

Green Supply Chain Management As Competitive Advantage at Discovery Kartika Plaza Hotel

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Abstrak: Penelitian ini bertujuan untuk mengetahui implementasi *Green Supply Chain Management* serta mengetahui hubungan penerapan *Green Supply Chain Management* sebagai keunggulan bersaing di Discovery Kartika Plaza Hotel. Dalam penelitian ini, teori yang digunakan yaitu green supply chain management dan keunggulan bersaing, dimana dijalankan dengan teknik analisis data deskriptif kualitatif. Hasil analisis data yang diperoleh, menjabarkan bahwa penerapan *Green Supply Chain Management* yang terintegrasi dalam praktik bisnis berbasis ramah lingkungan dalam kegiatan operasional dilakukan melalui pemilihan design, pemilihan supplier, pendistribusian, pengemasan, serta pemanfaatan kembali suatu produk. Selain itu penerapan kebijakan-kebijakan strategis teintegrasi dengan konsep green hotel melalui pemanfaatan sarana dan prasarana yang ramah lingkungan, juga melalui kebijakan strategis melalui pemberdayaan masyarakat lokal daerah sebagai bentuk partisipasi masyarakat daerah dalam praktik bisnis berbasis ramah lingkungan yang dilaksanakan Discovery Kartika Plaza Hotel sebagai keunggulan bersaing.

Kata Kunci: *Green Supply Chain Management*, Keunggulan bersaing.

Abstract: This study aims to determine the implementation of Green Supply Chain Management and determine the relationship between the implementation of Green Supply Chain Management as a competitive advantage at Discovery Kartika Plaza Hotel. In this study, the theory used is green supply chain management and competitive advantage, which is carried out using qualitative descriptive data analysis techniques by applying the theory from Matthew B. Miles and A. Michael Huberman (1994). The results of this analysis of the data obtained, describe that the implementation of Green Supply Chain Management which is integrated in environmentally friendly business practices in operational activities is carried out through design selection, supplier selection, distribution, packaging, and product reuse. In addition, the implementation of strategic policies is integrated with the green hotel concept through the use of environmentally friendly facilities and infrastructure, also through strategic policies through the empowerment of local communities as a local community participation in environmentally friendly business practices implemented by Discovery Kartika Plaza Hotel as a competitive advantage.

Keywords: Green Supply Chain Management, Competitive advantage.

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Introduction

Global warming is one of the main environmental issues facing the world today. Global warming is the process of increasing the average temperature of the earth's surface. This increase in the earth's surface temperature is produced by various human activities that can increase greenhouse gas emissions which will have an impact on the environment (Ramli Utina, 2012). Global Warming is the turning point for every company to start implementing environmentally friendly business practices through environmental initiatives as an integral part of their operations, combining innovative concepts such as environmental sustainability, green purchasing and responsible manufacturing, better compliance with environmental standards aiming to create sustainable development in the future (Sarkis & Dou, 2018).

The implementation of strategies to create sustainable development is implemented in Green Supply Chain Management (GSCM), in balancing economic benefits with environmental performance amid pressure from the community and customers, increasing laws and regulations, and potential benefits from energy savings or reduced management costs. , thus placing GSCM at the forefront of business cost efficiency in the face of increasing competition in the modern business environment (Sarkis & Dou, 2018). GSCM requires business activities to improve the balance between performance and environmental issues that give rise to new issues such as saving energy use, and reducing pollution in an effort to improve competitiveness strategies in all business sectors (Jumady & Fajriah, 2020). The competition in the tourism industry sector is closely related to the number of five-star hotel accommodations in Bali which continues to experience a significant increase in recent years. This can be seen in the following table:

Table 1 Number of Star Hotels in Bali in 2020 – 2021

Number of Star Hotels in Bali 2020 – 2021			
NO	Bintang	Tahun	
		2020	2021
1	3 Stars	140	147
2	4 Stars	116	134
3	5 Stars	62	78

(Source: Badan Pusat Statistik Provinsi Bali/BPS)

Based on table 1.1, it can be seen that the number of five-star hotels in Bali has increased annually. Along with the increasing number of five-star hotels in Bali, which causes a hotel to pay attention to strategic factors to changes in the surrounding environment and continue to adapt and motivate about the strengths and opportunities that exist to create a uniqueness that can attract tourists in the midst of competition. in any hotel accommodation.

