

Green Practice Implementation Strategies to Supporting A Sustainable Environment In The Cliff Lounge The Apurva Kempinski Bali

Komang Okky Aditya Fernanda ^{1*}, Luh Linna Sagitarini ², I Made Darma Oka ³

¹ Tourism Business Management, Tourism Departement, Politeknik Negeri Bali

² Tourism Business Management, Tourism Departement, Politeknik Negeri Bali

³ Tourism Business Management, Tourism Departement, Politeknik Negeri Bali

*Corresponding Author: okkyfernanda10@gmail.com

Abstract: This research aims to determine the strengths, weaknesses, opportunities, and threats of the application of green practice at the Cliff Lounge The Apurva Kempinski Bali, to determine the strategy for implementing a green practice that should be carried out in supporting a sustainable environment. Data collection methods used are questionnaires, interviews, observation, and documentation. The analytical techniques used are descriptive qualitative analysis, Internal Factor Analysis Summary (IFAS) Matrix, External Factor Analysis Summary (EFAS) Matrix, Internal-External Matrix (IE), and SWOT Analysis. The informant determination technique used in this research is purposive sampling with 3 informants and 10 questionnaire respondents. Based on the results of the IFAS analysis, it is known that 7 indicators are strengths and 3 indicators that are weaknesses with indicators that are the main strengths, namely the use of local and organic products, and indicators that are the main weaknesses, namely efforts to save water and electricity energy. Meanwhile, from the results of the EFAS analysis, it is known that 5 indicators become opportunities, and 3 indicators that become threats, with the indicators being the biggest opportunities, namely local traditions and culture that are in line with the application of green practice, and indicators that are the biggest threats, namely natural disasters. The results of the IE Matrix research place the company in a Growth position (Cell V). The SWOT analysis resulted in 12 alternative strategies including 5 SO (Strengths-Opportunities) strategies, 3 ST (Strengths-Threats) strategies, 2 WO (Weakness-Opportunities) strategies, and 2 WT (Weakness-Threats) strategies that can be carried out in supporting a sustainable environment. at Cliff Lounge The Apurva Kempinski Bali.

Keywords: Strategy, Implementation, Green Practice, Sustainable Environment, SWOT Analysis.

Informasi Artikel: Pengajuan Repository pada September 2022/ Submission to Repository on September 2022

Introduction

Tourism is one of the important economic sectors in Indonesia, Indonesia's natural and cultural wealth makes many tourists interested in visiting. Based on data from the Central Statistics Agency in 2016, the number of foreign tourists who came to Indonesia was 11,525,963 or grew by 10.79% compared to the previous year. Tourism can be defined in terms of specific activities, chosen by choice, and carried out outside the home environment (Camilleri, 2018).

With many tourists visiting Bali, accompanied by rapidly growing tourism accommodations, many hotels and restaurants began to be built, especially in strategic places close to tourist attractions. Hotels are accommodation providers in the form of rooms in a building equipped with food and beverage services, entertainment activities and other facilities every day with the aim of making profits (Andesta & Abrian, 2019). Meanwhile, according to Subakti (2014) Restaurant is one of the means to carry out the food service industry or through part of tourism accommodation that plays a role in meeting the needs of tourists or customers. One of the hotels that just opened in 2018 is The Apurva Kempinski Bali, which is located on Jalan Raya Sawangan, Nusa Dua, Bali. This 14-hectare hotel has 475 rooms, 7 restaurants and several other supporting facilities, one of which is the Cliff Lounge. Cliff Lounge is an executive lounge that specifically serves guests with suite room types ranging from check-in-check-out, breakfast, free afternoon tea, and free evening cocktails. From breakfast and afternoon tea activities with a buffet presentation system and also afternoon cocktail activities at the Cliff Lounge The Apurva Kempinski Bali, of course, will have the potential to have a negative impact on the environment. Restaurant operations have the potential to cause environmental damage, for example due to waste, use of products that are not environmentally friendly, excessive use of energy such as water and electricity used to run operations, and wasted food or beverage waste (Leonardo et al., 2014). To respond to this, The Apurva Kempinski Bali began implementing efforts to preserve the environment by implementing food processing with organic and environmentally friendly ingredients in its operations.

