



FÓRUM  
NACIONAL DA  
HOTELARIA



**VISITE SÃO PAULO**  
**convention bureau**



União Nacional de CVBs e Entidades de Destinos

No livro O Pequeno Príncipe,  
Exupéry escreveu que...

“O essencial é invisível aos olhos”



Essa frase pode ser  
interpretada de várias formas



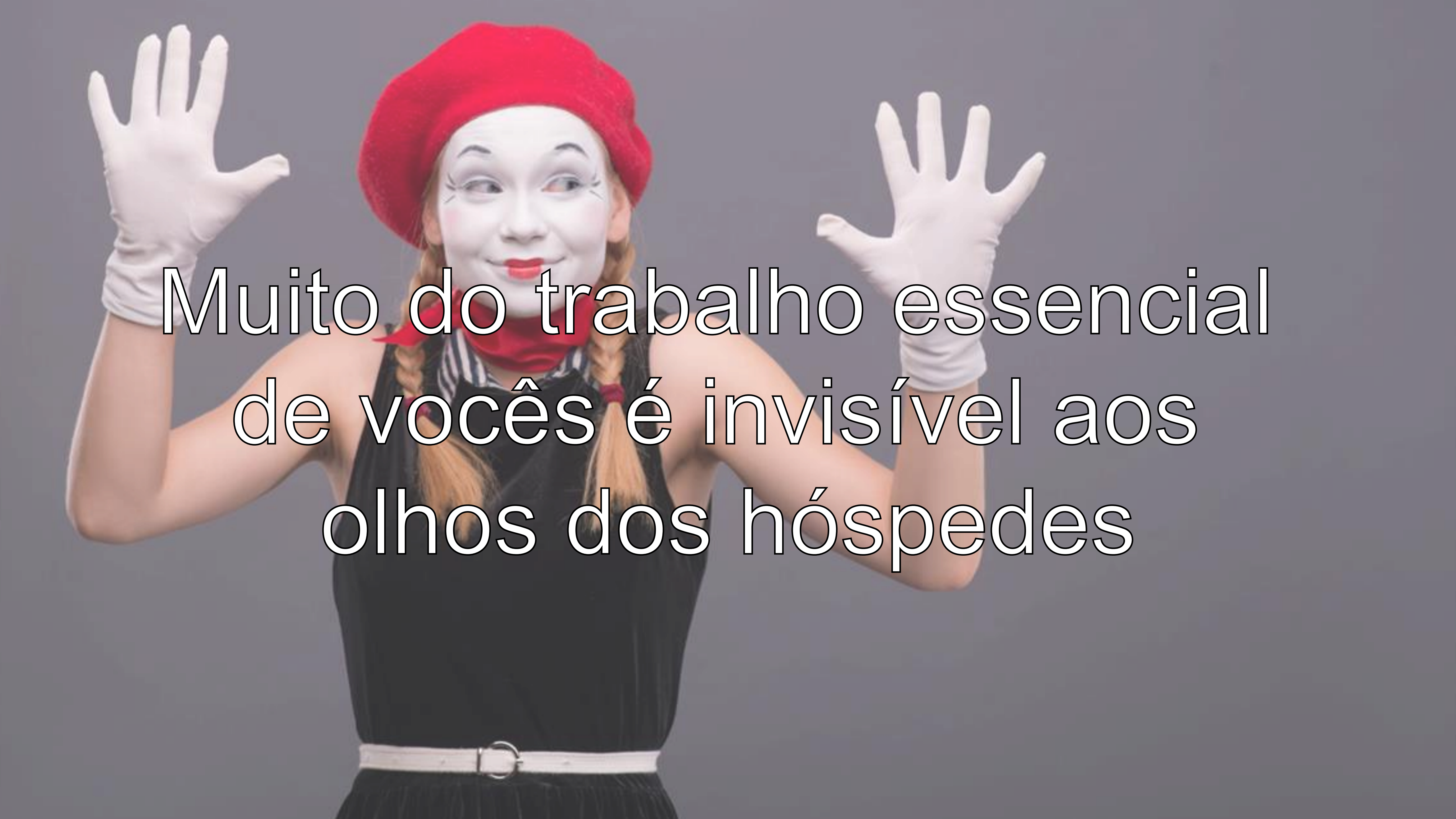
E hoje vou falar sobre uma delas



# A INVISIBILIDADE DO ESSENCIAL

Hoteleiros entendem bem isso





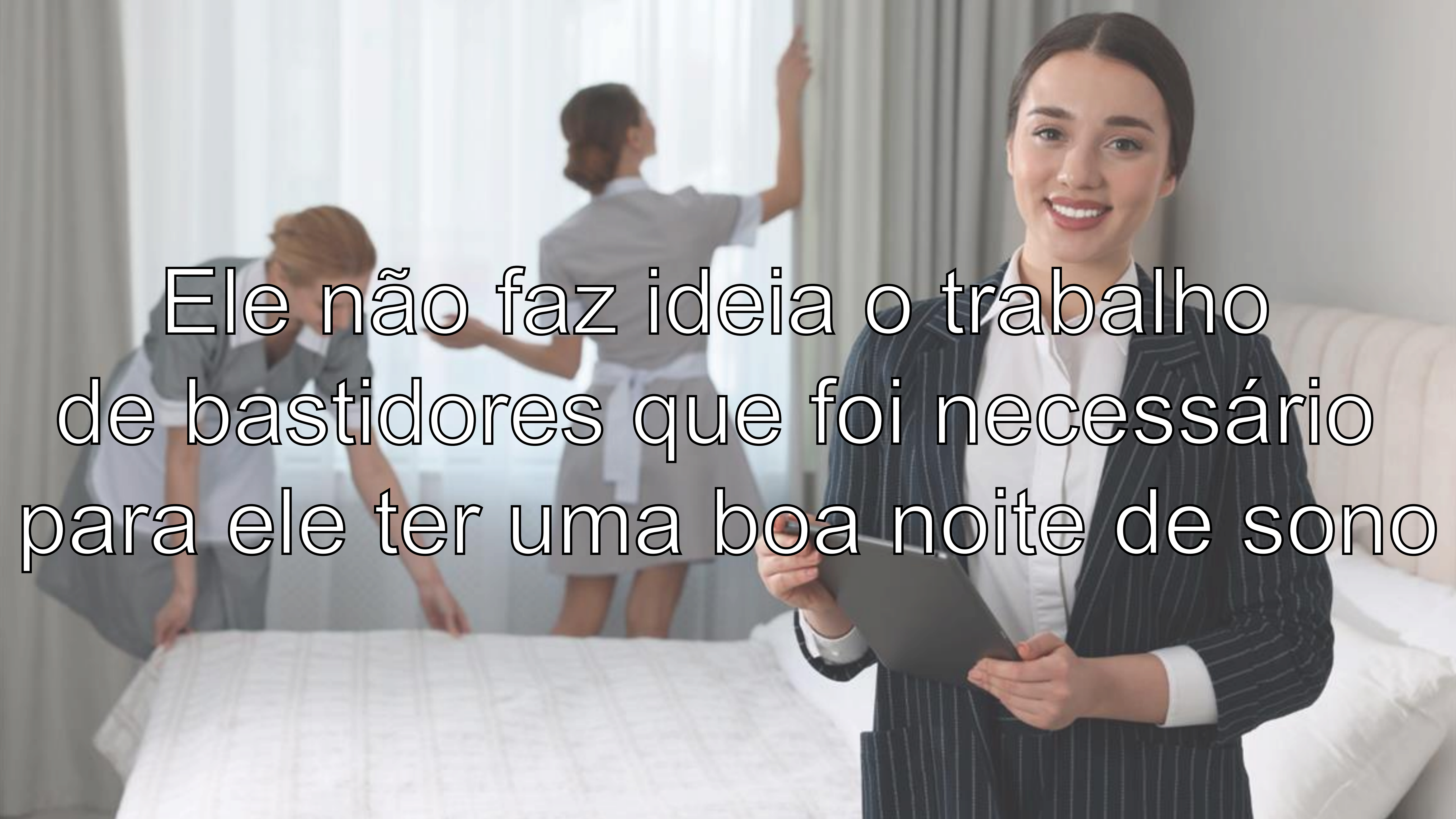
Muito do trabalho essencial  
de vocês é invisível aos  
olhos dos hóspedes



