

Analysis of Organizational and Human Factors in the Local Production Arrangement of the Hotel Chain to Avoid Social and Environmental Impacts, Case Study of Maragogi, Alagoas, Brazil

Eduardo Menezes, Salvador Filho and Edmara Drigo

Abstract This study evaluates the environmental and social impacts of the hotel industry in the local community and its influence on the environment, through a case study in the city of Maragogi, State of Alagoas. The surveys were conducted by sampling, where four projects of different categories were observed. This analysis identifies the organizational and human factors to reduce these impacts and the role of leaders and stakeholders in the model of the decision-making process in maintaining the hotel chain. Through semi-structured questionnaires to the hotel, its staff and representative bodies presents the perception of organizational factors, human and important environmental involved. The results suggest a regionalized model of environmental management for the hotel industry that can contribute to mitigate environmental and social impacts observed in the use of natural resources, contributing to an effective sustainable development, and prevent this activity can derail tourism in other municipalities that have similar tourism.

Keywords Human and social factors · Hotel industry · Environmental sustainability · Sustainable development

E. Menezes · S. Filho · E. Drigo (✉)
UFBA—Universidade Federal da Bahia, Industrial Engineering, Salvador, Brazil
e-mail: edmarasd@gmail.com

E. Menezes
e-mail: efrigoletto@yahoo.com.br

S. Filho
e-mail: avilasalva@gmail.com

1 Introduction

1.1 *International Tourist Panorama*

When speaking of tourism, we are talking about the increased activity of international trade, which employs millions of people, directly or indirectly, in 01 of its approximately 56 segments of the economy, ranging from hotels, airlines, car rental companies, dry cleaners, travel agencies, souvenir shops, restaurants, farms, arts and crafts, among others. It adds that contributes to the active preservation of historical heritage in the world and is therefore an activity that promotes between sectors development, due to the multiplier effect of investments [1].

Currently, there is consensus on the potential for international tourism in promoting the growth of socio-economic development by increasing the GDP (Gross Domestic Product), the activity responsible for the generation of 1 every 11 jobs worldwide [1]. International economic data shows a strong relationship between economic environment and the growth of tourism around the world. In the period 1975–2000 tourism grew at an average rate of 4.6 % annually, while the average world economic growth, as measured by GDP, was 3.5 % per year [2].

1.2 *National Tourist Panorama*

The share of tourism in the Brazilian economy already represents 3.7 % of Gross Domestic Product (GDP) of our country. From 2003 to 2009, the tourism sector grew 32.4 %, while Brazil's economy grew by 24.6 % (MTUR 2012a). For the World Travel and Tourism Council (WTTC), in 2011, about 2.74 million direct jobs were generated by tourism and with estimated growth of 7.7 % for the year 2012, totaling 2.95 million jobs (World Travel and Tourism Council, 2013th). It is estimated that even for the year 2022 tourism is responsible for 3.63 million jobs. They are included as generating direct jobs activities related to hotels, travel agencies, airlines, other types of passenger transport, restaurant and leisure [3].

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Moreover, it is one of the economic activities that require the lowest investment for creating each job vacancy, which provides a faster return on initial investments. A good example is the branch of Brazilian hospitality: “intensive sector in hand-to-work and important role in tourism, demand around US\$9.115,70¹ activity of production value required to generate a unit of jobs, a figure less well than that

¹The original amounts in R\$ have been converted to US Dollar exchange rate of the reference year in the text (R\$1777).

demanding by other economic sectors, such as textiles (US\$15,439.05), construction (US\$15,775.46) and steel (US\$38,382.61)” [2].

This set of factors has attracted the attention of governments and other authorities responsible for public policy planning, such as the creation of government plans as PNMT—Municipalization National Program of Tourism, PNT—National Tourism Plan and the numerous investments that has been made in the sector through programs like PRODETUR I, established in 1991 which is focused on the development of tourism in the Northeast and the PRODETUR II.

