

# Green Hotel's Implementation Strategy in An Effort To Achieve Sustainable Tourism At Hilton Bali Resort

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**Abstract:** This study discusses the strategy of implementing green hotels at the Hilton Bali Resort with the aim of knowing the strengths, weaknesses, opportunities and threats of implementing green hotels by management in an effort to achieve sustainable tourism at the Hilton Bali Resort. Data collection methods used are observation, interviews, documentation and questionnaires. The data analysis techniques used are descriptive qualitative analysis, Internal Factor Summary Matrix (IFAS), External Factor Summary Matrix (EFAS), Internal-External Matrix (IE), and SWOT analysis. The results of the study indicate that there are internal and external factors that influence the implementation of green hotels by Hilton Bali Resort management. Based on the IFAS Matrix, the main strength is management's efforts to invite employees to take power efficient actions, while the main weakness is that the actions or activities in creating/producing environmentally friendly products have not been maximized. Based on the results of the EFAS analysis, the main opportunities are changes in people's lifestyles and habits while the threats are natural disasters such as volcanic eruptions, earthquakes, and floods. The results of the IE Matrix research show that the strategy of implementing green hotels in an effort to achieve sustainable tourism at the Hilton Bali Resort is at the growth strategy stage with concentration through vertical integration. The SWOT analysis resulted in a strategy that must be done is to increase education regarding the implementation of green hotels and maximize used waste management programs into usable goods and procure cleaning activities in the environment around the Hilton Bali Resort hotel as well as sorting organic and inorganic waste.

**Keywords:** Green hotel implementation strategy, Sustainable tourism, SWOT analysis.

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## Introduction

Industri The Tourism Industry is a collection of tourism businesses that are interrelated in order to produce goods and or services to meet the needs of tourists in the implementation of tourism (Tourism Law Number 10 of 2009. ). In order to eradicate the negative impacts of tourism, tourism development must be supported by all aspects of tourism support such as tourist destinations, travel agencies, tour guide services, restaurants and lodging services such as hotels, villas and bungalows. Hotel is one of the lodging services that are in demand by tourists and in the development of tourism. Hotel is a service business that is a means of supporting tourism activities, where the management is carried out professionally and supported by a workforce that has good skills in the field of hospitality (Mayssara A. Abo Hassanin Supervised, 2016)

Hotels in Bali have a very rapid growth, but this will certainly affect the environmental conditions in Bali because if the number of tourists visiting and the demand for rooms increases, then the use of resources to meet the needs and satisfaction of guests will continue to increase, Rangkuti, F. (2017). If you don't realize that environmental pollution appears around the lodging service accommodation business caused by the rest of the production in meeting the needs and satisfaction of guests during their stay in the hotel. So it can be said that the role of hotels in environmental conservation is very high, hotel managers do not only think about profit or economic income, but the priority is how to be able to maintain environmental sustainability and sustainability, Ridha, N. (2017). Therefore, the trend of eco-friendly hotels or green hotels began to emerge.

Hilton Bali Resort is one of the hotels that supports the Green Hotel Program which will have an impact on the surrounding environment and this is a form of corporate responsibility

towards the environment and development, Hospitaliti (2016). Another practice carried out by Hilton Bali Resort is the use of organic and locally made products where suppliers come from around the hotel. The hotel prioritizes products made from local ingredients, so the hotel manager has contributed to saving time, reducing fuel consumption as well as pollution, lifting the local economy and providing healthy products (Sinangioyo, 2013). Apart from the green hotel application that has been applied to Hilton Bali Resort, there are several things that have not been done in supporting this environmentally friendly program such as excessive use of electrical energy and water, the use of plastic packaging bottles for amenities shampoo, conditioner & body lotion disposable. Prajnagaja. (2016). This is the reason behind the author's interest in discussing and raising a research entitled "The Application of Green Hotels in An Effort to Achieve Sustainable Tourism at Hilton Bali Resort"

## Method

The object of research that will be studied is the application of green hotels applied to Hilton Bali Resort in an effort to achieve sustainable tourism. In this study, the authors identified variables based on six topics of disclosure of green hotel dimensions from (Green Hotel Standard, LB/T007-2006). So the topic of this study is 1. Green Design, 2. Energy Management, 3. Environmental Protection, 4. Reduce Consumption, 5. Green Product and Service, 6. Socio-economic and environmental benefits as an effort to achieve the concept of sustainability at Hilton Bali Resort. In this study, there are two variables, namely internal variables and external variables. The internal variables that became the reference in this study were strengths and weaknesses in green hotels applied by Hilton Bali Resort. The internal variables used in this study identified variables based on six topics of disclosure of green hotel dimensions from (Green Hotel Standard, LB/T007-2006), namely 1. Green Design, 2. Energy Management, 3. Environmental Protection, 4. Reduce Consumption, 5. Green Product and Service, 6. Socio-economic and environmental benefits as an effort to achieve the concept of sustainability at Hilton Bali Resort. Meanwhile, the external variables that are the reference in this study are opportunities (opportunity) and threats (threat). These variables include natural conditions (season), social and cultural as well as economic, Iftikhar. (2021)

To obtain research informants, the authors used purposive (intentional/non-randomized) mechanisms. Before conducting research, the author sets certain criteria that must be met by the person who will be used as a source of information. One of the criteria for informants is to understand and understand correctly about the concept of green hotels, Rangkuti. (2013a).