Quando um hóspede  
chega num hotel






A woman in a dark blue pinstriped suit and white shirt is smiling and holding a tablet. In the background, two hotel staff members in light blue uniforms are working on a bed in a bright room with large windows. The text is overlaid in the center of the image.

Ele não faz ideia o trabalho  
de bastidores que foi necessário  
para ele ter uma boa noite de sono




A person wearing a white short-sleeved uniform is shown from the waist down, smoothing a white sheet on a bed. The person's hands are visible, one holding the edge of the sheet. The background shows a dark headboard, a lamp, and curtains. The text "Cama arrumada" is overlaid in the center.

Cama arrumada

A close-up photograph of two hands gently holding a white fabric, likely a sheet or pillowcase. The hands are positioned in the center of the frame, with the fingers delicately grasping the fabric. The background is softly blurred, showing more of the white fabric and a hint of a person's arm. The overall mood is calm and tender. The word "carinhosamente" is overlaid in the center in a white, outlined font.

carinhosamente





cuidadosamente






Chuveiro quente



A professional plumber is shown in profile, focused on adjusting a showerhead. He is wearing a white hard hat, yellow safety glasses, and grey work gloves. He is dressed in a white t-shirt and dark safety harness. The background consists of dark grey, rectangular wall tiles. The showerhead is mounted on a chrome fixture. The text 'Cuidadosamente ajustado' is overlaid in the center of the image.

Cuidadosamente ajustado



A person wearing a dark, short-sleeved uniform with white buttons is holding a large stack of neatly folded white towels. The towels are stacked in two groups of three, with a gap between them. The background is softly blurred, showing what appears to be a hotel or spa setting with warm lighting.

Toalhas brancas



A woman with short brown hair, wearing a white uniform with a white collar, stands in a laundry room. She is smiling and holding a large stack of clean, folded white linens. Behind her are two front-loading washing machines. The machine on the left is open, showing clean white laundry inside. The machine on the right is also open, showing dirty, brownish laundry inside. The text "Cuidadosamente lavadas" is overlaid in the center of the image.

Cuidadosamente lavadas





Quarto limpo



Cuidadosamente





A close-up photograph showing a person's hand holding a white-handled brush with white bristles. The brush is being used to clean a dark metal track, likely a sliding door or window track, which is set into a wooden floor. The track is filled with a dark, foamy substance, possibly dirt or old lubricant. The brush is positioned to scrub the track clean. The text "No detalhe" is overlaid in the center of the image.

No detalhe






Com tudo higienizado





Ar condicionado ajustado





Televisão funcionando



A close-up photograph of a hand garnishing a plate of food. The hand is holding three bright red cherry tomatoes, about to place them on a dish. The dish contains a piece of cooked meat, possibly steak, topped with mushrooms and served with a fresh green salad. In the background, another person's hands are visible, holding a white plate, suggesting a dining or service environment. The text "Serviço de quarto" is overlaid in the center of the image.

Serviço de quarto



A professional kitchen scene with several chefs in white uniforms and tall hats. In the foreground, a male chef is focused on stirring a pan on a stainless steel stove. Behind him, other chefs are also working at their stations. The kitchen is well-lit with overhead lights, and various cooking utensils and ingredients are visible on the counters and hanging from the ceiling.

Sempre à disposição



A blue mop is shown in the foreground, cleaning a highly reflective floor. The mop's head is in contact with the surface, and its reflection is clearly visible. In the background, several people are walking, their figures blurred, suggesting a busy hotel lobby. The lighting is bright and even, highlighting the cleanliness of the environment.

Hotel completamente limpo



A woman in a black long-sleeved shirt, a red apron, and a light blue surgical mask is cleaning a dark wooden table in a restaurant. She is wearing blue nitrile gloves and is using a white cloth to wipe the table surface. In her other hand, she holds a white spray bottle. The background is a blurred restaurant interior with yellow chairs and warm lighting.

Por dentro





E por fora



A woman with dark hair, wearing a white long-sleeved shirt and dark blue trousers with a gold buckle, is lying on her back on a bed with white linens. Her eyes are closed, and her hands are behind her head. A silver laptop is open on the bed to her left, and a black smartphone is lying on the bed next to it. The text "Todo esse conforto é garantido pelo trabalho de uma equipe" is overlaid in the center of the image in a white, outlined font.

Todo esse conforto é garantido  
pelo trabalho de uma equipe



A diverse group of eight hotel staff members, including a chef and waiters, standing in a line and smiling. The chef is on the far left, wearing a white chef's coat and a tall white hat. The other staff members are wearing white shirts and black vests or aprons. They are all looking towards the camera with friendly expressions.

Que atua fora do campo  
de visão do hóspede



Para além de outras  
questões essenciais como...



Sistema de detecção de incêndios





A photograph of a fire hydrant cabinet mounted on a concrete wall. The cabinet is red and contains a fire extinguisher and a fire alarm pull station. Above the cabinet, there is a complex network of red fire pipes, including a main horizontal pipe with a pressure gauge and a valve. The pipes are labeled with 'F' and 'FA'. The background shows a window with a blue grid pattern.


Hidrantes e extintores  
sempre prontos





Câmeras posicionadas



A security guard wearing a blue uniform and a cap is seen from behind, sitting at a desk in a control room. He is looking at a large wall-mounted display showing multiple CCTV camera feeds. The room is dimly lit, with a laptop and a mug on the desk in the foreground. The text "Monitoramento 24 horas" is overlaid in the center of the image.

Monitoramento 24 horas



A photograph of two men in dark suits and sunglasses. The man in the foreground is on the right, wearing dark sunglasses and holding a mobile phone to his ear with his right hand. He is looking off to the side. The man in the background is on the left, also wearing sunglasses and looking in the same direction. The background consists of vertical glass panels, suggesting an office or modern building interior.