1.3 State Tourist Panorama

Specifically in the case of Alagoas state that always appears in the worst placements in various social indicators rankings: last place in MHDI—Municipal Human Development Index (0.633), according to the last census of the IBGE,² worse life expectancy (66.8 years), higher infant mortality (50 per 1000); 70 % of Alagoas households without basic sanitation (5th worst position of the country) and 25 % have garbage collection [4], tourism emerges as an important alternative development.

In this promising scenario, with respect to tourism in Brazil travel for leisure reason in sun and beach environments (SSS—Sun, sand and sea) are those with the greatest degree of attraction for foreign tourists: 64.2 % [2]. These data confirm the great potential for tourism, especially along the northeast coast, dominated lush landscapes and well preserved with mangroves, beach ridges, dunes, cliffs, river mouths, warm waters and sunshine for most of the year.

Identified with this vocation, as the activity development strategy, created the “Polo Coral Coast” which is formed by the municipalities of Maragogi (2 county in the state with greater tourist activity), Japaratinga, Porto de Pedras, Porto Calvo, São Miguel dos Milagres, Matriz de Camaragibe, Barra de Santo Antônio and Paripueira, which has been met with government resources through PRODETUR, as is the case of Maragogi city center where there was the implementation of water and sewage systems simultaneously investments provided an increase in tax revenues of around 33.0 % per year [5].

However, it is known that as the mass tourism—which is the used model the object Municipality this work—will develop, the socio-environmental problems of all kinds will manifesting the tourist territory, from pollution noise, air and water, to slums due to gentrification, waste, deforestation, ground mangroves, collapsing hillsides by irregular occupation, besides the social problems (violence, drug trafficking, prostitution etc.).

²Brazilian Institute of Geography and Statistics.

1.4 Hypothesis

Other municipalities whose tourism is its main economic activity and that are geographically close to Maragogi, such as Porto de Galinhas, had the development of tourism started many years before, which somehow anticipates some problems that may happen (and that may already be happening) if there is no proper planning of the activity [6].

As concerns Maragogi municipality that leads one pole, the growth in tax revenue seems satisfactory growth have not provided your MHDI,³ that despite being the second largest tourist destination, display only a twentieth position in that index. Therefore, in order to make a socio-environmental diagnosis to later propose solutions, it conducted a case study with the hotel chain that municipality.

2 Tourist Activity and Sustainable Development

When it comes to sun tourism, sand and beach, environmental resources are the raw material of tourism. So keep practicing these resources if sustainable development is to guarantee the survival of the activity itself. Including the absence of environmental management in its processes was determining the future status of low environmental quality, and consequent decline in local tourism demand [7].

The tourist-hotel business can generate income and employment for millions of people around the world, use of hand labor site, show their culture and art, increased income, generating new sources of income, environmental education, preservation current for use by future generations [8].

On the other hand, currently, there is consensus that the uncontrolled growth of tourism can cause numerous problems such as disorderly economic growth, lack of infrastructure, environmental degradation, pollution, unordered occupation of spaces (slums), import leakage income and property speculation [9].

To encourage entrepreneurs of the sector to adopt environmental initiatives in their endeavors, a good alternative is to use the economic bias to facilitate the adoption of sustainable attitudes [10, 11]. This becomes easier from the fact that the guest prioritizes hotels that perform environmental actions [12].

However, this is not a simple process, since “in the process of confrontation between opposing interests, socio-environmental conflicts are configured, and the confrontation relationship—negotiation between stakeholders, result the coordination mechanisms for the regulation of these conflicts” [5].

³The MHDI is a suitable index HDI—Human Development Index created by the United Nations used to quantify the level of development of cities.

2.1 *The Participation of the Native Community*

Another aspect that really draws attention is that community participation at all stages of the development of tourist and hotel enterprises is crucial, even before its implementation [4]. It happens that such participation seems utopian. Numerous authors cite the importance; however, they do not realize in their work any consultation with this community [12, 13].

The interesting thing is to realize that the term participation appears in all methodologies, although the prominence given to it is higher or lower in each case, but the vision that has the participation is still passive and bureaucratic, as public consultation and data collection not advanced towards offering co-authorship of decisions to the supposed “participants” and still far from able to be called “active citizenship” [14].