The data collection methods in this study are: observation, interviews, questionnaires, documentation, and literature studies.

## Results and Discussions

The discussion of the results of the research on the strategy for implementing green hotels conducted by the Management of Hilton Bali Resort is as follows:

### 1. Weight of Eksternal Factors

**Tabel 1. Weight of Eksternal Factors**

No.	EXTERNAL FACTORS
1	Natural disasters such as mountain eruptions, earthquakes, and floods
2	Decreased quality of raw materials due to weather changes
3	Depletion of natural resources
4	Public awareness in protecting the environment around the hotel
5	Changes in people's lifestyles and habits
6	The occurrence of inflation and exchange rates
7	Implementation of travel budget by guests

## 2. Weight of Internal Factors

**Tabel 2. Weight of Internal Factors**

No.	INTERNAL FACTORS	Weight
1	The interior of the building is able to minimize various influences and design elements that can be harmful to human health or the environment.	0.04
2	Design that can be adapted to changing environments	0.04
3	Complete and adequate equipment facilities in accordance with the standards of 5-star hotels	0.04
4	Design and construction that takes into account the quality of life of residents	0.04
5	Utilization of green roofs and rain gardens	0.04
6	Have healthy indoor air quality	0.04
7	Make water and energy saving efforts	0.04
8	Invite employees to take power-efficient actions	0.04
9	Using products that require minimal energy	0.04
10	Configuring the availability of <i>ameities</i> supply in each room	0.04
11	Maximizing the use of raw materials during the production process in an effort to control costs	0.04
12	Management efforts in waste and pollution reduction	0.04
13	Creating/producing environmentally friendly products	0.04
14	Have land for water infiltration and good spatial planning	0.04
15	Utilizing the latest technology in an effort to reduce paper use	0.03
16	Environmentally friendly product packaging	0.04
17	Recycling the remaining raw materials	0.05
18	Eliminating the use of plastic in all activities in hotels	0.04
19	Using organic and fresh food bases	0.04
20	Using environmentally friendly equipment	0.04
21	Waste management and recycling system planning in an effort to produce new products that are environmentally friendly.	0.05
22	There is training or education about <i>green programs</i> for hotel employees	0.04
23	Conducting regular environmental cleaning activities around the hotel area	0.04
24	Cooperation with third parties to make the <i>green hotel program</i> a success	0.04
<b>Total</b>		<b>1.00</b>

### 1. Internal Factor Rating

**Tabel 3. Internal Factor Rating**

No.	INTERNAL FACTORS	Rating	Information
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1	The interior of the building is able to minimize various influences and design elements that can be harmful to human health or the environment.	3.30	Main Strengths
2	Design that can be adapted to changing environments	3.10	Little Power
3	Complete and adequate equipment facilities in accordance with the standards of 5-star hotels	3.30	Main Strengths
4	Design and construction that takes into account the quality of life of residents	3.20	Little Power
5	Utilization of green roofs and rain gardens	3.40	Main Strengths
6	Have healthy indoor air quality	3.60	Main Strengths
7	Make water and energy saving efforts	3.60	Main Strengths
8	Invite employees to take power-efficient actions	3.70	Main Strengths
9	Using products that require minimal energy	3.40	Main Strengths
10	Configuring the availability of <i>ameities</i> supply in each room	3.30	Main Strengths
11	Maximizing the use of raw materials during the production process in an effort to control costs	3.30	Main Strengths
12	Management efforts in waste and pollution reduction	2.90	Little Power
13	Creating/producing environmentally friendly products	2.40	Minor Flaws
14	Have land for water infiltration and good spatial planning	3.00	Little Power
15	Utilizing the latest technology in an effort to reduce paper use	3.10	Little Power
16	Environmentally friendly product packaging	3.30	Main Strengths
17	Recycling the remaining raw materials	3.00	Little Power
18	Eliminating the use of plastic in all activities in hotels	2.40	Minor Flaws
19	Using organic and fresh food bases	3.40	Main Strengths
20	Using environmentally friendly equipment	3.30	Main Strengths
21	Waste management and recycling system planning in an effort to produce new products that are environmentally friendly.	3.40	Main Strengths
22	There is training or education about <i>green programs</i> for hotel employees	3.10	Little Power
23	Conducting regular environmental cleaning activities around the hotel area	3.60	Main Strengths
24	Cooperation with third parties to make the <i>green hotel program</i> a success	3.00	Little Power