Seguranças a postos



A woman with brown hair is sleeping peacefully in a bed. She is wearing a light-colored, ribbed sweater. The bed has white pillows and white linens. The background is a plain, light-colored wall.

São muitas coisas que os hóspedes nem percebem



A close-up photograph of a hand holding a vibrant orange flower with a dark center. The hand is positioned above a stack of neatly folded white towels. The background is softly blurred, showing more of the towels and a hint of a person's arm. The overall scene is clean and bright, suggesting a hotel or spa environment.

Há muitas coisas  
invisíveis na hotelaria





O hóspede pede



A close-up photograph of a plate of spaghetti. The spaghetti is coated in a rich, reddish-brown tomato sauce. It is garnished with fresh green thyme leaves and thin, white slices of leeks. The plate is white with a dark, possibly black or dark brown, rim. The background is slightly blurred, showing a dark surface and a glass. The text "A comida chega" is overlaid in the center of the image in a white, outlined font.

A comida chega



A close-up photograph of a magician's hands. The magician is wearing a dark navy blue suit jacket over a white dress shirt. The left hand holds a black top hat, and the right hand holds a black wand with white tips. The wand is positioned as if about to be used on the hat. The background is a rich red, vertically pleated curtain. The word "Mágica!" is overlaid in the center in a white, outlined font.

Mágica!



A photograph of two women in white uniforms, likely hotel housekeepers, standing in a laundry room. They are both smiling and looking at each other. The woman on the left is holding a large stack of white towels, and the woman on the right is holding a smaller stack. The background shows laundry equipment and other workers in white uniforms.

Uma toalha molhada some



E uma limpa aparece





A magician with dark, curly hair and a mustache, wearing a white dress shirt, a black vest, and a striped tie, is performing a card trick. He is holding a black top hat in his left hand and a fan of playing cards in his right hand. The cards are fanned out, showing various suits and colors. The background is a light-colored wall with a pattern of circular bokeh lights. The word "Mágica!" is written in a white, outlined font across the center of the image.

Mágica!



A man with a beard and short dark hair, wearing a blue t-shirt, is smiling broadly and looking upwards. He is holding a tall, precarious stack of white toilet paper rolls. The background is a factory or warehouse filled with more stacks of toilet paper rolls, some in cardboard boxes. The lighting is warm and indoor.

© papel higiênico nunca acaba



A man in a dark grey tuxedo, white shirt, and red bow tie is performing a magic trick. He is holding a black top hat with both hands, and a white rabbit is peeking out from the top of the hat. The man has a surprised expression on his face, with wide eyes and an open mouth. The background is dark blue with wisps of white smoke or mist. The word "Mágica!" is written in white, bold, sans-serif font across the center of the image.

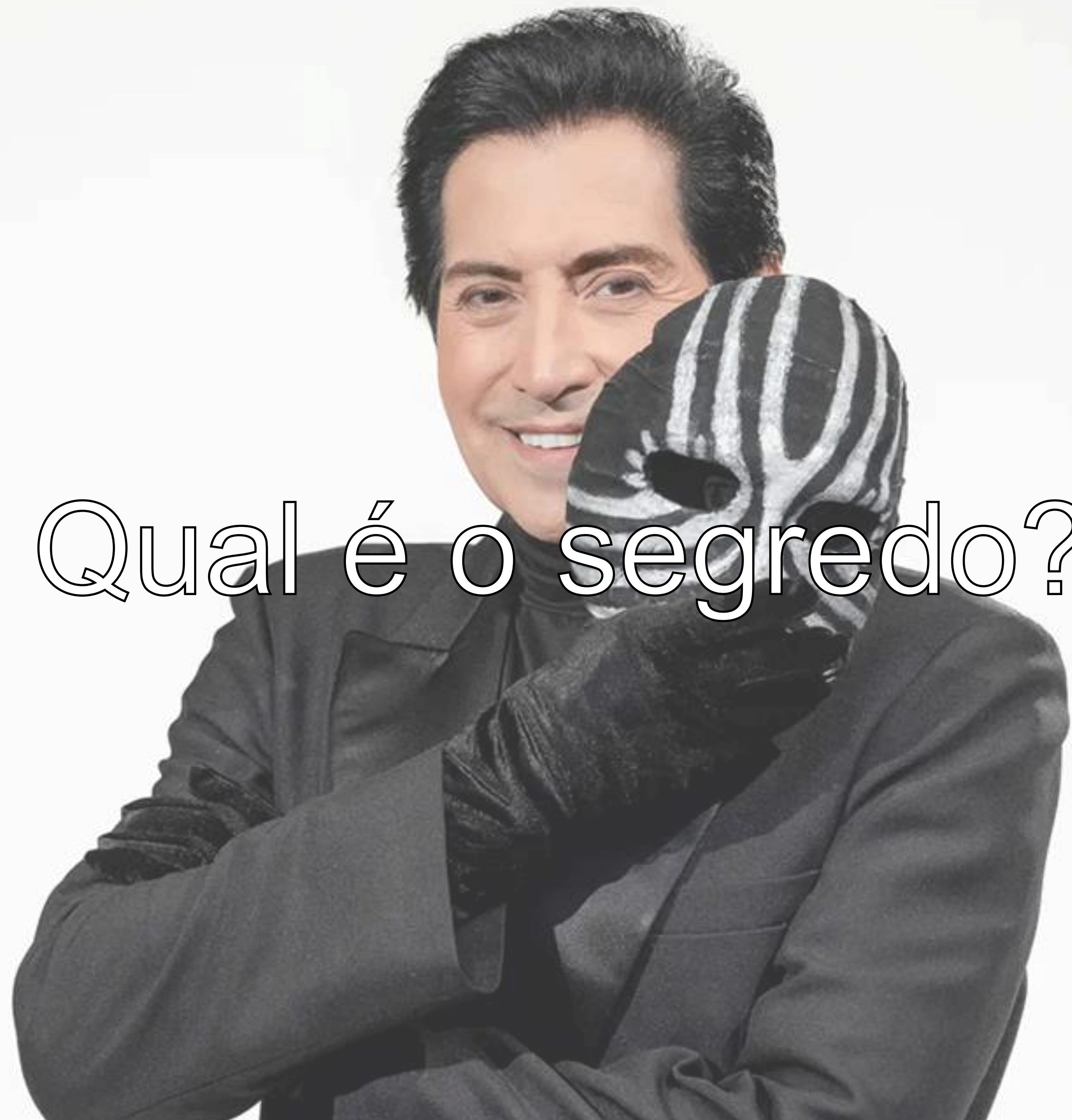
Mágica!





Mr. M...





Qual é o segredo?



GENTE







GENTE



GENTE





GENTE







GENTE



GENTE





GENTE





GENTE





GENTE







O SEGREDO É GENTE



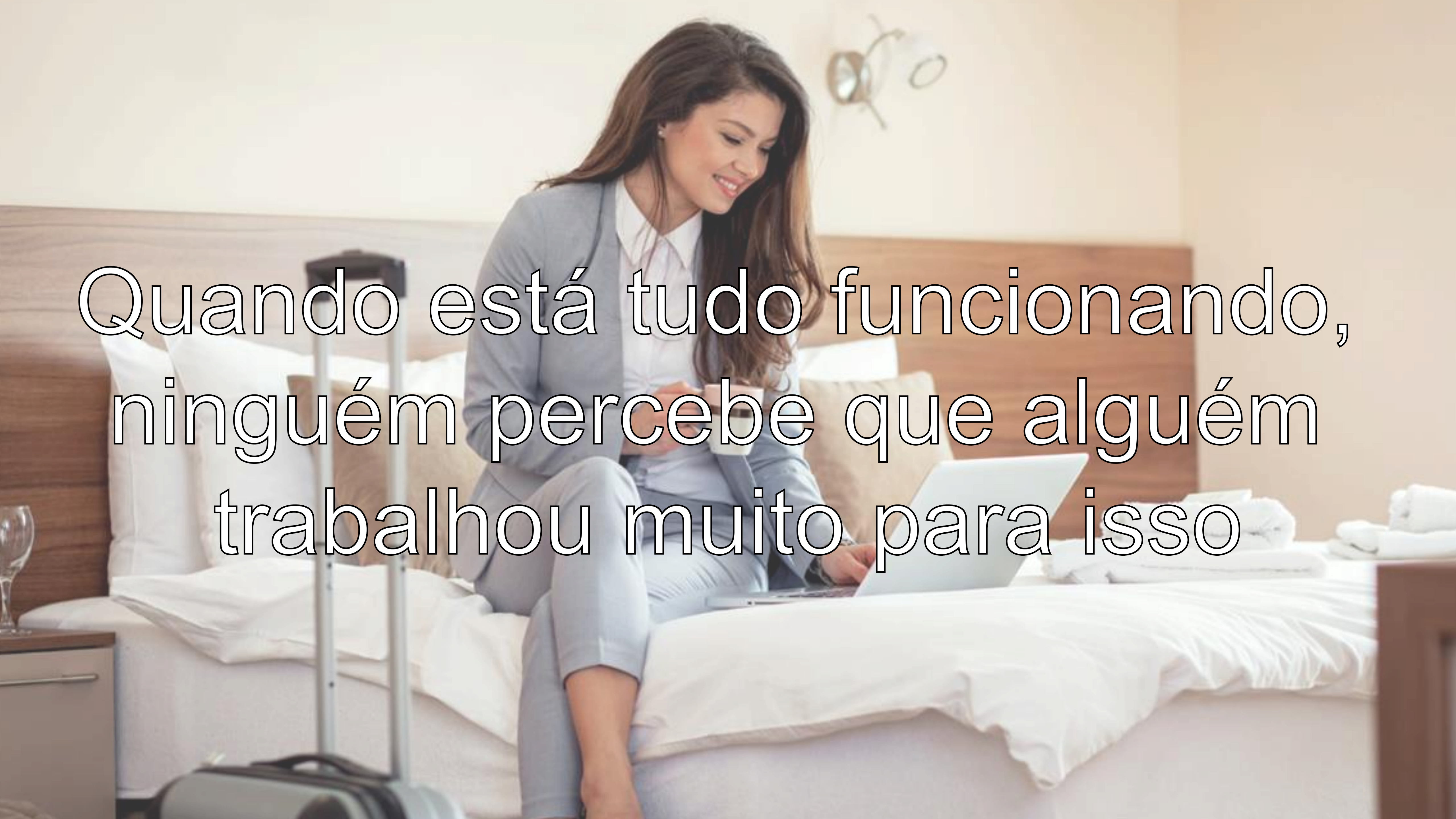
Mas para a mágica funcionar





É esperado que esse trabalho seja INVISÍVEL



A woman with long brown hair, wearing a light blue business suit, is sitting on a bed in a hotel room. She is smiling and looking down at a laptop on her lap. She is also holding a white coffee cup. The room has a wooden headboard, white pillows, and a white suitcase on the floor. The text is overlaid on the image in a white, outlined font.

Quando está tudo funcionando,  
ninguém percebe que alguém  
trabalhou muito para isso



Mas...



Quando algo não funciona...



FICA BEM VISÍVEL!



Naturalmente reclamações são  
mais comuns do que elogios



Principalmente nas relações entre  
clientes e prestadores de serviço



Todos nós somos  
consumidores de serviços



Entendemos que quando estamos  
pagando por algo esperamos  
que o serviço seja prestado ...





como mágica!



Invisível aos olhos






Na hotelaria entendemos  
isso muito bem em relação  
as expectativas dos hóspedes



Mas...



A hotel employee in a dark blue uniform is talking to a smiling couple with luggage in a hotel lobby. The employee is on the left, holding a tablet. The couple is in the center, with the man holding a suitcase. The background shows a hotel lobby with a luggage cart and large windows.

Para ter hóspede



Tem outro trabalho essencial



Que também é invisível aos olhos



A person wearing a dark suit jacket is shown from the chest down, with their right hand held out, palm up, in a gesture of offering or presentation. The background is heavily blurred, showing indistinct shapes and colors, suggesting an indoor setting with other people or objects. The lighting is soft, highlighting the hand and the texture of the suit.

Existe uma equipe comercial  
trabalhando incansavelmente



A close-up photograph of two people in business suits shaking hands. The background is a bright, modern office with large windows and a blurred figure of another person in the distance. The lighting is warm and golden, suggesting a bright day.

Para negociar e fechar contratos



A modern hotel lobby with a revolving door. A woman in a light grey suit is talking on a mobile phone while standing in the revolving door. A woman in a blue top and black skirt and a man in a white shirt and dark trousers are walking together. A bellhop in a white shirt and dark trousers, wearing a black face mask, is pushing a luggage cart with several blue suitcases. The floor is highly reflective, and the background shows a reception desk and large windows.

Para garantir e fazer reversas





Para que aquela cama que está  
arrumada tenha alguém pra dormir



Esse trabalho comercial  
quando bem feito é como





MÁGICA!



E é curioso como muitas  
vezes a operação não vê  
o trabalho comercial



E como o comercial não vê  
o trabalho operacional



Por que?



Porque o essencial  
é invisível aos olhos





Mas...



Sem venda não tem  
hóspede e sem operação  
não tem hospedagem



Da mesma forma...



Existe um outro trabalho invisível,  
que é essencial e que parece...





Mágica!



A modern office hallway with large glass doors and windows. Three business professionals are walking towards the camera. In the foreground, a woman in a white blouse and black trousers carries a black bag. Behind her, a man in a dark suit and glasses walks. To the right, another man in a dark suit and turtleneck is pulling a black suitcase. The floor is light-colored wood or tile. A green exit sign is visible in the upper left corner.

Para ter contratos comerciais  
com grupos de viagens e eventos...



A group of five young adults, three men and two women, are standing in a bright, modern interior space, likely a hotel lobby or a common area. They are all smiling and looking towards each other, suggesting a friendly gathering. Each person has a piece of luggage, including rolling suitcases and backpacks. The man on the far left is wearing a grey sweater and has a brown jacket slung over his shoulder. The woman next to him is wearing a yellow jacket. The man in the center is wearing a plaid shirt and has a backpack. The woman next to him is wearing a green jacket. The man on the far right is wearing a pink hoodie and has headphones around his neck. The woman on the far right is wearing a tan jacket and has a large backpack. The background features large windows with a view of greenery, a yellow armchair, and a dining table with chairs. The floor is made of light-colored tiles.

Para ter visitantes a lazer  
que vem para a cidade passear



Existem as entidades de  
Visitors e de Conventions Bureaus



São organizações que geram  
LUCRO tanto para seus  
associados quanto  
para suas cidades



Essas entidades contam  
com equipes profissionais  
que tem a missão de:





AUMENTAR O FLUXO DE  
VISITANTES EM SEUS DESTINOS



Seja através da promoção do destino para viajantes de lazer  
seja através da captação de eventos e visitantes a negócios





Esse eventos trazem consigo  
grandes grupos de visitantes



A person wearing a brown sweater and black pants is standing in a hotel room. They are holding a white door handle with their right hand and a grey suitcase with their left hand. The room has a patterned carpet and a wooden cabinet. The text "Todos eles precisam dormir em algum lugar" is overlaid on the image.

Todos eles precisam  
dormir em algum lugar






Todos eles precisam comer



A photograph taken from the passenger side of a car, looking towards the driver. The driver is a man with dark hair, wearing a white shirt, focused on the road. The passenger is a man with dark hair, wearing a light blue button-down shirt, smiling broadly at the camera. The car's interior, including the seats and steering wheel, is visible. The text "Todos eles precisam se movimentar" is overlaid in the center of the image.

Todos eles precisam  
se movimentar



A close-up shot of a person's hand holding the handles of several black paper shopping bags. The bags are stacked and slightly overlapping. The background is a blurred outdoor scene with other people walking, suggesting a busy shopping area. The lighting is bright and natural, creating a soft bokeh effect in the background.

Todos eles vão fazer compras



A photograph of an art gallery with several people viewing paintings. The text "Vãõ visitar lugares" is overlaid in the center.

Vãõ visitar lugares



A vibrant night club scene with confetti and people dancing. The image is filled with a dense crowd of people, many with their arms raised in the air. The atmosphere is festive, with bright, colorful lights (blue, purple, and pink) illuminating the scene. Numerous small, rectangular pieces of confetti are scattered throughout the air, creating a sense of movement and celebration. The overall mood is energetic and joyful.


Vão curtir a noite



A person with their back to the camera is sitting on a wooden park bench. They are wearing a blue and white striped long-sleeved shirt and light-colored shorts. Their hands are clasped behind their head, and they appear to be stretching or relaxing. The bench is situated on a brick-paved path. In the background, there is a lush green park with various trees and bushes under a clear blue sky. The overall scene conveys a sense of relaxation and enjoying nature.

Vão aproveitar a cidade



A vibrant, futuristic cityscape at sunset. The sky is a mix of orange, yellow, and blue, with streaks of light and clouds. In the foreground, a large crowd of people is walking away from the viewer on a path that glows with orange and yellow light. The path is flanked by blue and green light trails. In the background, a dense city skyline with many tall, spiky buildings is visible against the sunset sky.

Aumentar o fluxo de visitantes  
nos destinos é aumentar  
O FLUXO DE CONSUMO



é garantir NEGÓCIOS



é garantir acordos comerciais



é garantir RESERVAS nos hotéis



Mas para esses  
eventos acontecerem na cidade



Alguém precisa ir atrás deles



Alguém precisa convencer  
os promotores de  
eventos a realizarem seus  
eventos na cidade