These various types of efforts are included in the environmentally friendly movement or green practice. Green practice in restaurants is an effort by restaurants to implement practices that are aimed effectively at reducing social and environmental problems that arise either directly or indirectly from their operational activities. (Schubert, 2008). The application of green practice in restaurants is in line with the concept of a sustainable environment which is present as one of the three pillars of sustainable development (Effendi et al., 2018). Based on this, the authors are interested in conducting further research related to strategies and implementation of green practice using SWOT analysis and the main problems in this study are:

1. What are the strengths, weaknesses, opportunities and threats of implementing green practice in supporting a sustainable environment at Cliff Lounge The Apurva Kempinski Bali?
2. What is the strategy for implementing green practice that Cliff Lounge can do to support a sustainable environment?

Method

This research was conducted using a qualitative method, using a purposive sampling technique, namely the determination of informants not based on strata, position, guidelines, or regions but based on the existence of certain goals and considerations that remain related to the research problem (Sugiyono, 2016). With a SWOT approach (strengths, weaknesses, opportunities, and threats) in accordance with the current conditions of the company (Rangkuti, 2016). The data used in this study came from two kinds of sources, namely primary data and secondary data. Data collection techniques used in the form of observation, interviews, questionnaires, and documentation. The analytical techniques used include the IFAS (Internal Factor Analysis Summary) Matrix, the EFAS (External Factor Analysis Summary) Matrix and then the results are obtained and grouped based on Sudjana's theory (2015), the Internal-External Matrix (IE-Matrix), SWOT Matrix, and descriptive analysis. qualitative..

Result and Discussion

1. IFAS Evaluation

In this research, the internal factors of the strategy for implementing green practice in supporting a sustainable environment are as follows.

Tabel 1. Internal Indicator

NO	Internal Indicator
1	Reducing the use of materials or products that are not environmentally friendly such as single-use plastics.
2	Use of recyclable organic materials or products.
3	Waste processing such as glass bottle waste, plastic, cardboard and so on.
4	Policy in managing food left in the buffet after breakfast and afternoon tea activities.
5	Efforts to save water and electricity energy.
6	Purchase and use local and organic ingredients in the food and beverage manufacturing process.
7	Make changes to the menu according to the use of local seasonal ingredients.
8	Give special information on the menu, such as vegetarian, and others.
9	Assistance in the form of materials or manpower to help local residents or environmentalist organizations in efforts to prevent environmental pollution and preserve the environment.
10	Provide insight and education to all staff about environmentally friendly behavior and exposure to the impact of the restaurant and hotel industry on the environment.

Source: Data processed on Ms. Excel 2019, 2022

2. IFAS Matrix

After knowing the internal indicators, the next step is to determine the weight, rating, and IFAS matrix. The IFAS matrix is determined by multiplying the weight and rating of each indicator. The calculation of the total score of the IFAS matrix will then be used to determine the coordinate points contained in the IE (Internal-External) matrix. The summary of the table which includes the weights, ratings, and IFAS matrix is as follows

Tabel 2. IFAS Matrix

NO	Indicators	Bobot	Rating	Skor
1	Reducing the use of materials or products that are not environmentally friendly such as single-use plastics.	0.11	3.70	0.396
2	Use of recyclable organic materials or products.	0.10	3.10	0.305
3	Policy in managing food left in the buffet after breakfast and afternoon tea activities.	0.10	3.00	0.303
4	Purchase and use local and organic ingredients in the food and beverage manufacturing process.	0.10	3.90	0.396
5	Make changes to the menu according to the use of local seasonal ingredients.	0.10	3.30	0.333
6	Give special information on the menu, such as vegetarian, and others.	0.09	3.00	0.277
7	Provide insight and education to all staff about environmentally friendly behavior and exposure to the impact of the restaurant and hotel industry on the environment.	0.10	3.20	0.333
8	Waste processing such as glass bottle waste, plastic, cardboard and so on.	0.10	2.20	0.216
9	Efforts to save water and electricity energy.	0.09	2.10	0.188
10	Assistance in the form of materials or manpower to help local residents or environmentalist organizations in efforts to prevent environmental pollution and preserve the environment.	0.10	2.30	0.239
AMOUNT		0.29		0.644
TOTAL BOBOT & SKOR		1.00		2.99

Source: Data processed on Ms. Excel 2019, 2022

3. EVAS Evaluation

In this research, the external factors of the strategy for implementing green practice in supporting a sustainable environment are as follows.

