



THE ROLE OF PROFESSIONAL QUALIFICATION (TOUR GUIDE AND MANAGEMENT) HOTEL INDUSTRY) IN THE STANDARDIZATION OF SERVICES AT TOURIST EVENTS NATIONAL AND INTERNATIONAL

THE ROLE OF PROFESSIONAL QUALIFICATION (TOURIST GUIDE AND HOTEL MANAGEMENT) IN THE STANDARDIZATION OF SERVICES AT NATIONAL AND INTERNATIONAL TOURISM EVENTS

Aline Poletti Tiano

Bachelor's degree in Pedagogy (Paulista University - UNIP)

Tourism Manager (Federal University of Maranhão - UFMA)

Tourism Technician (Trajano Camargo State Technical School)

Tourist Guide (EMBRATUR Accredited)

SUMMARY

The tourism events industry, whether congresses, fairs, or festivals, is characterized by intrinsic operational complexity, high variability, and real-time co-production of services. This article investigates the role of formal professional qualifications—specifically, training in Tourism Technician (emphasis on events), Hotel Management, and Tourist Guide (national/international qualification)—as the main mechanism for achieving standardization and excellence in service. The methodology is based on a theoretical-conceptual analysis, comparing the literature on Quality Management in Services (Parasuraman; Zeithaml) with the curricular guidelines of these training programs. It argues that, in a sector where the "human factor" is the product itself, standardization does not mean robotization, but rather the guarantee of *consistency* in safety, hospitality, ethics, and cultural mediation capacity. This study concludes that the synergy of these formal qualifications is the foundation that allows event organizations to mitigate risks and deliver a high-quality experience in a predictable way, overcoming the challenges of intangibility and multiculturalism inherent in large-scale international events.

Keywords: Event Management. Standardization of Tourism Services. Hotel Management. Tour Guide. Professional Qualification.

ABSTRACT

The tourism events industry, including congresses, fairs, or festivals, is characterized by intrinsic operational complexity, high variability, and the real-time co-production of services. This article investigates the role of formal professional qualifications—specifically the certifications of Technician in Tourism (emphasis on events), Hotel Manager, and Tourist Guide (national/international license)—as the primary mechanism for achieving standardization and excellence in service. The methodology is based on a theoretical-conceptual analysis, contrasting the literature on Service Quality Management (Parasuraman; Zeithaml) with the curriculum guidelines of said qualifications. It is argued that in a sector where the "human factor" is the product itself, standardization does not mean robotization, but rather the guarantee of *consistency* in safety, hospitality, ethics, and cultural mediation capabilities. This study concludes that the synergy of these formal qualifications forms the foundation that allows event organizations to mitigate risks and deliver a high-quality experience predictably, overcoming the challenges of intangibility and multiculturalism inherent in major international events.

Keywords: Event Management. Standardization of Tourism Services. Hotel Management. Tourist Guide. Professional Qualification.

1. INTRODUCTION

The tourism events industry has established itself as one of the most dynamic and complex sectors of the global economy, acting as a fundamental driver for cultural exchange, business generation, and destination development. However, event management, whether for congresses, fairs, symposia, or festivals, operates under a regime of high pressure and risk. The nature of service at events is intrinsically intangible, perishable, and co-produced in real time with the participant (GETZ, 2005). This variability makes the "quality" of the participant's experience highly subjective and difficult to control. Failure at a single point of contact—whether in registration (service), accommodation (hotel management), or technical visit (guiding)—can compromise the perception of the entire event. This operational fragility makes the standardization of services not a luxury, but a strategic necessity for the survival and reputation of the organizing organization.

The central challenge of standardization in events differs radically from that of the manufacturing industry. While industry seeks product uniformity through automation and the elimination of "human error," the events industry *depends* on the human factor as the main component of service (LASHLEY, 2000). Hospitality, security, and information transmission cannot be fully automated. Therefore, standardization in this context does not mean "robotization" or the elimination of personality in service; on the contrary, it means guaranteeing a *high and consistent standard* of human interaction, ensuring that each participant receives the same level of security, accurate information, welcoming atmosphere, and problem-solving capabilities.

of problems, regardless of the professional who attends to them. This article investigates how this complex level of human consistency is achieved.

The main thesis of this work is that the standardization of services in large-scale tourism events is directly proportional to the level of *formal professional qualification* of the teams involved. It argues that excellence is not a matter of chance, individual charisma, or "common sense," but rather the result of deliberate service *design*, the execution of which depends on professionals trained in specific competencies. We will analyze the synergy of three central academic backgrounds: the Tourism Technician (with an emphasis on event promotion), the Hotel Management professional (and the principles of hospitality), and the Tour Guide (with national and international certification). We argue that it is the integration of these competencies that allows an event organization to manage complexity and deliver a humanized experience in a predictable and scalable way.

This study is justified by the need to transcend the debate on professional regulation in tourism, moving it from the corporatist sphere to the sphere of quality management.