The solution to this issue is the design of a sustainable development model based on the concepts of equity and social justice under a capitalist society that is focused on the accumulation of capital [7].

3 Methodology

Preliminarily, there was a bibliographical research on the socio-environmental aspects in the hotel. The research techniques used in the research were the questionnaire and field observation. From the literature, were prepared forms 03:

- Form 01: Characterization of the hotel
- Form 02: Diagnosis of the qualitative aspects of the employees of the enterprises.
- Form 03: For field observation of socio-environmental practices.

After the literature review and the preparation of forms, they were selected 04 hotel enterprises to carry out sampling, each of a different category.

In the days 3:04 of March 2016 a personal visit was made to the municipality, where there was the application forms. The technical visit was composed of interviews with each of the managers of the hotels, another interview with 19 employees chosen at random and in various sectors. Then it was held in the enterprise in company of an employee appointed by management, a field observation, for comparison with the answers given by the project manager.

There was also an interview with the agency that organizes the local tourism industry (Costa dos Corais Convention & Visitors) and a cooperative (Coopeagro), which brings together some 130 settlers who are farmers.

After only selected the answers obtained to score 5 were tabulated the answers and prepared the constant Fig. 1.

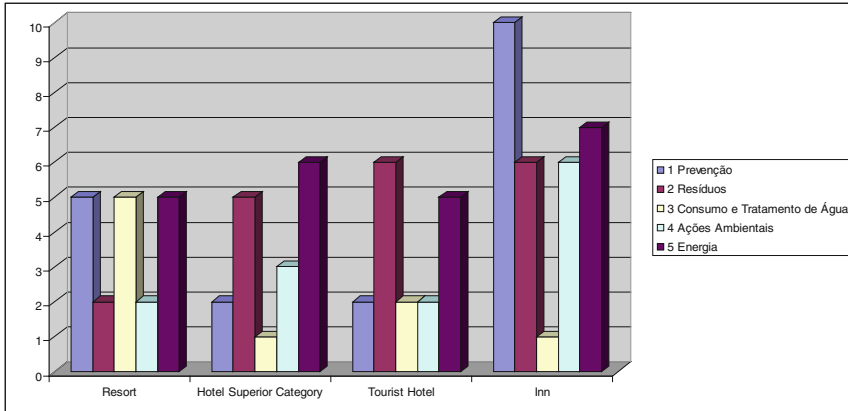


Fig. 1 Social and environmental performance chart observed in field observation

4 Materials and Results

The results of the Form 1 replies (Table 2) confirm that the greatest environmental problem facing today is the public infrastructure of electricity supply, where the constant cuts in supply, adversely affect the entire community. Regarding the Internet connection, the problem was perceived in the most remote areas of the center, directly affecting the development of the category Inn (Tables 1, 3 and 4).

Data obtained by completing the Form 3 served to prepare Fig. 1. In it, there were only the items that obtained in response: 5—Very practiced.

5 Discussion

This point was emphasized by all hotel managers interviewed in this study, and observed in the field record. The existing sewerage network is limited to the central area of that municipality. Thus, the hotel enterprises located in the center, are benefited, as stated by the manager of the Hotel Areias Belas. It happens that these developments are just the smaller. the bigger ones: Resorts and 04 stars, are not benefited by the public sewage network. The greater geographical proximity (about 5 km), in an interview, the manager of the hotel Golden Beach (04 stars), Mr. John Bosco said there is a project to extend the sewer system to the facilities of that hotel. Still regarding the lack of sanitation in the peripheral regions of that municipality, it was observed that in Rio Maragogi that runs through the facilities of the Resort object of this work, some households dump their sewage directly at the river, which causes inconvenience to the activity of that hotel, with imminent risk health of guests that solve bathe in its waters, in addition to their local community.