Tabel 3. External Indicator

NO	External Indicator
1	The environment around the hotel is like local traditions and culture which are in line with the implementation of green practices at the hotel.
2	Awareness of the surrounding community of environmentally friendly lifestyles.
3	Local community support related to hotel and restaurant operations.
4	It is easier for the public to access information about hotels that have or have not implemented green practice.
5	Inflation rate which makes the prices of raw materials for restaurant needs such as food and beverages increase.
6	The income of hotel guests (potential hotel market) which affects the sale of environmentally friendly products, whose prices are certainly different from those of non-environmentally friendly products.
7	Natural disasters such as volcanic eruptions, earthquakes, and floods have an impact on the implementation of green practices at the Cliff Lounge.
8	The location of the hotel is close to the beach which affects the implementation of green practice at the Cliff Lounge.

Source: Data processed on Ms. Excel 2019, 2022

4. EVAS Matrix

The results of EFAS calculations which include weighting, rating calculations, and matrix results can be seen

in the table below.

Tabel 4. EFAS Matrix

NO	Indicators	Bobot	Rating	Skor
1	The environment around the hotel is like local traditions and culture which are in line with the implementation of green practices at the hotel.	0.14	3.50	0.485
2	Awareness of the surrounding community of environmentally friendly lifestyles.	0.13	3.00	0.381
3	Local community support related to hotel and restaurant operations.	0.12	2.80	0.345
4	It is easier for the public to access information about hotels that have or have not implemented green practice.	0.12	3.00	0.358
5	The location of the hotel is close to the beach which affects the implementation of green practice at the Cliff Lounge.	0.13	3.20	0.429
6	Inflation rate which makes the prices of raw materials for restaurant needs such as food and beverages increase.	0.12	2.40	0.294
7	The income of hotel guests (potential hotel market) which affects the sale of environmentally friendly products, whose prices are certainly different from those of non-environmentally friendly products.	0.13	2.30	0.308
8	Natural disasters such as volcanic eruptions, earthquakes, and floods have an impact on the implementation of green practices at the Cliff Lounge.	0.10	1.40	0.145
AMOUNT		0.36		0.784
TOTAL BOBOT & SKOR		1.00		2.74

Source: Data processed on Ms. Excel 2019, 2022

5. IE Matrix (Internal-External Matrix)

After analyzing the internal and external environment, the next step is to transfer the scores into the IE (Internal-External) matrix table. In the previous calculation, it is known that the weighted value or total score on the IFAS matrix is (2.99) while the total score for the EFAS matrix is (2.74). The current position of The Apurva Kempinski Bali can be seen in the IE matrix.

Tabel 5. IE Matrix

		2.99		
		Tinggi 3.0-4.0	Rata-rata 2.0-2.99	Lemah 1.0-1.99
Total Skor Faktor Strategi Eksterna	Tinggi 3.0-4.0	I GROWTH Konsentrasi melalui integrasi vertikal	II GROWTH Konsentrasi melalui integrasi horizontal	III GROWTH RETRENCHMENT <i>Turn Around</i>
	Menengah 2.0-2.99	IV STABILITY Hati - hati	V GROWTH Konsentrasi melalui integrasi horizontal STABILITY Tak ada perubahan profit strategi	VI RETRENCHMENT <i>Captive Company</i> atau <i>Divestement</i>
	Rendah 1.0-1.99	VII GROWTH Diversifikasi Konsentrik	VIII GROWTH Diversifikasi Konglomerat	IX LIKUIDASI Bangkrut atau Likuidasi
		Total Skor Faktor Strategi Internal		

Source: Data processed on Ms. Excel 2019, 2022

The position of Cliff Lounge The Apurva Kempinski Bali is in cell V in the internal-external matrix. Cell V (growth strategy) or growth strategy in which efforts to implement green practice in supporting a sustainable environment have been implemented quite well, but improvements are needed to take advantage of existing opportunities by maximizing their strengths and strategies to fix weaknesses and minimize threats.