## 2. External Factor Rating

**Tabel 4. 1.External Factor Rating**

No.	EXTERNAL FACTORS	Rating	Information
1	Natural disasters such as mountain eruptions, earthquakes, and floods	2.50	Threat

2	Decreased quality of raw materials due to weather changes	2.90	Threat
3	<i>Depletion of natural resources</i>	3.10	Chance
4	Public awareness in protecting the environment around the hotel	3.20	Chance
5	Changes in people's lifestyles and habits	3.30	Chance
6	The occurrence of inflation and exchange rates	3.00	Chance
7	Implementation of <i>travel budget</i> by guests	3.20	Chance
<b>TOTAL</b>		21.20	
<b>AVERAGE</b>		3.03	

### 1. Matrix IFAS

Matrix IFAS is used to obtain total (score) weighting by means of multiplication of ratings with weights which can be seen in table 5 below::

**Tabel 5. Matrix IFAS**

No	Indicators Strength	Weight	Rating	Score
1	The interior of the building is able to minimize various influences and design elements that can be harmful to human health or the environment.	0.04	3.30	0.14
2	Design that can be adapted to changing environments	0.04	3.10	0.12
3	Complete and adequate equipment facilities in accordance with the standards of 5-star hotels	0.04	3.30	0.14
4	Design and construction that takes into account the quality of life of residents	0.04	3.20	0.14
5	Utilization of green roofs and rain gardens	0.04	3.40	0.14
6	Have healthy indoor air quality	0.04	3.60	0.15
7	Make water and energy saving efforts	0.04	3.60	0.15
8	Invite employees to take power-efficient actions	0.05	3.70	0.17
9	Using products that require minimal energy	0.04	3.40	0.14
10	Configuring the availability of <i>ameities</i> supply in each room	0.04	3.30	0.13
11	Maximizing the use of raw materials during the production process in an effort to control costs	0.04	3.30	0.14
12	Management efforts in waste and pollution reduction	0.04	2.90	0.12
13	Have land for water infiltration and good spatial planning	0.04	3.00	0.12
14	Utilizing the latest technology in an effort to reduce paper use	0.03	3.10	0.11
15	Environmentally friendly product packaging	0.04	3.30	0.14
16	Recycling the remaining raw materials	0.04	3.00	0.13
17	Using organic and fresh food bases	0.04	3.40	0.14
18	Using environmentally friendly equipment	0.04	3.30	0.14

19	Waste management and recycling system planning in an effort to produce new products that are environmentally friendly.	0.04	3.40	0.15
20	There is training or education about <i>green programs</i> for hotel employees	0.04	3.10	0.12
21	Conducting regular environmental cleaning activities around the hotel area	0.04	3.60	0.15
22	Cooperation with third parties to make the <i>green hotel program a success</i>	0.04	3.00	0.12
<b>Weakness</b>				
1	Eliminating the use of plastic in all activities in hotels	0.04	2.40	0.09
2	Creating/producing environmentally friendly products	0.04	2.40	0.10
<b>Total</b>		<b>1.00</b>		<b>3.21</b>

2. Exsternal Faktor Analysis Summary

Tabel 6. Matrix EFAS

No.	Indicators	Weight	Ratin g	Score
<b>Opportunities</b>				
1	<i>Depletion of natural resources</i>	0.14	3.10	0.43
2	Public awareness in protecting the environment around the hotel	0.15	3.20	0.47
3	Changes in people's lifestyles and habits	0.15	3.30	0.48
4	The occurrence of inflation and exchange rates	0.15	3.00	0.45
5	Implementation of <i>travel budget</i> by guests	0.13	3.20	0.42
<b>Threats (treath)</b>				
6	Decreased quality of raw materials due to weather changes	0.13	2.90	0.38
7	Natural disasters such as mountain eruptions, earthquakes, and floods	0.16	2.50	0.39
<b>Total</b>		<b>1.00</b>		<b>3.02</b>

After analyzing the internal and external environment, the next step is to move the value score into the IE Matrix table (Internal-External).