In a market that increasingly seeks "authenticity" and "experience," many organizations neglect the importance of technical training, preferring to hire generalist labor or labor based solely on *soft skills* (such as "friendliness"). We will demonstrate that, especially in international events, the absence of formal qualifications—such as a certified Tour Guide to handle cultural mediation and legal procedures, or a Hotel Manager to manage the safety of the reception—represents an unacceptable operational and reputational risk that compromises the safety and satisfaction of the visitor.

The overall objective is to establish a direct correlation between the formal qualification of the team and the perceived quality of service at events. As specific objectives, we seek to: (1) Define the concept of "standardization" in intangible services with high human interaction; (2) Analyze how the training of Event Technicians structures the *backstage* of the service; (3) Investigate how the principles of Hotel Management standardize the hospitality environment of the event; and (4) To demonstrate how the qualification of Tourist Guides is crucial for the standardization of cultural mediation and information security in national and international contexts. The methodology adopted will be a literature review and conceptual analysis, articulating the literature on event management with the curricular guidelines of the professional training in question.

The contribution of this article lies in proposing an event management model that repositions technical and academic training as a strategic investment, not an operational cost. In a post-pandemic scenario, where safety and trust have become the main currencies of tourism (GOLEBIEWSKI, 2020), the ability of an event organization to demonstrate that its professionals are formally qualified (whether through an EMBRATUR credential for a guide, training in Hotel Management, or a diploma as an Events Technician) becomes a primary competitive advantage. Standardization, in this sense, is the guarantee.

We assure you that the promise of a safe and enriching experience will be consistently fulfilled for all participants.

The structure of this work will follow a progressive logic, from planning to execution of the event.

We will begin by analyzing the nature of services at events and the challenges of intangibility. Then, we will dissect the specific role of each of the three professional qualifications (Event Technician, Hotel Management, Tour Guide) in building a service standard.

We will discuss how these skills become even more critical in international events, where cultural barriers are a significant factor. Finally, we will conclude by reiterating that the synergy of these training programs is the only path to operational excellence and participant satisfaction, underlining the need for the tourism market to value these training programs.

2. THE NATURE OF SERVICE IN EVENTS: INTANGIBILITY AND VARIABILITY

Services, by definition, differ fundamentally from manufactured products. The classic literature on services marketing, notably the works of Zeithaml, Parasuraman, and Berry (1985), consolidates the four central characteristics that define a service, known by the acronym IHIP: Intangibility, Heterogeneity (or Variability), Inseparability (from production and consumption), and Perishability. The tourism events industry, whether a medical congress or a music festival, is perhaps the most extreme and complex example of all these characteristics. "Intangibility" means that the participant cannot "taste" the event before buying it; they buy a promise, an expectation of networking, knowledge, or entertainment. This intangible nature makes quality management a monumental challenge, as perceived value is entirely subjective and constructed in the consumer's mind, requiring the event organizer to provide "tangible clues" to quality, such as a professional website, renowned speakers, and, crucially, a visibly qualified team.

"Heterogeneity," or variability, is the greatest enemy of standardization in events. The same service, provided by the same professional (whether a receptionist, a waiter, or a guide), can vary drastically depending on the day, the time, the professional's mood, and, above all, the participant's behavior. An event is a chaotic system of thousands of simultaneous human interactions. The quality of a *coffee break*, for example, depends not only on the quality of the food (hotel management), but also on the speed of replenishment, the courtesy of the staff, and queue management. Variability is inevitable. The only way to *reduce* (never eliminate) this variability is through rigorous training, clear protocols, and a strong service culture—pillars that are the core of technical training in tourism and hospitality, which seek to transform "common sense" into a replicable process.

The "inseparability" between the production and consumption of services at events is total. The service is produced and consumed in the same place and at the same time, with the active participation of the "client".



(The congress participant, the spectator). The lecture *takes place* with the speaker and the audience together. Hotel *check-in* for the event *happens* with the receptionist and the guest. This means there is no prior "quality control," as in industry. You can't test the event before delivering it. "Quality control" is done in real time, by the frontline professional themselves. If the tour guide makes a mistake regarding historical or safety information during a *city tour*. Technically, the service has already been delivered in a flawed manner. This characteristic demands that the frontline professional have a level of autonomy, competence, and problem-solving ability far superior to that of a factory worker, justifying the need for professional certification that attests to this capacity.

The "perishability" of service at events is absolute. An empty seat at a lecture or an unoccupied hotel room during a congress represents revenue lost forever; it cannot be "stockpiled." This characteristic places immense pressure on capacity and demand management. The event manager, with technical training, needs to correctly size the service team (Event Technician), the F&B capacity (Hotel Management), and the number of guides (Tour Guide) for peak demand periods (such as registration or breaks). A miscalculation here generates queues, frustration, and a breakdown in the perception of quality. Standardization, in this context, is the guarantee that the service will be delivered at the expected level of excellence, even during moments of greatest operational stress, something that is only possible with prior technical planning and professionals trained to work under pressure.

