



## Implementing Sustainable Procurement Practices in International Hotel

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### ABSTRACT

This research investigates integrating sustainable procurement practices within international hotel chains, particularly examining their effects on food safety, encountered challenges, stakeholder involvement, and eco-friendly initiatives. It analyzes the impact of sustainable procurement on food quality and safety, highlighting measures undertaken to ensure these standards. The study addresses challenges like balancing quality, cost, and sustainability in food procurement and evaluates hotels' eco-friendly strategies, such as using locally sourced products and effective environmental management. Employing a holistic approach through multiple case studies, the research emphasizes the nexus between food safety and sustainable procurement, offering practical insights for the hospitality industry. The primary principle across international hotel chains is to consider environmental impacts comprehensively in procurement processes, serving as a foundational guideline.

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## **INTRODUCTION**

In recent years, sustainability has become a central focus across various industrial sectors, including the hotel industry. Environmental issues are compassionate global concerns that have garnered significant attention from tourism and hospitality business owners, including hotel operators (Setiawan, 2023a). These environmental issues arise due to problems with the Earth's systems (soil, water, air) that have developed due to human intervention and mistreatment of the planet (Pant et al., 2020). Travelers increasingly consider eco-friendly management a key criterion when choosing accommodations (Rahmafritria, 2014). Therefore, environmental issues have become an important aspect that hotel business owners must pay attention to, as travelers are becoming more selective in choosing accommodations that offer comfort and engage in environmental sustainability practices, such as energy conservation and eco-friendly local products (Khadijah & Furqan, 2023; Laksmi et al., 2024; Rahjasa & Naur, 2024).

As a sector with a significant impact on the environment and society, the hotel industry must take proactive steps to reduce its ecological footprint. One effective way to achieve this goal is through implementing sustainable procurement. Sustainable procurement involves balancing environmental, social, and economic objectives (Walker & Phillips, 2009). Eco-friendly strategies are efforts by hotels to support the purchase of various types of environmentally friendly products using materials that do not harm the environment (Santoso & Fitriani, 2016). The environmentally conscious characteristics of travelers prompt hotels to be more selective in their management practices, including procurement (Setiawan, 2023). Procurement is conducted to meet the operational needs of hotels, encompassing materials, and other supportive items, facilitated by the purchasing department. The purchasing department in the hotel industry plays a crucial role in executing the procurement process and procedures (Cahyo & Solikhin, 2015). Hotels have begun implementing sustainable procurement. Sustainable procurement is purchasing products and services to meet customer needs while maximizing social and economic benefits and minimizing environmental and health damages (Bugri et al., 2019).

Sustainable procurement considers the environmental, social, and economic consequences of the entire lifecycle of products and services. According to (Hsiao, 2022), environmental management in hotels is essential to evaluate the practices hotels use to protect the environment. The hotel industry must assure the public they are engaged in efforts to protect the environment and portray a sense of environmental responsibility (Permathaswari & Pitanatri, 2023; Pitanatri & Pitana, 2019; Rukmiyati, 2021; Rukmiyati et al., 2023; Sari et al., 2022). Maintaining environmental sustainability is a form of the hotel's social responsibility, influenced by stakeholders, and is expected to enhance the hotel's image and benefit stakeholders.

According to (Freeman, 1984), stakeholder theory describes the interaction between individuals or groups affected by a company's activities or with the potential to influence those activities. Stakeholders are defined as parties with interests related to the existence or operations of a company, either directly or

indirectly (Yanti & Gayatri, 2021). When a company addresses the needs of its stakeholders, the resulting good relationships can provide a competitive advantage. Stakeholders include shareholders, employees, consumers, government, creditors, media, local communities, suppliers, and environmental groups. In this study, stakeholder theory is the framework for implementing sustainable procurement in international chain hotels.

Sustainable procurement in the hotel industry is a complex and evolving process, influenced by various drivers and barriers (Morales-Contreras et al., 2019a). (Fems, 2017) emphasizes the need for companies to integrate sustainability initiatives into their procurement processes, while (Pratt et al., 2017) and (Jakubiak, 2015) highlight the potential conflict between quality, cost, and sustainability in food sourcing. (Ruiz Molina et al., 2021) further stresses the need for a comprehensive framework for sustainable food management, particularly in hotel decision-making. (Kasavan et al., 2017) adds to the discussion by pointing out the need for more emphasis on sustainable food waste management in hotels, especially island destinations. These studies collectively highlight the necessity for a more holistic and integrated approach to sustainable food procurement in the hotel industry.