Tabel 7. Matrix IE

		<b>3.21</b>		
		Tall 3,0-4,00	Average 2,0-2,99	Weak 1,0-1,99
Total External Strategy Factor Score	Tall 3,0-4,00	I GROWTH (Concentration through vertical integration)	Ii GROWTH (Consentras through horizontal integration)	Iii GROWTH RETREAT (Turn Around)

Intermediate 2,0-2,99	Iv STABILITY (Livers)	V GROWTH Concentration through horizontal integration of STABILITY There is no change in profit strategy	VI RETRENCHMENT CAPTIVE Company or Divestement
Low 1,0-1,99	Vii GROWTH (Concentric Diversification)	VIII GROWTH (Conglomerate Diversification)	Ix LIQUIDATION (Bankruptcy or Liquidation)
Total Internal Strategy Factor Score			

**Tabel 8. Matrix IE**

IFAS EFAS	Strength (S)	Weakness (W)
	SO Strategy	WO Strategy
	<ol style="list-style-type: none"> <li>1. Maintain consistency in the procurement of environmental cleaning activities for the hotel area with representatives of each department.</li> <li>2. Include the surrounding community in taking environmentally conscious actions in an effort to establish a sense of family in protecting the environment together</li> <li>3. Improve waste management activities into new products that are suitable for use with the aim of efficient use of natural resources.</li> <li>4. Improve consistency in efforts to use environmentally friendly products.</li> <li>5. Maximize the action of power, water and energy efficiency.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide the best offer while still thinking about quality and selling price for the convenience of guests staying</li> <li>2. Increase mutual awareness in protecting the surrounding environment and begin to get used to eliminating the use of items that can damage the environment.</li> </ol>
	ST Strategy	WT Strategy
	<ol style="list-style-type: none"> <li>1. Increase the checking of food raw materials obtained from local suppliers so that the quality obtained and used is the best quality</li> <li>2. Conduct regular checks of hotel buildings to remain sturdy and safe in an effort to anticipate the</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase awareness of the surrounding environment regarding the action of no plastic and replace it by using environmentally friendly items</li> <li>2. Carrying out the action of growing organic vegetables in</li> </ol>

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occurrence of unwanted things when natural disasters occur such as earthquakes or floods.	the hotel environment, in addition to ensuring the use of good raw materials, this can also be an attraction for visitors who stay overnight.
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Based on the results of the SWOT Matrix table analysis, several alternative strategies can be obtained that can be applied by Hilton Bali Resort management in the application of green hotels in an effort to achieve sustainable tourism. The following is an explanation of the alternative strategy, namely:

a. Strengths-Opportunities (SO)

1. Maintain consistency in the procurement of environmental cleaning activities for the hotel area with representatives of each department.
2. Include the surrounding community in taking environmentally conscious actions in an effort to establish a sense of family to protect the common environment.
3. Increase waste management activities into new products that are suitable for use with the aim of efficient use of natural resources.
4. Increase consistency in efforts to use environmentally friendly products.

b. Strengths-Threats (ST)

1. Increase the checking of food raw materials obtained from local suppliers so that the quality obtained and used is the best quality.
2. Conduct regular checks of hotel buildings to remain sturdy and safe in an effort to anticipate the occurrence of unwanted things when natural disasters occur such as earthquakes or floods.

c. Weaknesses-Opportunities (WO)

1. Provide the best offer while still thinking about quality and selling price for the convenience of guests staying.
2. Increase mutual awareness in protecting the surrounding environment and begin to get used to eliminating the use of items that can damage the environment.

d. Weaknesses-Threats (WT)

1. Increase awareness of the surrounding environment regarding the action of no plastic and replace it with the use of environmentally friendly items.
2. Carrying out the action of growing organic vegetables in the hotel environment, in addition to ensuring the use of good raw materials, this can also be an attraction for visitors who stay overnight.

## Conclusions

The implementation strategy carried out by Hilton Bali Resort produces alternative strategies that can be used in running green hotel programs to achieve sustainable tourism at Hilton Bali Resort

a. Strengths-Opportunities (SO)

Maintain consistency in the procurement of environmental cleaning activities for the hotel area with representatives of each department and include the surrounding community in an effort to establish a sense of family and improve waste management activities into new products that are suitable for use with the aim of efficient use of natural resources.

b. Strengths-Threats (ST)

Increase the checking of food raw materials obtained from local suppliers so that the quality obtained and used is of the best quality and conduct regular checks on hotel buildings to remain sturdy and safe in an effort to anticipate the occurrence of unwanted things when natural disasters such as earthquakes or floods occur.



- c. Weaknesses-Opportunities (WO)  
Providing the best offer while still thinking about quality and selling prices for the comfort of guests staying and increasing mutual awareness in protecting the surrounding environment and getting used to eliminating the use of items that can damage the environment.
- d. Weaknesses-Threats (WT)  
Increase awareness of the surrounding environment regarding the action of no plastic and replace it by using environmentally friendly goods and carrying out actions to grow organic vegetables in the hotel environment, in addition to ensuring the use of good raw materials, this can also be an attraction for visitors who stay overnight.

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