The direct consequence of these four characteristics is that the event participant doesn't buy a "product"; they buy an "experience" composed of multiple microservices. The final perception of quality is a weighted average of all these interactions. The participant may have attended brilliant lectures (content), but if the registration process was chaotic (service), the hotel was disorganized (hospitality), or the technical visit was confusing (guidance), the overall evaluation of the event will be negative. Event management, therefore, is the management of a complex "hospitality chain," where each link is, in fact, a skilled professional. The failure to recognize the need for qualification at *all* links is the main reason why events with great content potential fail in executing the participant experience.

In short, the intangible, variable, inseparable, and perishable nature of event services makes standardization a unique challenge. It cannot be achieved by machines or simple *checklists*. Operational aspects. Standardization in events is, paradoxically, a human phenomenon. It is achieved when the frontline professional (whether at the counter, in the hall, or on the bus) possesses the technical training (knowledge), practical skills (training), and attitudinal competence (ethics, hospitality) to deliver a consistent, high-quality service, regardless of environmental variations. This is where formal qualifications, such as those for Event Technician, Hotel Manager, and Tour Guide, cease to be mere certificates and become fundamental instruments for quality management and risk mitigation.



The absence of these qualifications creates a competence vacuum that is frequently filled by amateurism, resulting in security breaches, incorrect information, and hospitality failures that tarnish the reputation of the destination and the event. Investing in hiring and valuing professionals with specific academic and technical training is therefore not a choice, but the only viable strategy for the professionalization and competitiveness of the events sector. The standardization of human excellence is the ultimate goal of event management that aims to be professional and sustainable.

3. The Role of the Tourism Technician (Emphasis on Events) in Service Architecture

The success of a tourism event, whether national or international, begins long before the first participant arrives. It starts in the conception and planning phase, the "backstage" of the operation, and it is here that the training of a Tourism Technician, with a specific emphasis on the promotion and organization of events, establishes the fundamental foundation for standardizing the service. This professional is the architect of the experience; they are trained to translate an idea or objective (a scientific congress, a trade fair) into a detailed logistical, operational, and financial action plan. The quality of service that the participant will eventually receive is directly dependent on the quality of this prior planning. Technical training ensures that this planning is not based on guesswork, but on project management methodologies, feasibility analysis, and mastery of the complex tourism supply chain.

The emphasis on "event promotion" within technical training gives the professional the competence not only to organize but also to position the event in the market. Standardizing the experience begins with communication. The Events Technician is responsible for ensuring that the promise made in the promotional material (the event's *marketing*) is absolutely consistent with the reality of the delivery. A discrepancy between what is promoted and what is executed is the first and most serious quality failure. This professional learns to design the participant's journey from the first contact (online *registration*), through the pre-event information flow, to the accreditation *layout* on the day. Standardizing service is, therefore, a process *design* that begins at this planning stage, ensuring that the flow of people and information is logical, efficient, and frictionless.

A Tourism Technician is trained to integrate the various service "silos" that make up an event. They understand the language of Hotel Management (to negotiate room and food & beverage bookings), the language of airlines (to organize *transfers* and transportation logistics), and the needs of the end customer (the participant). This holistic view is crucial for standardization. For example, when planning an international event, this professional not only contracts an airport *transfer* service; they *standardize* that service, defining the types of vehicles, the welcome signage at the airport, and the communication protocols in case of emergencies.



Flight delays and even the language that the reception staff should speak are all considered. He creates "Standard Operating Procedures" (SOPs) that ensure all contracted suppliers act as a cohesive extension of the event brand.

Budget management, a core competency of technical training, is another standardization tool. The quality of service is intrinsically linked to the available budget. The Events Technician uses their training to allocate resources intelligently, ensuring that areas with the greatest impact on the perception of quality (such as a good sound system, a quality *coffee break*, or a fast accreditation process) receive the necessary investment.

It avoids waste in low-impact areas, ensuring the financial sustainability of the event. Standardization is often an investment decision: choosing to hire accredited (and more expensive) guides instead of volunteers, or investing in a robust registration platform, is a management decision that prioritizes consistency of experience and is grounded in the technical vision of this professional.

The emphasis on "customer service in tourism," also part of the technical training, focuses on designing the service "script" and training frontline teams (customer service, reception, accreditation). The Events Technician defines "what" should be said, "how" it should be said, and "what" to do in case of problems. This standardization of service is vital in large-scale events, where hundreds of temporary or volunteer employees need to be quickly integrated into the operation. The technical professional creates the manuals, conducts the training, and defines the dress code and posture standards. They are the multiplier of the service culture, ensuring that the participant receives cordial, efficient, and uniform service, regardless of who is assisting them at the information desk.

The complexity of tourism legislation and safety regulations is another area of expertise for the Events Technician. Standardizing safety is not optional. This professional is qualified to verify permits, evacuation plans, compliance with accessibility standards (ABNT NBR 9050), and the requirements of agencies such as the Fire Department. In international events, this extends to verifying travel insurance and compliance with customs regulations for exhibitor equipment. By ensuring legal and safety compliance, the Events Technician is standardizing the acceptable level of risk, protecting the physical integrity of participants and the legal reputation of the organization—an aspect of the service that, while invisible when functioning effectively, is catastrophic when it fails.