Alguém precisa  
“vender” o DESTINO

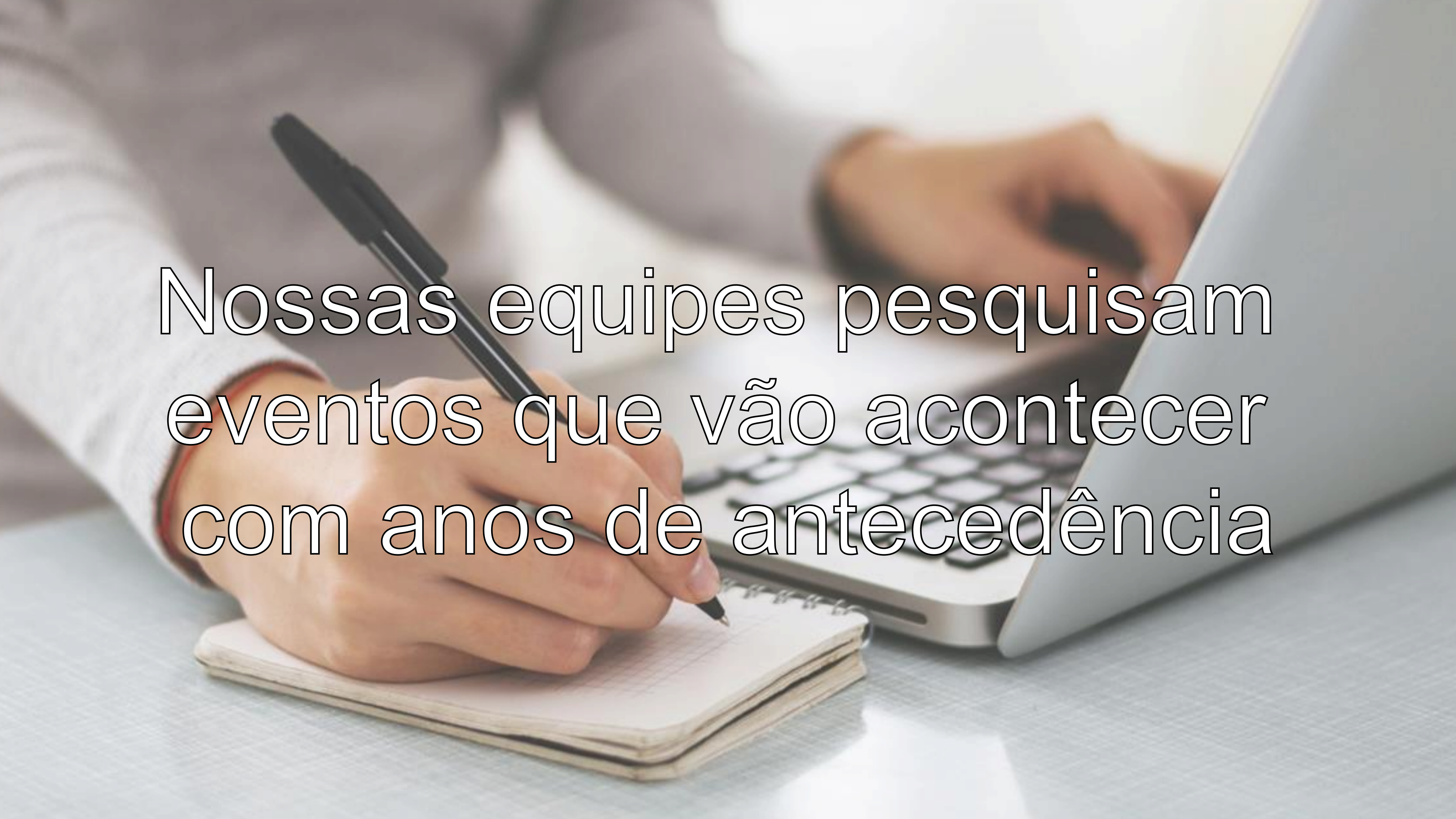


E apesar de parecer que os  
visitantes chegam magicamente



Os Visitors e os Conventions  
Bureaus fazem um trabalho  
essencial invisível



A close-up photograph of a person's hands. One hand is holding a black pen and writing on a small, spiral-bound notebook. The other hand is resting on a laptop keyboard. The background is softly blurred, showing the person's face and the laptop screen. The overall scene suggests a professional or academic setting.

Nossas equipes pesquisam eventos que vão acontecer com anos de antecedência



A close-up photograph of a person's hand dialing a number on a grey telephone keypad. The hand is positioned over the keypad, with the index finger pressing one of the buttons. The keypad features standard numeric buttons (0-9), a hash symbol (#), and a star symbol (\*). There are also several function buttons, including a green oval button and a button with a square icon. A coiled black cord is visible in the lower-left corner. The background is blurred, showing more of the phone's interface.