So that in the modern business era, the development of accommodation for each hotel has its own charm and advantages, one of which is through the implementation of hotel operational policies with the principles of environmental conservation, education, ecology, community empowerment and the use of local products, and can minimize environmental damage in carrying out hotel operations that are sustainable. can be used as a differentiating factor for a hotel in overcoming increasing competition (Astawa et al., 2020). The principle of environmentally friendly practices in hotels implemented in the green hotel concept is closely related to the aspect of implementing green supply chain management as an indicator of supporting the implementation of green hotels. Green hotel as a hotel business practice based on the use of environmentally friendly facilities and infrastructure can be unique for a hotel in overcoming competition.

One of the hotels that is committed to implementing green business practices in green hotels as an effort to increase competitiveness is the Discovery Kartika Plaza Hotel, which is one of the 5-star hotels in the South Kuta area that offers a variety of luxurious, quality and elegant goods and services. environmentally friendly basis. This can be seen from the awards obtained by the Discovery Kartika Plaza Hotel which was nominated for number 15 Indonesia Green Hotel Award 2013 organized by the Ministry of Tourism and Creative Economy, This award is given to hotels that have consistently implemented environmentally friendly governance programs and policies in an effort to create competitive advantage.

Based on this background description, the authors are interested in re-searching and seeking more in-depth information about "Green Supply Chain Management as Competitive Advantage at Discovery Kartika Plaza Hotel".

Method

This research is a qualitative research using data collection methods in the form of interviews, literature studies, observations and questionnaires. The key informants in this study were taken from Purchasing Manager, F & B Director, Hygiene Manager, Chief Engineering, Receiving Supervisor, Cost Controller who researchers considered to know about the implementation of Green Supply Chain Management in operations in creating competitive advantage at Discovery Kartika Plaza Hotel.

In this study using descriptive qualitative analysis technique which is a research method that moves on a simple qualitative approach with an inductive flow. This inductive flow means that qualitative descriptive research begins with an explanatory process or event that can finally be drawn a generalization which is a conclusion from the process or event (Nurmalasari & Erdiantoro, 2020). This descriptive research is to make a systematic, factual and accurate description, picture or painting of the facts, characteristics and relationships between the phenomena being investigated (Prasanti, 2018).

At the time of the interview, the researcher had analyzed the answers of the interviewees. If the interviewee's answers after being analyzed are not satisfactory, the researcher will continue the question again to a certain stage and credible data are obtained (Wulandari, 2020). The steps taken in data analysis according to Matthew B. Miles and A. Michael Huberman (1994) are data reduction, data display (data display) and drawing conclusions.

Result and Discussion

Result

Green Supply Chain Management is a modern management model that integrates environmental awareness and efficient use of resources through environmentally friendly practices into chain management (Jia & Wang, 2019). In the modern business environment, the importance of implementing GSCM is one of the critical issues in the hotel business environment in balancing economic benefits with environmental performance and potential benefits from energy savings or reduced management costs, thereby placing GSCM at the forefront of business cost efficiency in the face of increasing competition in the environment. hotel business, so that in its development Ghobakhlo (2013) states that in green supply chain management consists of a combination of green products, green design, green material management, green manufacturing processes, green distribution and marketing and reverse logistics which are directly related to the application of friendly-based practices. environment.

Based on interviews conducted by several resource persons who clearly know the implementation of GSCM at Discovery Kartika Plaza Hotel, the results are that the application of green supply chain management is divided into several indicators that are directly related to the process of purchasing goods in supporting operational needs which are carried out as follows:

Table 1 Implementation of Green Supply Chain Management at Discovery Kartika Plaza Hotel

Indikator	Implementasi
Green Design	3R Procurement proses Eco Labeling of Product.
Green purchasing	Selection of suppliers Based on the criteria of green suppliers
Green Munufacturing	Purchasing Check List-Do's & Don'ts
Green Logistic	Green Packaging Delivery & Transportation Warehousing atau pergudangan
Reverse Logistics	Reuse Recycle Repair

Source: Interview Results of Resource Persons, 2022

Based on table 1 above, it can be seen that the implementation of Green Supply Chain Management carried out by Discovery Kartika Plaza Hotel are:

1. Green Design

Product design becomes the main point in the process of purchasing facilities and infrastructure for operational needs, which is carried out by taking into account a product design that is implemented in a 3R Procurement process concept and the Eco Labeling of Product concept. The concept of the 3R Procurement process includes:

a. Reduce

The implementation is carried out by purchasing goods and operational materials with a refill system, so as to minimize the use of plastics, in addition to the use of biodegradable plastics in purchasing goods, so as to reduce pollution with easily biodegradable plastics. Another thing is the use of glass bottles such as Ghoz so that it can minimize plastic waste.

b. Reuse

Purchasing a product pays attention to the reuse of goods more than once. The reuse concept is in the form of a transitional action that is carried out using the concept of less plastic and less paper in the form of still straw and the process of sending reports using an email or online system, and printing from both sides to minimize paper use.

c. Recycle

The implementation of Discovery Kartika Plaza Hotel is by sorting organic waste and collecting it together and then putting it into a prepared place so that later it can be used as compost and useful again to fertilize the plants in Discovery Kartika Plaza Hotel. and also paper reuse for printing from both sides to minimize paper usage.