In short, a Tourism Technician with an emphasis on events is the "engineer" of the participant experience. While other professionals will focus on delivering the service "live," this professional designs the "skeleton" and "systems" that will allow the event to run smoothly and in a standardized way. They standardize through logistical planning, alignment of marketing communication, integration of suppliers, intelligent budget allocation, training of service teams, and ensuring legal and safety compliance.

Formal technical training is what gives this professional the ability to anticipate problems and design processes that mitigate the variability inherent in services, being the first and most fundamental layer of quality assurance in any successful tourism event.

4. HOTEL MANAGEMENT AS A PILLAR OF STANDARDIZED HOSPITALITY IN EVENT

Although a degree in Hotel Management immediately brings to mind the administration of lodging establishments, its application in the events industry is much broader and more fundamental. An event, whether a one-day congress or a week-long international convention, is, in essence, an act of large-scale "hospitality." Hotel Management, as an academic discipline, is the study and practice of managing welcoming environments, mastering the processes of reception, accommodation, security, and, crucially, Food and Beverage (F&B). Professionals with this training bring the rigorous quality, hygiene, and service standards of the hotel sector to the often chaotic environment of a convention center.

He is responsible for ensuring that the participant feels welcome, safe, and comfortable, elements that form the basis of the perception of service quality.

Standardizing food and beverage (F&B) service at an event is one of the biggest logistical challenges and one of the most sensitive points in participant evaluations. A *coffee break* Poorly planned catering, with a lack of coffee or excessive queues, can ruin the perception of an academically brilliant seminar. A professional with a degree in Hotel Management is specifically trained for this operation. They understand *mise en place*, menu planning, cost control (COGS), food safety (HACCP), and real-time replenishment logistics. They don't just "hire a catering service"; they design the food and beverage operation, standardizing product quality, food temperature, service speed, and handling hygiene, ensuring that the thousandth participant to serve themselves has as good an experience as the first.

The principles of Hotel Management are directly applicable to the event's "front desk," that is, the registration and reception process. A hotel reception is a model of standardized service: there are clear *check-in* and *check-out protocols*, key (access) management, and a *concierge* for information. The Hotel Manager applies this same logic to the registration of a congress. They design the *layout* of the counters to optimize the flow, train the service team with clear welcome and problem-solving *scripts* (the event's "concierge"), and manage the delivery of materials (badges, folders), ensuring that the participant's first point of contact with the event is welcoming, efficient, and stress-free. This is "hospitality." applied to inbound logistics.

Environmental management, or "ambience," is another hospitality skill that directly impacts service standardization. Hotel Management training includes the study of housekeeping and maintenance, in other words, managing the atmosphere of the venue. In an event setting, this translates to...



The hospitality professional is responsible for ensuring that restrooms are impeccably clean throughout the day, that the air conditioning temperature in lecture halls is adequate, that signage (visual communication) is clear, and that *lounge spaces* (rest and networking areas) are inviting. They understand that the physical comfort of participants is a prerequisite for their intellectual or commercial engagement. They standardize "environmental comfort," an intangible aspect, but one that is immediately perceived.

Property security and risk management in the event environment are also heavily influenced by hotel management. Hotels are environments with high circulation of people and goods, requiring rigorous access control protocols, "lost and found" management, and emergency plans. The hospitality manager applies this expertise to the convention center.

He not only takes care of physical security (theft prevention, access control to restricted areas), but also "perceived security." A well-managed event makes participants feel safe leaving their *laptops* in the lecture hall during breaks. This feeling of security is a superior quality standard, derived from well-implemented hospitality processes.

In international events, hotel management expertise becomes even more critical. Hospitality is, by definition, the art of "welcoming the stranger" (DERRIDA, 2003). Hotel Management professionals are trained to deal with multiculturalism, understanding dietary restrictions (kosher, halal, vegan), social customs, and language barriers. When designing the menu for an international congress, this professional ensures that all major dietary restrictions are met, offering clear and safe options. In service, they train the team for intercultural hospitality, avoiding gaffes and ensuring that the foreign participant feels understood and respected. They standardize "respect for diversity" as part of the service.

Therefore, Hotel Management, when applied to tourism events, is the pillar that guarantees the standardization of hospitality and participant comfort. It goes far beyond simply booking hotel rooms. The professional with this qualification is the one who takes care of the "body" of the event: food and beverage, hospitality (reception), comfort (ambience), and security (risk management). While the Events Technician designs the logistical "skeleton," the Hotel Manager infuses "life" and "human warmth" into this structure, ensuring that the execution of support services (food and beverage, cleaning, security, reception) occurs at a consistent, predictable, and welcoming standard of excellence, which is the exact definition of professional hospitality.

5. The (National/International) Tourist Guide as an Agent for Standardizing the Experience

If the Events Technician designs the *backstage* (Item 3) and the Hotel Manager manages the *environment* (Item 4), the accredited Tourist Guide (EMBRATUR) is the professional who masters the *frontstage* and direct interaction with the participant. In tourism events, especially congresses and



For conventions that include technical visits, *city tours*, or chaperone programs, the tour guide is the embodiment of the event's brand outside the convention center. By hiring this qualified professional, the event management is not only fulfilling a legal requirement (Law No. 8.623/93), but also implementing the most powerful tool for standardizing the visitor experience. The EMBRATUR accreditation guarantees that the professional has passed a technical screening process based on historical, cultural, environmental, and, above all, safety knowledge.

Standardizing *information* is the first level of action for a tour guide. In a technical or scientific event, participants (often experts in their fields) value accuracy. If the event offers a technical visit to a historical center, it is unacceptable for the information provided to be superficial, folkloric, or factually incorrect. A qualified tour guide has undergone rigorous training in history, geography, and heritage. By hiring a tour guide, the event organizers standardize the *quality and accuracy* of the information that will be delivered. This prevents each participant from receiving a different version of history, ensuring a common and professional knowledge base for the visit, which is crucial for the credibility of the event as a whole.

Standardizing *safety* is perhaps the most critical and least visible function of a tour guide. Professional certification requires knowledge of first aid, group management, and risk prevention. When leading a group of international congress participants through a Brazilian metropolis, the accredited guide is constantly managing risks: defining safe routes, providing guidance on pickpockets, managing bus boarding and disembarking, and knowing how to act in case of a medical emergency. By using this professional, the event organizers are standardizing the safety protocol. The participant experience is protected by a layer of technical expertise that an "accompanying" person or volunteer simply does not possess, mitigating legal and reputational risks for the organization.

In international events, the specific qualification of the tour guide for "international" work (or proficiency in languages) becomes the main agent for standardizing *communication*. The language barrier is the biggest point of failure in serving foreign visitors. The qualified guide is not just a "translator"; he is a "cultural mediator." He is trained to understand the nuances, context, and cultural expectations of the visitor (whether American, Japanese, or Argentinian) and to "translate" Brazilian reality in a respectful and understandable way. He standardizes the *quality* of intercultural interaction, ensuring that the foreign visitor does not feel lost, confused, or poorly served, which is essential for hospitality at a global event.

Managing the *group experience* is another facet of standardization. The tour guide is a manager of group dynamics. Tourist events are, by nature, *networking opportunities*. A qualified guide knows how to "break the ice," how to integrate participants who don't know each other, and how to manage the pace of the visit so that it is informative, but also enjoyable and conducive to social interaction. They use their technical training and their sensitivity (the "human factor")

Hospitality) to transform a heterogeneous group of strangers into a cohesive group. By allocating this professional, the event management is standardizing the *quality of networking* and the social experience of the tour, an added value that is highly perceived by the participants.

The certified tour guide also acts as a standardization link between the event's multiple suppliers. During a technical visit, they are the professional who interacts with the bus driver (ensuring the itinerary), the restaurant manager (confirming the reservation and menu), and the museum curator (ensuring access). They are the "conductor" of the on-site operation, ensuring that all services contracted by the Events Technician (backstage) are delivered according to standard. If the contracted bus doesn't have air conditioning or the restaurant isn't ready, the guide resolves the problem in real time, protecting the participant from operational "chaos" and maintaining the perception of a fluid and standardized service.

Therefore, hiring a tour guide accredited by EMBRATUR, far from being a mere bureaucratic formality, is a fundamental strategic management decision for standardizing service at events. It standardizes the quality of information (accuracy), the physical and psychological safety of the group (risk management), intercultural communication (mediation), and the cohesion of the logistical experience (management of suppliers in the field). The guide is the ultimate guarantee that the promise of an enriching and safe experience, designed in the planning, will be delivered consistently and professionally, humanizing the technology and logistics of the event.

6. Challenges of Standardization in International Contexts and MULTICULTURAL

The complexity of standardizing services at tourism events increases exponentially when the event takes on an international character. The presence of participants, speakers, and exhibitors of multiple nationalities introduces the most volatile variable in service management: *culture*. What is considered "efficient" service in one culture (e.g., fast, direct, without personal conversations) may be perceived as "cold" or "rude" in another. What is an acceptable level of thermal comfort (air conditioning) for a Nordic participant may be unbearable for a Caribbean participant. Managing an international event is, above all, an exercise in *cross-cultural management*, and professional qualifications are the tools that allow one to navigate this complexity. Training in Hotel Management, for example, prepares professionals to deal with the diversity of global expectations in hospitality, a challenge that goes far beyond the scope of the event itself.

Beyond simply mastering the English language.

Standardizing Food and Beverage (F&B) service, as mentioned (Item 4), becomes a minefield at international events. Hotel Management deals with this technically, but the depth of the challenge is cultural. The failure to provide adequate options for dietary restrictions of a religious (Halal, Kosher), philosophical (veganism), or allergic (gluten, lactose) nature is not a mere "inconvenience"; it is a serious failure of hospitality that can be interpreted...



as disrespect. Standardization here means *ensuring inclusion*. A manager with a hotelier background not only offers options but implements a clear and reliable labeling system, trains the wait staff to answer questions about ingredients, and ensures no cross-contamination in the kitchen—a service standard that demands very high technical knowledge and cultural sensitivity.