6. SWOT Matrix

The SWOT matrix aims to obtain the correlation between internal and external factors to get an overview of the 4 groups of strategies that can be applied, including the SO (strengths-opportunities) strategy, by utilizing the strengths and opportunities they have, the WO (weaknesses-opportunities) strategy by considering existing weaknesses and opportunities, the ST strategy (strengths-threats) to maximize the strengths and avoid existing threats, and the WT strategy (weaknesses-threats) by trying to improve weaknesses and reduce existing threats.

Tabel 6. Matrix SWOT

IFAS	Strength (S)	Weakness (W)
EFAS	S1, S2, S3, S4, S5, S6, S7	W1, W2, W3
Opportunity (O) O1, O2, O3, O4, O5	Strategi SO	Strategi WO
	<ol style="list-style-type: none"> 1. Mempekerjakan masyarakat sekitar dalam operasional hotel. 2. Menyoroti atau memperlihatkan di sosial media dan website hotel terkait penerapan green practice yang sudah dilakukan. 3. Menyajikan makanan dan minuman khas Bali dengan menggunakan bahan-bahan lokal. 4. Penggunaan bahan-bahan tradisional dan organik untuk dekorasi ruangan restoran. 5. Memanfaatkan lokasi hotel yang dekat dengan pantai untuk semakin meningkatkan penerapan green practice. 	<ol style="list-style-type: none"> 1. Bekerjasama dengan perusahaan lokal terkait pengolahan sampah dan limbah. 2. Berkontribusi bersama masyarakat sekitar dalam setiap gerakan ramah lingkungan di sekitar hotel.
Threats (T) T1, T2, T3	Strategi ST	Strategi WT
	<ol style="list-style-type: none"> 1. Memaksimalkan produk lokal dan bahan organik dalam setiap menu makanan dan minuman. 2. Menjelaskan dan memberi pemahaman kepada tamu bahwa hotel sedang menerapkan green practice. 3. Membudayakan dan membiasakan berperilaku ramah lingkungan kepada seluruh staff dalam kehidupan sehari-hari untuk mencegah 	<ol style="list-style-type: none"> 1. Memaksimalkan pengolahan limbah yang dapat di daur ulang. 2. Penghematan energi air dan listrik untuk menekan biaya operasional hotel.

bencana akibat kerusakan lingkungan.

Based on the evaluation results of internal and external factors, the implementation of green practice at the Cliff Lounge The Apurva Kempinski Bali has several indicators that become strengths, weaknesses, opportunities and threats. There are seven indicators of internal factors that are the strengths of the application of green practice at The Apurva Kempinski Bali Cliff Lounge, including reducing the use of materials or products that are not environmentally friendly, the use of organic materials or products that can be recycled, policies in managing food left in the buffet after breakfast and afternoon tea, using local and organic ingredients in the process of making food and drinks, making changes to the menu according to the use of local seasonal ingredients, providing special information on the menu such as vegetarian and others, providing insight and education to all staff about environmentally friendly behavior and exposure to the impact of the restaurant and hotel industry on the environment. Then there are three indicators of internal factors that become weaknesses in implementing green practice at the Cliff Lounge The Apurva Kempinski Bali, including waste and waste processing such as waste plastic glass bottles, cardboard and so on, efforts to save water and electricity energy, assistance in the form of materials or labor. to assist local residents or environmentalist organizations in efforts to prevent environmental pollution and preserve the environment. Furthermore, there are five indicators from external factors that can be used as opportunities for Cliff Lounge The Apurva Kempinski Bali in implementing green practice, including the environment around the hotel such as local traditions and culture that are in line with the application of green practice in hotels, awareness of the surrounding community about environmentally friendly living patterns. , local community support related to the operation of hotels and restaurants, the easier it is for the public to access information about hotels that have or have not implemented green practice, and the location of hotels close to the beach. Meanwhile, there are three indicators of external factors that pose a threat to Cliff Lounge The Apurva Kempinski Bali in implementing green practice, including the inflation rate which makes the prices of raw materials for restaurant needs such as food and beverage ingredients increase, hotel guest income or hotel potential markets that have an effect. towards the sale of environmentally friendly products whose prices are certainly different compared to products that are not environmentally friendly, and natural disasters such as volcanic eruptions, earthquakes, floods and so on.