Table 1 Form 1 structure

Q1 - INTERVIEW FORM - ACCOMMODATION MANAGERS
Hotel Characterization
Company name, CGC, Location, UH's amount (rooms, apartments and suites).
Internal organization: (mark with an "x")
Commercial, Administrative, Accommodation, A & B, General Services, Others.
Category: Market Segment (mark with an "x")
Super Luxury☆☆☆☆☆ SL, Luxury ☆☆☆☆☆, Superior ☆☆☆☆, Tourist☆☆☆, Economic ☆☆, Simple ☆.
Type: (mark an "x")
Local, State, Regional. National, International
Purpose of Customers (%)
% Business, % Recreation, % Others
How many employees in the season? (Qty)
Low, Average, High
Main problem (Tick x xx as the importance)
Supplier selection / purchase of inputs, Hiring outsourced service providers, Selection and hiring of qualified employees, Public infrastructure - electricity supply, Public infrastructure - water supply, Public infrastructure - lack of sanitation, Others.

Analyzing the results obtained through the form filling 3, unambiguously, were found numerous problems which negatively interfere with the tourism. They could be numbered according to their responsibility: One of the most serious problems is the selective collect garbage which is the local government’s responsibility, where only in the enterprise 1 in the table above, about 2–3 tons of trash (about 6 kilos of waste per guest, according to the manager) are released daily in the existing dumpsite in its countryside. In this case, the average waste/very high guest (up to 2 kg/person, so almost three times the acceptable value) reflects the status of “all inclusive” resort, where people culturally consume more foods that normally consume. It should be noted that some environmental actions are performed by private entities, such as oil collection used in the kitchen, which is collected by a company for the manufacture of soaps.

It was also noted that thousands of lamps are being released directly into the trash with the ultimate destination, the municipal dump.

Also selective collection has been carried out by a private company, highlighting the lack of vision by the municipal government.

Another serious aspect and that is government responsibility is the partial sewage disposal system that only meets part of the city, leaving part of the hotel

Table 2 Results of the Form 1

Interviewed	Resort	Hotel superior category	Tourist hotel	Inn
Classification	Resort	4 stars	3 stars	Inn
Accommodation units	236	132	34	29
Number of employees	360	100	26	36
Network type	State	Local	Local	Local
Purpose of guests -%	Leisure - 100 %	Leisure - 85 %	Leisure - 95 %	Leisure - 95 %
Main problems				
Supplier selection/purchase of inputs	X			
Hiring outsourced service providers				
Selection and hiring of qualified employees	X			
Public infrastructure—electricity supply	X	X	X	X
Public infrastructure—water supply				
Public infrastructure—lack of sanitation				X
Others	Courses for the community given by Senac			Internet connection

without this essential service. In this case, the cost of separating the produced drain is reflected in high costs of hotels not benefit the public sewer.

Finally and also the responsibility of government, the constant cuts in electricity supply is hindering greatly all the activity, in addition to the local population. In January of this year, there was a cut that lasted more than 24 h. Enterprises lost their perishable food supplies, ice cream etc. Guests requested reimbursement of the amounts paid to the daily and others canceled their reservations, in a significant loss to all activity and consequently the native population. Confirming the persistence of this serious problem, on the application of interviews, there was also a cut that lasted in some locations, about 09 h.

Other environmental actions that have not been committed are due to the lack of will of their owners, such as: failure to collect rain water for cleaning and irrigation of plants from their gardens. In this case, as they are using artesian wells, they believe that this practice is not interesting at the time.