Communication is the crucial point. Standardization in international events requires multilingualism that goes beyond English signage. The certification of an International Tourist Guide (EMBRATUR accreditation) is vital. This professional is not a simultaneous translator; as stated (Item 5), they are a mediator. Event management must ensure that this level of mediation is present at all critical contact points: at the "International Information" desk (managed by a trained Tourism Technician), at hotel service (Hotel Management), and, obviously, on *tours*. Standardization fails if a Japanese participant cannot report a security problem or if a German participant does not understand the evacuation procedure. Formal qualification in languages and culture is what standardizes *access* to information and security.

Managing protocols and business etiquette is another challenge. The way business cards are exchanged in Brazil is different from that in Japan; the punctuality expected in Germany is different from the flexibility accepted in Italy. An international event is a meeting of different cultural "software." Events Technicians and Hotel Managers, when planning *networking* sessions or gala dinners, need to create environments that are "culturally neutral" or, at least, aware of the main differences. Standardization, in this case, is the creation of a safe "third space" where the event rules are clear and hospitality (the act of welcoming) takes precedence over cultural particularities, avoiding awkward situations that could harm negotiations and interactions.

Security and risk management at international events are also more complex. The qualified manager (whether an Events Technician or a Guide) needs to be aware of consular protocols, visa requirements, international health insurance, and contingency plans for medical emergencies in different languages. Standardizing security services means having a clear workflow: if a foreign participant loses their passport, the event team knows exactly who to call (the consulate, the police) and how to guide them. This is not a matter of "common sense"; it is technical and legal knowledge that is part of international-level tourism and hospitality training, protecting both the visitor and the event organization.

The very concept of event promotion, a responsibility of the Tourism Technician (Item 3), requires adaptive standardization. The same marketing campaign will not work in all markets. The qualified professional knows that "promotion" needs "cultural translation".

The event's value proposition (e.g., "intensive networking") may be a major draw for the North American market, but the Asian market may value "harmony" and [other aspects] more.

"Building consensus" in presentations. The manager must standardize the *central message* of the event (excellence, innovation), but adapt the promotional *packaging* for each target culture, an international marketing challenge that requires training beyond the basics.

It can be concluded that standardization in international events is not about imposing a single rigid standard, but about creating a "standard of adaptability" and "inclusion." The challenge is to ensure that *everyone...* The goal is for participants, regardless of their cultural background, to feel safe, understood, respected, and welcome. This is the highest level of service in hospitality. Achieving it is impossible without professionals who possess formal qualifications, combining language fluency with cultural intelligence, technical knowledge in food and beverage, mastery of safety protocols, and mediation skills. Training (Technician, Hotel Manager, International Guide) is what transforms the potential for multicultural chaos into a fluid and standardized global exchange experience of excellence.

7. THE SYNERGY OF QUALIFICATIONS: A PROPOSAL FOR AN INTEGRATED QUALITY MODEL

The previous sections dissected the individual roles of Tourism Technician (Emphasis on Events), Hotel Manager, and Tour Guide qualifications in building service standards. However, excellence in the execution of a tourism event is not achieved through the isolated actions of these professionals, but rather through their operational and strategic *synergy*. A successful event functions like an orchestra, where each musician (qualified professional) plays their score (technical competence) in perfect harmony. Event management, therefore, should be structured as an "Integrated Quality Model," where the main manager (often a professional with a Tourism Management qualification) acts as the conductor, deeply understanding the role of each of these qualifications and ensuring that they operate cohesively and without overlaps or gaps, aiming to deliver a unique and standardized experience.

The integrated quality *framework* begins in the planning phase, where the Events Technician and the Hotel Manager must work together. The Technician (Item 3) defines the logistics, schedule, and space requirements (the "skeleton"). The Hotel Manager (Item 4) analyzes this skeleton and "dresses" it with hospitality, defining the flow of food and beverage services, climate control, cleaning, and guest reception in the designed spaces. A common synergy failure here is when the Technician reserves a room for a lecture, but the Hotel Manager is not consulted about the acoustics or *catering* capacity of that room, leading to operational problems. Integrated management requires that logistical planning (Technician) and hospitality planning (Hotel Manager) be done in parallel and collaboratively, not sequentially.

The transition between *backstage* (planning) and *frontstage* (execution) is the point of greatest friction and where synergy becomes vital. The Events Technician creates the Standard Operating Procedures (SOPs) on paper, but it is the Tour Guide (Item 5) and the service team (trained by

Hotel Manager) who execute them. If the Guide has not been properly briefed by the Technician about the exact *transfer* times or about the special F&B arrangements made by the Hotel Manager, the service chain breaks down. Synergy, here, is a communication process: the Integrated Quality Model requires pre-event (pre-con) meetings where the Technician (the strategist), the Hotel Manager (the host) and the Guide (the mediator) align the itinerary, review the SOPs and define the communication channels for emergencies.