This research aims to explore and analyze the implementation of sustainable procurement practices in international hotels, focusing on their impact on food safety, the challenges and barriers faced, and the role of stakeholders in this context. The study assesses how sustainable procurement affects the quality and safety of food, as well as the measures taken to ensure food safety and quality. Additionally, it identifies challenges, such as the conflict between quality, cost, and sustainability in food procurement. The study also evaluates hotels' eco-friendly strategies, including using locally sourced eco-friendly products and effective environmental management. The novelty of this research lies in its holistic approach that integrates food safety issues in sustainable procurement by conducting case studies on multiple international hotel chains. This study is expected to contribute significantly to understanding how hotels can integrate food safety and sustainability into their operations and offer practical recommendations to enhance sustainable procurement practices in the hospitality industry.

## LITERATURE REVIEW

Stakeholder theory plays a crucial role in sustainable procurement, as it emphasizes the importance of considering the needs and interests of all relevant stakeholders in procurement decisions (Garvare, 2010). Implementing sustainable sourcing, an essential aspect of sustainable procurement requires changes in the purchasing function's internal and external relationships, which can be guided by stakeholder salience and their specific claims (Schneider, n.d.). The role of stakeholder orientation in sustainability and cost considerations in supplier selection is a critical focus in the literature (Reuter et al., 2012). The influence of stakeholder values on the adoption of green procurement is also highlighted, with a particular emphasis on stakeholder commitment, technical competencies, awareness, and knowledge sharing (Bohari et al., 2020).

As defined by (Walker & Phillips, 2009), sustainable procurement involves balancing environmental, social, and economic objectives. This concept is increasingly important in the procurement process, as highlighted by (Kalubanga, 2012), who emphasizes the need for sustainability principles in procurement activities. (Walker & Phillips, 2009) further underscores the positive impact of sustainable procurement practices on business performance. The hotel industry's implementation of sustainable procurement is still in its early stages, with significant variation among companies (Morales-Contreras et al., 2019b). However, there is a growing interest in eco-certificates and green procurement, with tourists expressing a need for environmentally responsible hotels (Trišić et al., 2021). The practice of eco-friendly management, including the use of green technology and resource conservation, is crucial for environmental sustainability in the industry (Subbiah, 2011). To achieve sustainable development, hotels should consider the triple bottom line approach, which emphasizes profitability, people, and the environment (Houdré, 2008). However, the hotel industry faces several challenges in implementing sustainable procurement, including high initial costs, lack of awareness and understanding, and resistance to change.

## **METHODOLOGY**

This study aims to explore and understand how hotels implement sustainable procurement practices. A qualitative research method was chosen for its ability to provide in-depth insights into the experiences, perceptions, and challenges faced by the hotel industry in adopting sustainable procurement. The research employs a multiple case study approach to investigate sustainable procurement practices in ten five-star hotels affiliated with an international hotel chain. The selection of these hotels was based on their reputation for sustainability and food safety, ensuring a diverse and representative sample for the study.

Data collection techniques involved direct involvement in the field. We conducted in-depth interviews to gather perspectives on sustainable procurement practices. These semi-structured interviews allowed for deeper exploration of issues that emerged during the discussions. Additionally, we carried out direct observations to witness the sustainable purchasing processes firsthand. The aim of these observations was to understand the daily practices and challenges encountered in implementing sustainable procurement. This direct involvement in data collection ensures the authenticity and credibility of our findings.

## **RESEARCH RESULT**

This study was conducted in hotels affiliated with an international chain hotel group with ten Responsible Sourcing indicators for procurement of goods. The products focused on in these hotels for sustainable purchasing implementation include animal protein, bottled water, cleaning supplies, cocoa, coffee, sugar, paper products, textiles, seafood, and guest room amenities. The primary goal of implementing sustainable practices in these international chain hotels is to directly contribute to reducing waste and global warming resulting from hotel activities, thus aiming to maintain environmental sustainability in the

future. This commitment to sustainability not only benefits the hotels but also inspires hope for a greener future.

The study found that sustainable implementation was already in place in hotels before COVID-19 but intensified afterward. Hotels began planning steps to implement sustainable procurement, particularly in the purchasing department. Purchasing departments learn how to choose and determine suppliers or vendors that can meet hotel demands. The first step is to identify suppliers according to set standards. Suppliers must possess mandatory certificates such as business licenses and hygiene certificates. These certificates are required for high-risk products such as fish, milk, dairy products, and others. Suppliers with these certificates are considered for selection by purchasing, alongside considering price factors for the products sold by the supplier.

The price factor in sustainable products is one of the considerations for hotels when implementing this practice. Purchasing departments compare prices with other suppliers when quoting prices. Managing the volume of sustainable or eco-friendly product purchases is a step hotels take to keep costs low. According to interviews with the cost control department, sustainable products are generally more expensive than non-sustainable ones. However, the purchase of sustainable products is currently tailored to the hotel's needs to prevent waste and high costs. Purchasing sustainable products can impact higher food costs, so restaurant menu prices will also increase. Other strategies hotels employ to reduce food waste include utilizing all parts of the ingredients as much as possible. Monitoring food waste by recording the amount of waste is a strategy for hotels to keep food costs low.

Suppliers or vendors that meet the established standards are tracked, and their accredited quantity is recorded according to the Responsible Sourcing Guide indicators. This record-keeping helps the hotel identify suppliers that meet the specified standards. The guidelines will be distributed to suppliers so that they know which products are permissible for sale to the hotel. Purchasing departments conduct visits to suppliers as part of a digital supplier audit training related to the Responsible Sourcing Guide. The purchasing manager's business objectives state that luxury brands must visit a minimum of 6-8 high-risk suppliers. Given the increasing number of suppliers, these visits are divided into four sub-clusters, with each sub-cluster visiting suppliers simultaneously, and the results are shared with other purchasing managers. This clustering is done to avoid duplicate supplier visits and to maximize time.

Monitoring the consistency of sustainable procurement implementation is carried out by sustainable champion representatives appointed by the hotel. Previously tracked data is reported to the sustainable champion representative every month. This data is sent to the headquarters as audit evidence that sustainable practices have been implemented in the hotel. Understanding of sustainable or eco-friendly implementation is also disseminated to all hotel employees through posters or stickers about sustainable practices posted on hotel corridor walls. Suppliers use the same approach by placing posters about sustainable products in the goods reception area. Understanding of sustainable purchasing implementation needs to be communicated to all stakeholders as

considerations for operational decisions in the hotel. This supports the stakeholder theory, stating that all stakeholders have the right to information about company activities that can affect decision-making processes.

The purchasing department has implemented all the indicators outlined in the Responsible Sourcing Guide. The implementation of sustainable procurement is tailored to the hotel's operational needs and location factors. Each indicator considers environmental aspects and other factors, such as human rights and support for local suppliers or SMEs. Through interviews conducted with the Purchasing Manager, the implementation of sustainable procurement in the ten categories of goods or materials that must meet environmental and social requirements has been explained, including:

Table 1. The Implementation of Sustainable Procurement

<b>Product</b>	<b>Implementation</b>
<i>Animal Protein</i>	In procuring animal protein, the hotel has an ethical code of conduct committed to implementing responsible business practices by applying an ethical, humane, and legal treatment of animals in all operational activities, including animal treatment for food, furniture, and entertainment. Five freedoms are the standards of animal welfare supported by the World Organisation for Animal Health, including freedom from thirst, hunger, and malnutrition; freedom from discomfort; freedom from pain, injury, and disease; freedom to express normal behavior; freedom from fear and distress.
<i>Bottle Water</i>	The hospitality industry is shifting away from using plastic packaging to reduce environmental damage. Hotels are using eco-friendly products by changing water packaging, such as bottled water for guests and gallon water for employees. Reusing glass bottles and drums that can be recycled can reduce waste and significantly lower greenhouse gas emissions. Using recycled glass bottles and drum water is a cost-saving and environmentally friendly solution that can benefit both the company and the environment. The hotel plans to build a seawater reverse osmosis (SWO) plant by 2026, which is one way to desalinate seawater or turn saline water into freshwater using special membranes that allow the company to separate high salt content from seawater. SWO aims to provide water for the hotel's operational needs. The hotel will establish a bottling system to produce bottled water for hotel operations.
<i>Cleaning Supplies</i>	Environmentally friendly cleaning products must meet standards that ensure low toxicity to plant and aquatic life and standards for biodegradability and air quality. Environmentally friendly products also typically use recyclable packaging to minimize waste and enhance