Table 3 Form 2 structure

<p>Q2 – INTERVIEW FORM – OFFICIAL CHARACTERIZATION</p> <p>Sex, Age, Resides in that city, Time working in hospitality, service time in the hotel, function which currently holds. Then there was the record of their rate of pay:</p> <p>01) Up to 01 minimum wage (US \$ 233.98). 02) From 1 to 1.5 minimum wages (US \$ 233.99 to US \$ 351.23). 03) Between 1.5 and 2 times the minimum wage (US \$ 351.23 to US \$ 467.96). 04) Between 2 and 5 minimum wages (US \$ 467,97 to US \$ 1,169.90). 05) Between 5 and 10 times the minimum wage (US \$ 1,169.91 to US \$ 2,339.80). 06) Above 10 minimum wages (over US \$ 2,339.81). Obs.: The original amounts in R\$ have been converted to US Dollar exchange rate of the reference date in the text (R\$ 3,761).</p> <p style="text-align: center;">Educational qualification – Professional</p> <p>He did a course of qualification for the position he holds? It is fluent in a foreign language? What? English, Spanish, Another language: Level of Education: (Mark with an "x" the highest level attained) Not Literate Full; Elementary school Incomplete; Traditional High School; High School College; Higher education; Postgraduate (specialization); Postgraduate (Master); Post-graduate (doctoral) Stage (Mark with "x") Complete or Incomplete Qualify professionally? mark with an "x" the desired option. 1) Technical Course in Tourism Guide; 2) Technical Course in Hosting; 03) Technical Course in Gastronomy; 04) Advanced Course in Tourism Management; 05) Higher Course in Hospitality Other: English language; Spanish language; Another language: Support Company Receive a financial incentive from the employer to qualify? Has reduced load-time to qualify? The company provides some kind of financial support 1) Health care; 2) Dental care; 3) Scholarship; 4) Bonus for performance Professional satisfaction Feels valued personally and professionally? Intends to pursue a career in the hotel business? Difficulties / Suggestions</p>

As for the aspect of compensation of employees in general, most receive up to 1.5 minimum wage (US\$348.39⁴) representing a low attractiveness for more qualified professionals. In this case, it was also observed to import skilled workers from other regions to assume managerial positions.

On the positive side there is the work of the Coral Coast Convention & Visitors that adds dozens of enterprises linked to tourism-activity, which has been organizing, representing and discussing the demands of the sector with the various government agencies and support (Senac, Sebrae, APL, state government etc.).

⁴The original amounts in R\$ have been converted to US Dollar exchange rate of the reference on March 07 (R\$3,83).

Table 4 Form 3 structure

Q3—Field observation form	
No	To check
<i>Prevention</i>	
1	Has program environmental risks prevention—PPRA
2	There is an environmental awareness program established
3	There is information for guests on protection measures of the environment
4	There is a periodic cleaning of the ducts plan of ap. central air-conditioning
5	There is concern in the shopping area, as the products acquired, in relation to its potential for environmental degradation
6	There are qualification criteria for suppliers taking into account the environmental actions carried out by them
7	There is a regular program of cleaning of grease traps
8	The level of noise generated is controlled
9	The level of odor generated is controlled
10	Avoids the use of disposable products where there is no reuse of items
11	It requires four operators who work in the hotel (owners of nautical vessels, vehicles etc.) some environmental certification
<i>Waste</i>	
12	Organizes the selective collection of cardboard, paper, newspapers and magazines for recycling
13	Organizes the selective collection of glass for recycling
14	Organizes the selective collection of aluminum cans and batteries for recycling
15	Organizes the selective collection of used oil in the kitchen for recycling
16	Recycles ink cartridges for printers and photocopiers
17	Fluorescent lamps are forwarded to the co-processing
18	The generated organic material is used as a fertilizer (compost)
19	Prioritize the use of recycled paper
20	Use biodegradable chemicals
<i>Consumption and water treatment</i>	
21	You have control of water consumed with water meters on the main points
22	Use the local public sewage system with treatment
23	Proceed any treatment of sewage prior to discharge
24	It uses organic tanks (if there is no sewage system)
25	It adopts rainwater collection system for irrigation and/or other purposes
26	Uses automatic controllers such as timers and/or photocells in the taps of sinks
27	Carry out some kind of reuse of water (s) pool (s)
28	Effects the change of bed linen and bath towel only on request
29	The showers and faucets have flow reducers
30	The toilets have low discharge volume
<i>Environmental actions</i>	
31	There is involvement with the surrounding community in the environmental aspect
32	There is an identification and cataloging of fauna species in the hotel location

(continued)

Table 4 (continued)

Q3—Field observation form	
No	To check
33	There is an identification and cataloging of flora species in the hotel location
34	The hotel takes care properly for its gardens and green areas
35	All employees participate in at least once a year, an awareness meeting on environmental policy adopted
36	Extends to tour operators who work in the hotel (owners of nautical vessels, vehicles etc.) awareness meeting on environmental policy
37	Extends to members of the local community awareness meeting on environmental policy
38	It is a member of an association or community, within an action for the environment
39	There is awareness of environmental issues for the future of the region where it is installed
40	Prioritizes local input suppliers valuing APLs
<i>Energy</i>	
41	Use key card to control the electricity in U.H
42	There are replacing conventional bulbs for low consumption
43	There is the use of alternative energy generators, natural gas (non-renewable)
44	There is the alternative use of renewable energy
45	Uses conventional electric heaters
46	There is the use of automated lighting controllers, such as timers, photocells and presence sensors
47	There is control of gas consumption (LPG or natural)
48	Prioritizes renewable fuels in its fleet of vehicles
49	There are criteria for the acquisition and use of equipment that have low power consumption
50	Avoids the use of pesticides replacing them with natural control mechanisms
Subtitle (Evaluation):	
1. Not applicable, 2. Do not practiced, 3. Little practiced, 4. Regularly practiced, 5. Very practiced	
Drawn from the environmental action module that is used to determine the Matrix Rating of Embratur authorship Hotel and the Brazilian Association of the Hotel Industry—Abih [15]	

Another important initiative is the Coopegro that adds about 130 settlers (former landless) with production being marketed in the region and prioritized by most enterprises, including this research. Despite its local character, the target resort this research, usually do surveys of prices, leaving several times to purchase local products to acquire them from other state suppliers, in this case, failing to promote local sustainable development.

Another positive side there was the observation that some courses offered by IFAL—Federal Institute of Alagoas and the Senac—National Commercial Training Service, has provided good service the hotel activity, qualifying hand labor to meet the demand of hotel local. This aspect can minimize the tendency that has been observed in other locations, such as Itacaré, state of Bahia, Brazil, the natives are excluded from the labor market, the lack of qualification, losing a job for people from

other locations with a higher educational level [9]. Still with respect to these services, the Manager of the hotel category resort complained, claiming that facing financial contribution is intended that organ (Senac), the return is very slow and wicked.

6 Conclusions

Environmental initiatives in the tourist-hotel activity Maragogi municipality has been carried out in some organized way, most of the time with occasional and spontaneous actions, the private network, and the best results were observed in a small enterprise, where practices environmental are another result of the social responsibility of its owner and manager, than compliance with rules and environmental laws. One such practice is to stipulate targets to be met by its employees, which has provided the hostel win awards for his performance (TripAdvisor) with financial compensation to these employees. In this particular case, the staff showed great satisfaction in working at that company.

On the other hand, the large project studied in this work, fails to carry out numerous environmental actions, which will surely increase your sales and recognition of guests. Simple actions such as the development of rainwater utilization projects for use in the cleaning of facilities and irrigation of the gardens could be quickly implemented.

As for the action of government, add to the fact that the tourism-activity has suffered negative impacts due largely to infrastructural problems under its responsibility: sanitation, electricity, personnel qualification, facing problems already provided for in the work done in Porto de Galinhas city which is in relatively close region and also plays the same kind of tourism (Sun, Salt and Sea) [6]. In this case, the strengthening of the body representing the tourism and hotel industry in the region (Coast Convention & Visitors Reef) by its members.

Include in the work on the tourist-hotel business research involving the local community to learn how the social and environmental impacts is affecting it.

Include participatory monitoring of the native community that is not contemplated in any of the methods, which involves inserting the actors only in the initial data collection without compromising them with the proceedings and the long-term results, as would be required for ensure sustainability [14].

Stimulate the creation of an environmental seal or an Environmental Management Model facing the sun tourism, sand and sea with local characteristics, respecting the size of each hotel project.

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