The application of green practice by Cliff Lounge The Apurva Kempinski Bali resulted in 12 alternative strategies that can be used to support a sustainable environment which are divided into four strategy categories, namely:

- a. Strengths-Opportunities (SO) strategy, namely by employing local communities in hotel operations, highlighting or showing on social media and hotel websites related to the implementation of green practices that have been carried out, serving Balinese food and drinks using local ingredients, using traditional ingredients traditional and organic for restaurant room decoration, and take advantage of the hotel's location close to the beach to further enhance the application of green practice.
- b. Strengths-Threats (ST) strategy, namely by maximizing local products and organic ingredients in every food and beverage menu, Explaining and giving understanding to guests that the hotel is implementing green practice, cultivating and getting used to behaving environmentally friendly to all staff in daily life to prevent disasters caused by environmental damage.
- c. Weakness-Opportunities (WO) strategy is to collaborate with local companies related to waste and waste processing, contributing with the surrounding community in every environmentally friendly movement around the hotel.
- d. Weakness-Threats (WT) strategy is to maximize the processing of recyclable waste, save water and electricity energy to reduce hotel operational costs.

Conclusion

Based on the results of the IFAS analysis, it is known that there are 7 indicators that are strengths, and 3 indicators that are weaknesses with indicators that are the main strengths, namely the use of local and organic products, and indicators that are the main weaknesses, namely efforts to save water and electricity energy. Meanwhile, from the results of the EFAS analysis, it is known that there are 5 indicators that become opportunities, and 3 indicators that become threats, with the indicators being the biggest opportunities, namely local traditions and culture that are in line with the application of green practice, and indicators that are the biggest threats, namely natural disasters. The results of the IE Matrix research place the company in a Growth position (Cell V). The SWOT analysis resulted in 12 alternative strategies including 5 SO (Strengths-Opportunities) strategies, 3 ST

(Strengths-Threats) strategies, 2 WO (Weakness-Opportunities) strategies, and 2 WT (Weakness-Threats) strategies that can be carried out in supporting a sustainable environment. at Cliff Lounge The Apurva Kempinski Bali.

Acknowledgment

Praise and gratitude the author prays to the presence of God Almighty because of His blessings and grace the author was able to complete the Research Proposal entitled "Green Practice Implementation Strategies to Supporting A Sustainable Environment In The Cliff Lounge The Apurva Kempinski Bali" properly and on time. Respect and gratitude for writing the author goes to all those who have given encouragement to the author

Reference

- Andesta, W., & Abrian, Y. (2019). Pengaruh Fasilitas Terhadap Kepuasan Tamu Menginap Di Hannah Hotel Syariah Painan. *Jurnal Pendidikan Dan Keluarga*, 11(1), 75–78.
- Badan Pusat Statistik. (2016). Jumlah wisatawan mancanegara yang datang ke Indonesia pada tahun 2016. From <https://www.bps.go.id/subject/16/pariwisata.html#subjekViewTab3>
- Camilleri, M. A. (2018). The Tourism Industry: An Overview. In *Tourism, Hospitality and Event Management* (pp. 3–27). Springer Nature. https://doi.org/10.1007/978-3-319-49849-2_1
- Effendi, R., Salsabila, H., & Malik, A. (2018). Pemahaman Tentang Lingkungan Berkelanjutan. *Modul*, 18(2), 75. <https://doi.org/10.14710/mdl.18.2.2018.75-82>
- Leonardo, A., Utomo, S. L., Thio, S., & Siaputra, H. (2014). Eksplorasi Persepsi Masyarakat Terhadap Green Practices Di Restoran-Restoran Yang Ada Di Surabaya.
- Rangkuti, Freddy. 2016. Analisis SWOT Teknik Membedah Kasus Bisnis Cara Perhitungan Bobot, Rating, dan OCAI. Jakarta: Gramedia Pustaka Utama
- Schubert, F. (2008). Exploring And Predicting Consumers' Attitudes And Behaviors Towards Green Restaurants.
- Subakti. (2014). Universitas kristen Petra. Perancangan Interior Pusat Mitigasi Di Jogja, 27(1989), 6–23.
- Sudjana. (2015). Metode Statistika. Bandung.Tarsito
- Sugiyono. (2016). Metodologi Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta