,66	1,11	8%	5%
	1.003.680	683.751	68%	1.579	1.075			100%	100%

Source: Elaborated by the author based on Bleisure sales data (2022)

The results data of Bleisure and competitor Resorts present a performance comparison and evidence that there was an increment in results during the period of Gold application as training. It is possible to note that the market penetration index of RevPAR – revenue from accommodation per available apartment – was below 1 (0.95), not being the best classified among the competition, but with great chances of improvement. However, the occupancy of sold apartments is well above average, which demonstrates that the Resort has demand and visibility, necessitating minute filtering of segments for sales distribution strategy.

Next, Chart 06 presents the results, market share, and fair share of 2023 for the Resort and competition. Different results are observed regarding the RevPAR index: equal to 1, increasing profitability and revenue, even with a drop in occupancy.

Chart 06 - Compset, Market Share and Fair Share 2023 *(Table displaying metrics for Bleisure vs. competitors in various regions for 2023)*

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	RN OCUPADOS	TAXA OCC							
	Quartos disponíveis	Quartos vendidos	OCC %	ADR	Revpar	PenRevpar	PenOCC	Fairshare	Marketshare
All inclusive Santa Catarina	198.000	144.538	73%	1.589	1.160	1	1,20	20%	19%
All inclusive São Paulo	147.600	43.761	30%	2.004	594	1	0,49	8%	14%
All inclusive Mangaratiba	124.560	55.842	45%	2.124	952	1	0,73	10%	12%
All inclusive Trancoso	90.000	37.218	41%	2.160	893	1	0,68	7%	9%
All inclusive Bahia	192.960	142.770	74%	1.693	1.253	1	1,21	21%	19%
All inclusive Nordeste	102.600	108.552	88%	2.022	2.139	2	1,44	19%	10%
All inclusive Nordeste	130.680	79.220	61%	1.667	1.010	1	0,99	11%	13%
All inclusive Pernambuco	49.320	20.434	41%	2.728	1.130	1	0,7	5%	5%
TOTAL	1.035.720	632.335	61%	1.843	1.125			100%	100%

Source: Elaborated by the author based on Bleisure sales data (2023)

Comparing Charts 05 and 06, in 2023 demand qualification is perceived with a 15% increase in the average daily rate and a 2% drop in occupancy. Below, graphs are presented with the first-quarter results of Brazilian Resorts, comparing the same period in 2022, 2023, and 2024. It is possible to identify growing results, with the first quarter of 2024 being superheated for Tourism. The market has been on this rise since the resumption in 2022, which was positive for accumulated results achieved, mainly for the leisure segment.

Figure 03 – Performance of Beach Resorts (Brazil) *(Graphs showing Occupancy Rate, TrevPAR, and RevPAR for Jan, Feb, Mar 2022-2024)*
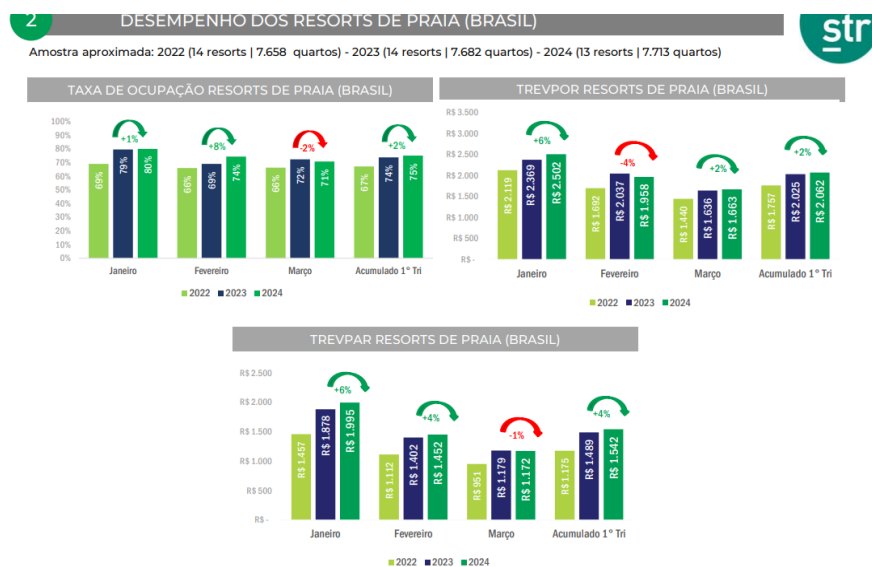
Source: Radar Resorts Brasil - 2023.

Figure 03 evidences the positive work performed by the Resort in 2022, as visibility and demand optimization when comparing the 1st quarter average market occupancy index result is 67% market versus 75% realized by the Resort.

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As the last question, interviewees had to answer about improvements in the relationship between departments and possible motivations in sales and marketing employees after the consultancy. It was highlighted that there were positive changes, mainly with the connection of revenue management and sales. Interviewees 1 and 3 pointed out that goals will become easier to achieve, as everyone has access to planning and ways to analyze data. Interviewee 2 highlights motivation and understanding of concept application, and according to Interviewee 4, there is a better understanding regarding the needs of each segment, but there are challenges to cross with changes and marketing updates that are advancing every day for process improvements.

Final Considerations

The present article aimed to answer the questions of how the realization of a revenue management training can impact strategic processes in a hospitality service company and what are the facilitators and barriers during process implementation by leaders. The research methodology utilized was an exploratory and qualitative case study, where four leaders working in sales, revenue management, and Business Intelligence areas were selected. In the interviews, 6 questions covering various themes were applied. To collect data over six months, in-person and remote observations were conducted in the involved departments, and internal revenue reports from 2022, 2023, and 2024 were analyzed, with sales results before and after course implementation, which were shared as sources of evidence by the Resort's leadership team.

It is possible to affirm that trainings generating value for capacity building will have positive acceptance by a large part of employees. Gold was administered in person, at round tables to generate exchange and group analysis, contributing to employee motivation and attention, expanding understanding to put the worked themes into practice. The relevance given to process updates in the revenue management area, with the application of exercises in the course—which are practiced daily by this department—generated value and understanding for negotiations, brought strategic visions, especially short-term ones, so that the margin of error decreases, thus enabling revenue increment with each sale, granting greater autonomy to leaders in decisions. Another point to highlight is knowing how to segment sales and customers for strategic work to be functional. One of the points to analyze more frequently were revenue and occupancy results, as there was revenue growth in the Resort in the last two years, as well as in

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other consolidated destinations in the market, but sales qualification is something to be highlighted.

The references and literature on Training, Capacity Building, Managerial Competency Development, and Leadership in Hospitality positively present the importance of the presence of team updates and all employees for achieving service excellence. And in the areas of Revenue Management, Strategy, and Dynamic Pricing in Hospitality, this study evidences that knowledge of these concepts can bring more efficacy to business profit. According to the objectives proposed in verifying if the realization of revenue management training can impact strategic processes in a hotel service company, it is possible to affirm through the analysis performed that the company can be competitive through training and development of its leadership competencies, with the identification of improvements implemented through new ways of doing things. Regarding facilitators and barriers, the importance of updating the team frequently can be highlighted, as there will always be new employees who need to expand knowledge about the organization's processes. And even with all the motivation of a new training, it is perceived that some areas have difficulty implementing planning in their routine due to various activities to execute.

This study presents limitations regarding the number of people interviewed in revenue management, sales, and marketing departments, with the possibility of expanding the vision of training implementation by interviewing more employees. As a proposal for future study, monitoring behavior and market changes in sales distribution to identify new strategic measures, mainly with training and updates for leaders and employees, to achieve good results within hotel service companies.

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