	<p>sustainability. Sustainable cleaning supplies used by the hotel include chemicals. Chemicals are cleaning liquids with unique formulas that facilitate the cleaning process of hotel rooms or areas. The hotel collaborates with certified chemical suppliers to support sustainable programs. The chemical company that becomes a supplier uses formulated materials to reduce energy and water usage, which is one of the indicators set.</p>
<i>Cocoa</i>	<p>Sustainable cocoa, according to the Sourcing Guide, applies sustainable farming practices and techniques to reduce the impact on soil health and air and water quality. The hotel prioritizes purchasing several chocolate products from local suppliers in Bali and outside Bali in Indonesia. This activity aims to support local efforts or farmers in Bali, with much more efficient energy expended from the farming process to distribution. Generally, the cocoa sector in Bali is stillborn from small-scale farming managed by smallholder farmers with limited access to resources and markets.</p>
<i>Coffee</i>	<p>According to the Responsible Sourcing Guide, sustainable coffee applies sustainable farming practices and techniques to reduce the impact on soil health and air and water quality. The hotel also collaborates with two coffee suppliers that implement sustainable coffee farming. These collaborations range from practicing fair trade and sharing best practices to newly patented coffee briquettes. Processing coffee utilizes coffee waste as vegetable fuel. Purchasing from both suppliers is a hotel contribution to supporting sustainable procurement programs.</p>
<i>Sugar</i>	<p>The selection criteria for sugar procurement suppliers require the application of sustainable farming practices and techniques to reduce the impact on soil health and air and water quality. Like coffee and cocoa, the hotel chooses local suppliers who can produce sugar according to the quality needed for food and beverages served in the hotel. One of the sugar types used comes from a company that produces sugar by SNI 3140.3:2010 (White Crystal Sugar) and applies zero waste management principles.</p>
<i>Paper Product</i>	<p>The hotel selects suppliers that provide responsible paper product management. Raw materials for making paper come from wood, so the paper products used come from production processes that involve the responsible use of various natural resources such as wood fiber, fuel, and water. The hotel selects suppliers that use 100% recycled fiber in the paper-making process. The paper products used by the hotel come from companies committed to managing the natural resources used carefully and responsibly.</p>

<p><i>Textiles</i></p>	<p>Textiles are one of the materials used in all aspects of hotel operations, from textiles for guest needs to textiles for operational activities such as employee uniforms. The hotel has special events held every month or year. Themes and clothing used by employees at every event are different. The hotel starts thinking about ways to reduce excessive clothing production by making special event clothing with standard motifs or colors to suit the event. Supplier selection by purchasing considers every sustainable aspect, ethical behavior, responsibility, and business expectations.</p>
<p><i>Seafood</i></p>	<p>Sustainable seafood procurement is divided into two types: certified seafood and seafood caught through legal or responsible means such as fishing, spearfishing, and with nets, but the fish caught conform to the list of allowed fish set by the standards. The purchasing process involves identifying seafood suppliers, and suppliers must have certificates such as business licenses and permits from the government indicating that the fish sold are in line with the designated fish list.</p>
<p><i>Guest Room Amenities</i></p>	<p>Guest room amenities are one of the facilities seen by guests who will stay. Sustainable practices include replacing guest room amenities with more environmentally friendly materials. After the sustainable implementation, guest room amenities began to be replaced using materials with at least 35% recycled content. The hotel started purchasing guest room amenities made from wood or wheat fiber with packaging made of paper. Purchasing chooses suppliers who can produce guest room amenities with organic materials made by sustainable procedures and meet the production volume needed by the hotel. The guest amenities supplier used by the hotel is committed to helping the hotel protect the environment by reducing the use of plastic for hotel product items. Not only packaging but materials formulated for soap making, body lotion, soap bars, and other products use organic ingredients and do not use palm oil unless the palm oil is certified by responsible palm oil sources.</p>

## CONCLUSIONS

This research reveals that implementing sustainable purchasing practices was already in place before COVID-19 and has been further strengthened. The sustainable procurement programs held by hotels within international networks have a primary principle of considering all aspects of the procurement process to avoid adverse environmental impacts. This principle can serve as a primary guideline for purchasing to practice sustainability in hotel procurement. The findings of this study provide a deep understanding of implementing sustainable purchasing practices in the hotels under investigation. This could guide the wider hospitality industry in introducing or enhancing socially and

environmentally responsible purchasing practices. However, this research has several limitations, such as its focus on specific international chain hotels, which may limit the generalizability of the findings to that context. The economic aspects of implementing sustainable purchasing practices also warrant further consideration.

### **Recommendations**

Future research could involve surveys or interviews with consumers to understand their perceptions of sustainable purchasing practices implemented by hotels. Furthermore, longitudinal studies could be conducted to track the long-term development and impacts of sustainable practices implementation in the hospitality industry.

### **ADVANCED RESEARCH**

Researchers are advised to enhance the completeness of the data collected at the research site to ensure that the results are more comprehensive and accurate. This is important to ensure that the analysis conducted is more in-depth and can provide a fuller understanding of the phenomenon under study.

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