In addition to paying attention to the concept of the 3R Procurement process, Discovery Kartika Plaza Hotel also pays attention to the concept of Eco Labelling of Product, namely Eco-labelling or environmentally friendly labels are labels that are on the packaging of a product to show the composition contained produced through an environmentally friendly production process (Pramessti et al., 2020). The implementation is to choose products that have environmentally friendly labels as an effort to implement environmentally friendly business practices so that in the future it can help minimize negative impacts on the environment. Examples of such goods are international green certified straws which are made from cassava.

2. Green Purchasing

Purchasing process that is carried out must be carried out in the right place, a purchasing concept related to environmentally friendly product design as an effort to support green hotel policies. Efforts to process supplier selection in the green procurement system and suppliers where materials are purchased only from "green partners" who have environmental quality standards and pass the audit process and consider suppliers who have ISO 14000 certification and certificates related to achievements in the green concept.

3. Green Manufacturing

The application of Green manufacturing which is carried out in the process of purchasing goods and in operational activities by paying attention to the effect will be able to minimize the waste or pollution produced. In this case, in carrying out a purchasing process, it is guided by the Purchasing Check List-Do's & Don'ts. The main principle of green manufacturing is to prevent waste rather than treating waste.

4. Green Logistic

In the process of purchasing a product for operational purposes, every logistics activity takes into account the following components::

a. Green Packaging

In the process of purchasing goods, pay attention to the packaging of goods that are considered through the use of biodegradable plastic, natural packaging and so on.

b. Delivery & Transportation

Good delivery process, which pays attention to the correct system, pays attention to the vehicle used to minimize damage to the goods that have been ordered.

c. Warehousing

There are two warehousing systems, namely: FIFO (First In, First Out) and FEFO (First Expired, First Out). Both of these warehousing systems are used according to the characteristics of the goods to be stored to maintain the quality of the goods purchased within a certain period of time.

5. Reverse Logistics

All activities of purchasing a product in the last resort are related to the management of goods within a certain period of time. In this regard, the use and utilization of goods that are not used, recycling, reuse or repair

Discussion

Competitive advantage is anything that a company can do much better than its competitors (Porter, 1985). Competitive advantage comes from the environment in which a business is founded. The starting point of the existence of competitive advantage is that there is an ongoing effort to analyze environmental changes and a business, through innovation, has the opportunity to influence the surrounding environment. Process renewal through the value chain with sophisticated types and highly skilled and technological workforce. Competitive advantage stems from the many different activities a company undertakes in designing, producing, marketing, delivering, and supporting its products. Each of these activities can support a firm's relative cost position and create a basis for differentiation. In essence, competitive advantage is finding a position in an industry, where companies can protect against competitive pressures (styles) or can also influence and control these pressures positively (Sukarmen et al., 2013).

According to Paulus & Murdapa (2016) competitive advantage can be achieved sustainably by :

1. Constantly adapting to changes in external trends and activities and capabilities, competencies, and internal resources, and with
2. Effectively formulate, implement, and evaluate various strategies that further strengthen these factors.

According to Porter (1985), if a company wants to increase its business in an increasingly fierce competition, companies must choose the principle of doing business, namely products with high prices or low-cost products, not both. Based on this principle, Porter stated that there are 3 generic strategy principles that are directly related to efforts to create competitive advantage, namely Overall Cost Leadership, Differentiation Strategy, and Focus:

Figure 2 Strategic Advantage



Resource: (Porter, 1985)

1. Cost Leadership

Cost leadership strategy relates to the strategy used to achieve overall cost advantage in the industry through functional policies that are shown in the main objectives. Discovery Kartika Plaza Hotel implements a policy of switching the use of plastic bottles to glass bottles, as an effort to create efficiency with a one-time purchase of glass bottles and so on using a refill system or purchasing water only so that over time it can create cost efficiency, in addition to using double-sided paper and sending reports via email in the administrative process are carried out in an effort to minimize paper purchases.

Another implementation carried out is the empowerment of local communities, through the Artha Graha Peduli program through the empowerment of local communities in the Bali area, which is right in the Bedugul area in the agricultural sector by providing business development briefings in the environmentally friendly-based agricultural sector which later the results of their farms will be purchased directly by the local community. the hotel at a price agreed upon by both parties. So that no party is harmed, the hotel gets fresh ingredients and the local community gets regular customers and training. The implementation of environmentally friendly business practice policies is also carried out in the waste management system, where the initial phase of waste is sorted by type, namely organic and non-organic.

2. Differentiation

This strategy is done by creating something new that can be perceived by the hotel as a whole as something unique and different from competitors. Discovery Kartika Plaza Hotel as one of the hotels that implements policies in purchasing goods for operational purposes and hotel management that carries a green theme by applying the GSCM concept as an initial way of implementing the green hotel concept through the use of environmentally friendly hotel operational facilities and infrastructure as a form of attraction. which can set it apart from other hotels in the area. In addition, the hotel offers a variety of events that can attract tourists, for example the Easter Brunch Event which is held every Saturday afternoon to evening in the Sokube Restaurant Area with views of Kuta beach as an attraction accompanied by live music Dj with the main food menu of life seafood such as fresh oysters, lobsters, crabs and others with a buffet system and ingredients used fresh from local fishermen.

The services provided also apply the green concept, which still uses still straws, healthy food with the selection of quality ingredients, and the use of "lolah cemcem" which is a typical Balinese drink originating from Penglipuran Village. The hotel also provides a gift shop which is located close to the front office (lobby), where in this gift shop provides woven fabrics which can not only be used as souvenirs by guests, but they can also try making the woven fabrics, and there is also a statue which is a characteristic Bali.

3. Focus

The focus strategy is based on the premise that the company is designed in such a way as to be able to serve its narrow strategic target more effectively and efficiently than competitors who compete more broadly. In this case, the focus of Discovery Kartika Plaza in Bai is divided into two, namely:

a. Cost Focus

The implementation carried out by Discovery Kartika Plaza Hotel is a form of efficiency through the less paper policy, all reports that are formed in the form of soft copies of data sent via email use double-sided paper to minimize the use of paper so as to reduce printing costs, in addition to reducing notes The payment which initially consisted of four copies was changed to two copies as a form of reducing paper usage (less paper). Utilization of vegetables and fruit that are no longer suitable for processing and consumption into fertilizer, so as to minimize the cost of transporting waste per month.

b. Differentiation focus

Discovery Kartika Plaza Hotel provides mall facilities where it is called Discovery Shopping Mall which is located right next to the hotel so that it can make it easier for tourists to visit the mall without taking a long time. Discovery kartika palza hotel also offers quality services such as lodging service facilities with a total of 306 rooms, there are 6 villas and 3 types of restaurants as well as 4 bars and various other supporting facilities, supported by environmentally friendly practice-based services as an attraction.

The application of environmentally friendly business practices is implemented in green supply chain management policies through a selective process from the initial process of selecting green suppliers to selecting products that must meet the criteria for environmentally friendly goods. . The results of the consistent application of various awards were obtained such as being nominated for number 15 Indonesia Green Hotel Award 2013 organized by the Ministry of Tourism and Creative Economy, the Program Evaluation of Company Performance in Environmental Management from 2015 – 2016, the Environmentally Friendly Hotels (ECO Hotels) award. Awarded Certificate of Healthy Worthy Hotels (CHSE) from 2018, Tri Hita Karana Awards & Accreditation” and “Corporate Social Responsibilities (CSR) Awards 2019 Social Investment & Sustainable Development.

This implementation is supported by the statement of Hasan (2014) which states that activities in environmentally friendly business practices in the concept of green tourism can encourage sustainability through a selective process in developing marketing programs that have a special attraction for environmentally conscious tourists, show respect for natural components, have a concern for environmental sustainability

Conclusion

Based on the results of research related to the application of green supply chain management in creating competitive advantage at Discovery Kartika Plaza Hotel, it can be concluded that:

The implementation of GSCM is integrated with green hotel policies implemented in environmentally friendly business practices through the initial phase through the provision of a product for operational needs from the design selection process, supplier selection, distribution, packaging, and reuse of a product that is a concern in choosing a product. products that have an effect that can minimize the impact on the environment and can increase efficiency and cost effectiveness in their use have been going well.

The implementation of GSCM in an effort to create competitive advantage through various environmentally friendly business practices carried out both through the use of facilities and infrastructure, place management, waste management and facilities, activities and events that are integrated into an environmentally friendly based activity that can make the hotel image Discovery Kartika Plaza Hotel is increasing through the use of effective and efficient costs, different policies that are more integrated towards pro-environment that can attract tourists and varied market segments that can create a sustainable competitive advantage.

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