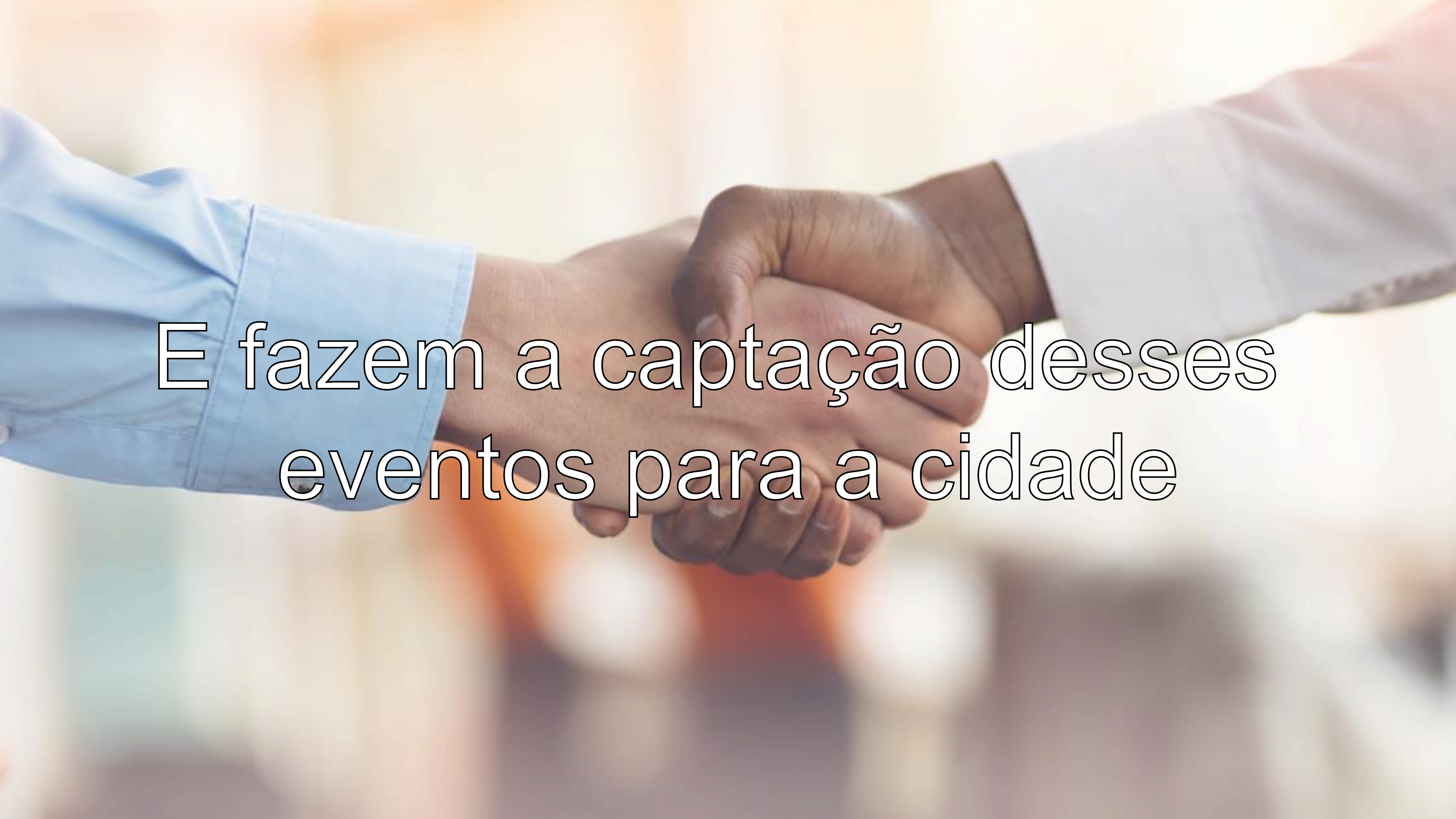
Entram em contato  
com seus promotores



Defendem a realização desses eventos nos seus destinos

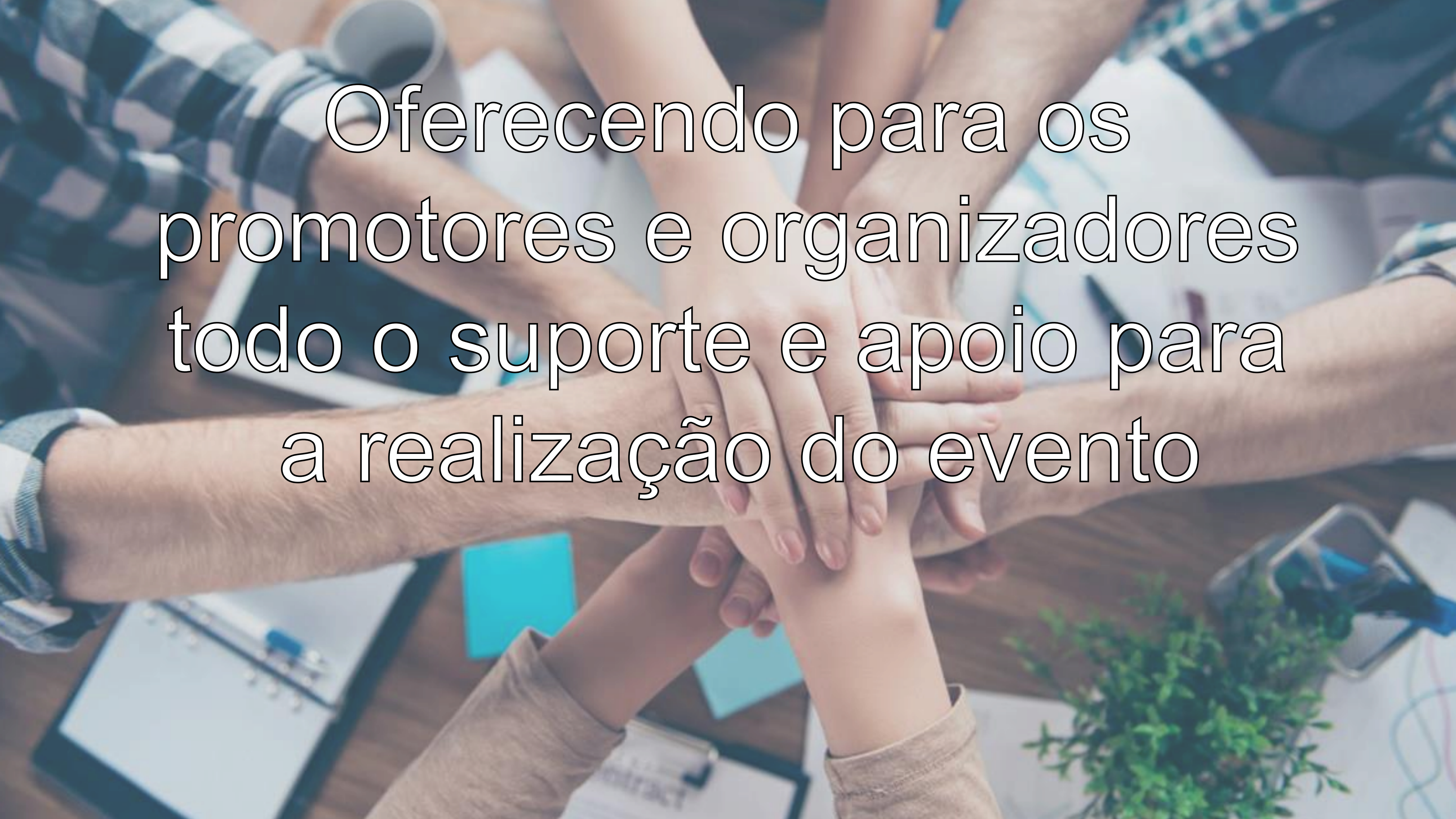




A close-up photograph of two hands shaking in a firm grip. The hand on the left is wearing a light blue long-sleeved shirt, and the hand on the right is wearing a white long-sleeved shirt. The background is a soft, out-of-focus bokeh of warm colors, suggesting an indoor setting with natural light. The text is overlaid in the center of the image.

E fazem a captação desses  
eventos para a cidade



A top-down view of several people's hands stacked together in a circle on a wooden desk. The hands are of various skin tones and are wearing different colored sleeves. The background shows a desk with papers, a blue sticky note, a small green plant, and a blue folder. The text is overlaid in the center in a white, outlined font.

Oferecendo para os  
promotores e organizadores  
todo o suporte e apoio para  
a realização do evento



E criando inúmeras oportunidades  
de negócios para seus associados



Além disso...



Essas equipes viajam  
o mundo todo





Promovendo o destino  
em feiras de turismo e  
road show



A blue 3D map pin is positioned on a blue map background. The map shows white lines representing roads and boundaries. The pin is a standard teardrop shape with a circular ring at the top. The background is a light blue color with a subtle pattern of white lines representing a map.

Vamos para o mundo  
para o mundo vir pra gente



Um trabalho que parece...



A woman with long, wavy red hair and white, cracked face paint that resembles a mask. She has a wide-eyed, intense expression. She is wearing a dark, textured garment with a large, ornate brooch at the center. Her right hand is raised, palm facing forward, with fingers slightly spread. Her left hand is holding a wooden staff. The background is a dark, rustic interior with wooden walls and a fireplace containing two lit candles. The word "MÁGICA!" is written in large, white, outlined letters across the center of the image.

MÁGICA!



Mas que é essencial para  
manter e aumentar o fluxo  
de visitantes em um destino







FLUXO DE VISITANTES  
é igual a  
FLUXO DE HÓSPEDES



A photograph of a modern hotel lobby. In the foreground, a woman in a light blue blouse and dark skirt is pulling a teal rolling suitcase. To her left, a man in a white shirt and dark trousers is also pulling a teal rolling suitcase. In the background, another woman in a light-colored suit is pulling a dark rolling suitcase towards a reception desk. The lobby has a light wood floor, a dark grey carpet, and a white pillar. The text "É sem HÓSPEDDE não tem hotel" is overlaid in white with a black outline across the middle of the image.

É sem HÓSPEDDE não tem hotel



As entidades de  
Visitors e de Conventions bureaus  
são essenciais



Toda vez que um  
bureau capta um novo evento  
para o seu destino...



A person in a dark suit is pushing a luggage cart with several suitcases in a modern building entrance. In the background, a man in a dark jacket and a woman in a green coat are walking. The scene is brightly lit, suggesting an outdoor or well-lit indoor space.

Grupos e grupos de  
visitantes chegam na cidade



A large audience is seated in a conference hall, facing a stage. On the stage, a panel discussion is taking place with several people seated in chairs. A large screen on the left side of the stage displays a close-up of one of the panelists. The audience is diverse in age and appearance, and the atmosphere appears to be professional and focused.

A cada evento captado...



A man in a dark, patterned suit jacket is shown in profile, opening a glass door with a silver handle. A woman with long blonde hair, wearing a green coat, is walking through the door. To the right, another man in a dark jacket is standing, looking towards the woman. The background shows a modern interior with warm lighting and wooden accents.

é gente chegando nos hotéis





A cada evento captado...





é gente ocupando os quartos





A cada evento captado....



A group of people in a restaurant or event space, with a buffet table in the foreground and people in the background holding plates of food. The text "São clientes consumindo" is overlaid on the image.

São clientes consumindo



A large outdoor concert scene with a massive crowd of people in the foreground and a stage in the background. The stage features a large LED screen displaying a performer. The text "A cada evento captado..." is overlaid on the image.

*A cada evento captado...*



A person in a white t-shirt and blue jeans is standing in a busy airport terminal, holding a black rolling suitcase. They are also carrying a black shoulder bag. In the background, other travelers are visible, including a person in a dark jacket and blue jeans, and another in a green coat. The floor is covered with a patterned carpet, and the walls have a vertical wood-grain texture.

é a ocupação aumentando



A photograph of two men in business suits shaking hands in a modern office environment. The man on the left is wearing a light grey suit, and the man on the right is wearing a dark blue suit. They are both smiling and looking at each other. The background features large windows with a view of a cityscape, and the lighting is warm and bright, suggesting a sunny day. The text "A cada evento captado..." is overlaid in the center of the image in a white, outlined font.