International event management (Item 6) pushes this synergy to its maximum level. Consider a technical *city tour* for a group of foreign congress participants. The Events Technician defines the objective (e.g., visiting an innovation hub). The Hotel Manager provides *catering* (F&B) for the bus, ensuring options that respect cultural restrictions. The International Tour Guide executes the tour, mediating the visit, ensuring safety, and translating the content. If the Guide doesn't know what was served at the *catering* (a failure of the Hotel Manager) or if the driver doesn't know the exact route (a failure of the Technician), the participant's experience is flawed. The synergy of these three skills ensures a seamless experience, where logistics, hospitality, and... The content is perfectly interwoven.

Standardizing customer service is a clear example of how the three training programs overlap and complement each other. The Events Technician defines the basic accreditation *script*. The Hotel Manager adds the layer of "hospitality" to this *script*, training the team in body language, tone of voice, and conflict resolution ("how to say it"). The Tour Guide, in turn, applies these principles in a mobile and high-risk environment (outside the convention center), adapting communication to the group's culture. Standardizing "excellence in customer service" doesn't come from a single training program, but from the consistent application of the principles of customer service (Technician), hospitality (Hotelier), and mediation (Guide) at all points of contact during the event.

The Integrated Quality Model also solves the problem of "accountability" in case of failure. In fragmented event management, when a problem occurs (e.g., the *transfer* bus is delayed), the Technician blames the supplier, the Guide blames the traffic, and the participant is left without a solution. In an integrated model, the Event Technician (planning) has already foreseen alternative routes, the Guide (execution) has the autonomy to activate plan B, and the Hotel Manager (hospitality) provides water and comfort for the group while they wait. The synergy of the skills creates a resilient system, focused on solving the client's problem, and not on identifying internal culprits, standardizing the organization's "response capacity".

In conclusion, excellence and standardization in tourism events cannot be achieved by isolated professionals, no matter how qualified they may be. Quality arises from the planned intersection of competencies. Training as an Events Technician (planning and promotion), Hotel Management (environment and hospitality), and a Tour Guide (mediation and safety) are the three pillars that support the experience. An Integrated Quality Model, where senior management (based on training as a Tourism Manager) understands and orchestrates the synergy of these three...

Qualifications are the only way to guarantee a service delivery that is simultaneously logistically efficient, humanly welcoming, and intellectually enriching.

8. PROFESSIONAL QUALIFICATION BEYOND TECHNIQUE: THE HUMAN FACTOR AS A STANDARD OF EXCELLENCE

The discussion about standardization in services, especially in events and tourism, risks being misinterpreted as an effort to mechanize customer service. Quality management literature, in its industrial origins (Taylorism/Fordism), did indeed seek efficiency through the elimination of human variability. However, as this article argues, the context of intangible services, and especially hospitality, reverses this logic. Standardization in events is not about eliminating the human factor; it is about *qualifying* the human factor so that it becomes the standard of excellence. Academic and technical training (Event Technician, Hotel Management, Tour Guide) does not aim to create robots, but rather to develop professionals who can deliver a humanized service in a consistent, safe, and ethically responsible manner, which is far more complex.

The true differentiating factor in professional qualification lies not only in "technical knowledge" (knowing), but in "ethical competence" and "emotional intelligence" (being). The training of a Tourist Guide accredited by EMBRATUR, for example, doesn't just teach historical dates; it instills a rigorous professional code of ethics, which includes respect for heritage, responsibility for tourist safety, and impartiality in information. A qualified professional understands that their role has a social impact. By hiring a qualified professional, the event management is "standardizing" the level of ethics and responsibility in their delivery, ensuring that the event not only entertains but also respects and values the destination and its participants.

Hotel Management, in turn, is the discipline of "hospitality," and hospitality, in its essence, is a moral act (DERRIDA, 2003; LASHLEY, 2000). It is the act of welcoming the "other," the stranger, and making them feel safe and welcome. Training in this area prepares professionals to develop empathy as a management tool. The standardization of "welcoming" is not a *script* of smiles; it is the systemic capacity of the organization (from cleaning to food and beverage) to anticipate the participant's needs and make them feel genuinely cared for. Professional training in hospitality is what allows an event with thousands of people to maintain an atmosphere of individual care, a humanized standard that technology alone cannot replicate.

The Tourism Technician (Emphasis on Events) deals with the standardization of the "promise." In event promotion, the temptation to exaggerate (overpromise) to attract registrations is great. However, solid technical training anchors the professional in the reality of logistical execution. They learn that customer trust is the most important asset. Standardization, from this humanized perspective, is the...



Guarantee of *honesty* in communication: what is promoted is exactly what will be delivered. This integrity (the standardization of promotional ethics) is a pillar of the event's sustainability, as it builds a long-term reputation based on trust, not marketing gimmicks, thus humanizing the business relationship.

In international contexts (Item 6), human standardization becomes the only possible bridge over the abyss of cultural difference. An automated *check-in* system can fail miserably when faced with a passport using a different alphabet or an unforeseen local custom. The qualified professional (whether an International Guide or a Hotel Manager with multicultural experience) applies "cultural intelligence." They are trained *not* to apply a rigid standard, but to apply a "standard of empathetic flexibility," adapting the service protocol to respect the other's culture. Paradoxically, the highest level of standardization in global events is the ability to *personalize* the welcome in a culturally sensitive way, a uniquely human skill resulting from specific training.

Professional training also acts as a mechanism for standardizing service *resilience*. Events are living systems where problems *will* occur: the speaker will be late, the projector will malfunction, the weather will change. The quality of an event is not measured by the absence of problems, but by how the team reacts to them. An untrained professional panics or blames another department. A trained professional (Technician, Hotel Manager, Guide) has been trained in "crisis management." They have contingency plans, remain calm, and focus on solutions for the participant. Training standardizes the organization's *response capacity*, transforming a potential disaster into a demonstration of professionalism.

Therefore, the standardization of services at events, when based on professional qualifications, is the antithesis of mechanization. It is the process of ensuring that the human factor—service, hospitality, cultural mediation, security, and ethics—is the strongest and most consistent point of the experience. The academic and technical training discussed here are the vehicles through which the events industry can professionalize the "care," "trust," and "intelligence" of its interactions. The standard of excellence of an event is not in its state-of-the-art equipment, but in the quality of its team's training, which uses its skills to deliver a profoundly human and consistently exceptional service.

9. CONCLUSION

A detailed analysis of the intersection between professional qualifications and tourism event management leads to the conclusion that the standardization of services in this sector is a complex, multifaceted, and fundamentally human objective. This article argued and demonstrated that, unlike the manufacturing industry, where standardization seeks to eliminate human variability, in the events industry, the standardization of excellence is only achievable *through* the rigorous qualification of the human factor. The training programs for Tourism Technician (Emphasis on Events), Hotel Manager, and...



Tour guides (both national and international) are not merely certified, but rather the structural pillars that allow an organization to design, execute, and deliver a high-quality experience in a consistent and predictable manner.

It has been demonstrated that the Tourism Technician (Emphasis on Events) is the architect of the service, the professional who, behind *the scenes*, designs the logistics, aligns promotion with delivery, integrates suppliers, and ensures legal and safety compliance. Their training is what allows them to create Standard Operating Procedures (SOPs) that structure the "skeleton" of the event.

Without this prior technical architecture, field operations, however well-intentioned, become reactive and chaotic, failing to deliver a minimum standard of organizational quality and subjecting the participant to amateurish and sometimes unsafe service.

Hotel Management, in turn, was presented as the pillar of hospitality, the mechanism that "humanizes" the logistical structure. Professionals with this training manage the event environment, ensuring standardization in reception, comfort (ambience, cleanliness), and, crucially, food and beverage service. Hotel expertise in food safety, crowd management in food and beverage, and creating a welcoming atmosphere is what transforms a cold convention center into a space of hospitality, being vital for the perception of care and comfort on the part of the participant, especially in multicultural contexts with diverse dietary needs.

The EMBRATUR-accredited tour guide has been identified as the central agent of standardization on the front line, especially in activities outside the core of the event (technical visits, social programs). The professional qualification of this individual guarantees the standardization of information accuracy, the physical safety of the group, and, in international events, vital cultural mediation. The guide is not a luxury, but a management necessity, being the professional who ensures that the promise of an enriching and safe experience is fulfilled in the field, mitigating risks and acting as the final link in the service quality chain.

It has been argued that the synergy of these three skills constitutes an "Integrated Quality Model." Success does not lie in the isolated excellence of one of these professionals, but in their ability to act as a cohesive orchestra. The Technician plans, the Hotel Manager welcomes, and the Guide conducts. Senior event management, ideally supported by comprehensive training in Tourism Management, acts as the conductor, ensuring that communication between *backstage* and *frontstage* is fluid, that standards are understood by all, and that contingency protocols are aligned, creating a seamless service for the participant.

Standardization in international events, as we have seen, exacerbates the need for these skills. Managing multiculturalism is not a *soft skill*, but a technical competence that requires training in international hospitality and cultural mediation. The ability to provide food, linguistic, and physical safety to a global audience is what distinguishes a top-class event.



Global recognition for a regional event. Professional certifications are, therefore, the event organizer's passport to credibility on the international stage, demonstrating a commitment to global service standards.

The research also humanized the concept of standardization, distancing it from "robotization". It has been shown that professional training aims to standardize *human excellence*: ethics, empathy, problem-solving skills, and service resilience. In a sector where the unexpected is the norm, the qualified professional is trained to manage chaos calmly, transforming an operational failure (a problem) into an opportunity to demonstrate professionalism (the solution), which, paradoxically, can even increase the perception of service quality.

It can be concluded, therefore, that the appreciation and requirement of formal professional qualifications (Events Technician, Hotel Manager, Tour Guide) are not market barriers, but rather the main quality management strategy for the tourism events industry. Investing in qualified human capital is the most effective and sustainable way to mitigate the risks of intangibility and variability, guarantee the safety and satisfaction of the participant and, fundamentally, professionalize the sector, raising the standard of the entire tourism production chain in national and international events.

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