A cada evento captado....





São mais empregos na hotelaria e  
fornecedores  
de produtos e serviços



An illustration of The Little Prince from the book 'The Little Prince' by Antoine de Saint-Exupéry. He is standing on a small, grey, cratered planet, covering his eyes with both hands. He has short, wavy blonde hair and is wearing a long, light green coat over a purple shirt and green pants. A single yellow rose with green leaves grows from the ground next to him. In the background, there are several other planets, some with rings, and a large, faint circular arc in the sky. The overall scene is set in a soft, light blue and white space.

E apesar do essencial  
ser invisível aos olhos...





Estou aqui para trazer visibilidade  
para esse trabalho que fazemos



Diferentemente dos  
hotéis, restaurantes,  
centros de convenções, ...



Nossas entidades  
não tem fins lucrativos



Então não sobrevivem  
da prestação de serviços



E esse trabalho que beneficia  
o desenvolvimento econômico  
dos seus associados e dos seus  
destinos precisa ser mantido  
de alguma forma



Além de uma pequena  
taxa de associação



Essas entidades são  
mantidas pelo ROOM TAX





Uma contribuição voluntária  
dos próprios hóspedes



Que não saí do lucro do hotel



Sem o ROOM TAX esse trabalho  
todo de trazer mais visitantes  
para a cidade não pode continuar



Sendo assim...



Em nome de todas essas  
entidades que trabalham  
em prol dos hotéis



Peço que:



As equipes comerciais incluam  
nos seus acordos o ROOM TAX







Que as equipes operacionais parametrizem a cobrança do ROOM TAX nos seus sistemas





E que os hotéis incentivem  
seus hóspedes a contribuírem  
com o ROOM TAX



































Estamos aqui  
trabalhando por vocês

E com vocês

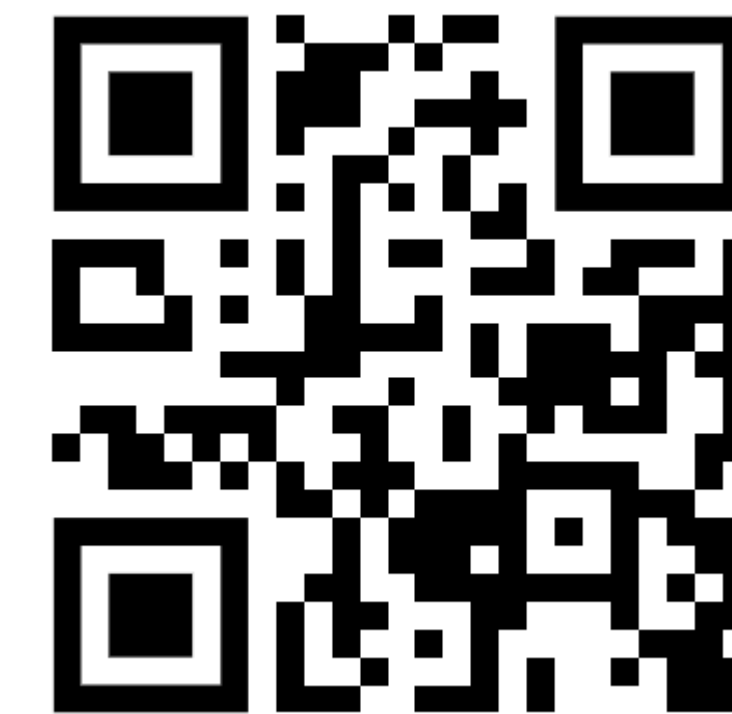
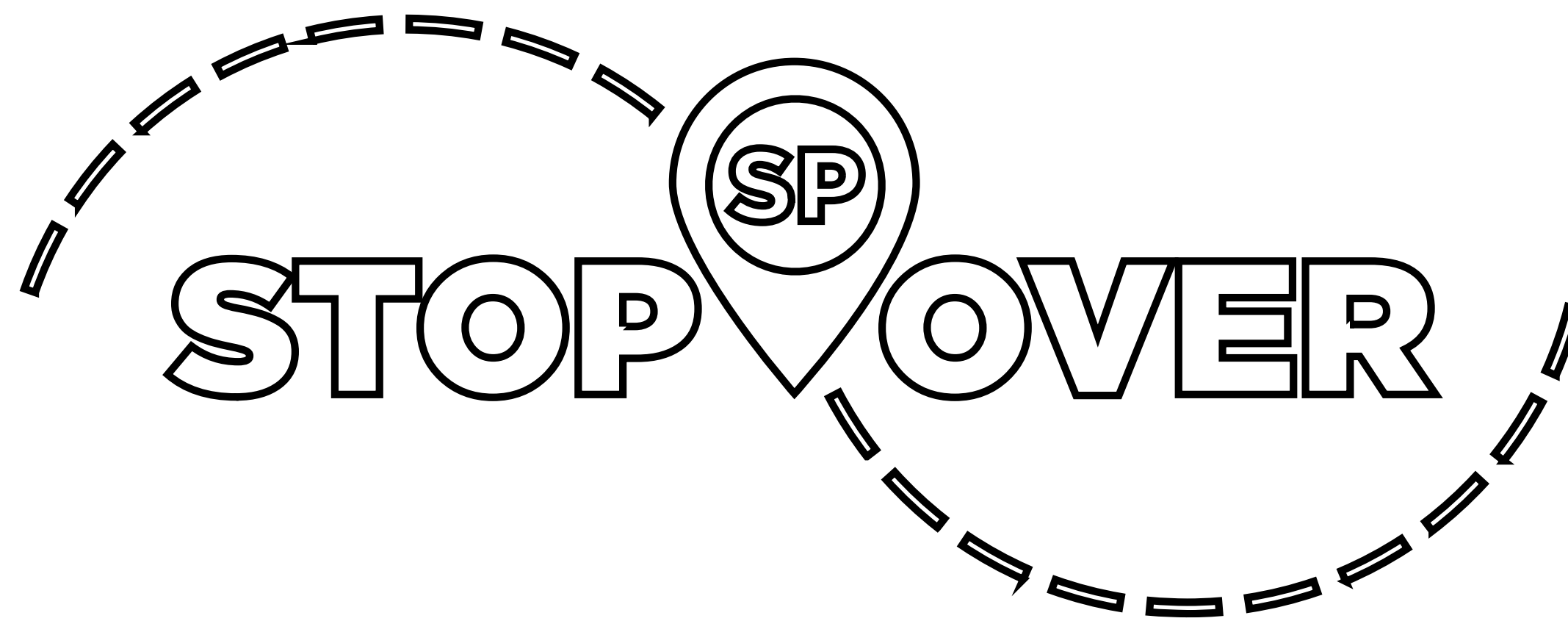


Contem conosco



Da mesma forma que  
acreditamos poder  
contar com cada um de vocês  
Comercial, atendimento,  
operacional e marketing





#topoverSP

visitesaopaulo.com



Obrigado