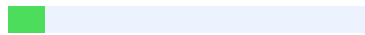




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779000 ISSN 2668-7798 Green Hotel as a Competitive Product: A Case Study at 5-Star

Hotel in Bali I Ketut Astawa Tourism Department, Politeknik Negeri Bali, Badung, Bali,

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Politeknik 9 Negeri Bali, Badung, Bali, Indonesia Abstract. Today, tourists tend to choose

hotels that consistently implement environmentally friendly practices. 1 In accordance

with this phenomenon, 7 the concept of sustainable accommodation needs to apply the

principles of environmental conservation, ecology, community empowerment, and the use

of local products. Therefore, this study aimed to analyze Green Hotel as a Competitive

Product. The problem of this study is "What green aspects do the hotel have that

differentiate them from other competitors"? The population was 57 of five stars hotel in Bali

that received THK Tourism Award. Meanwhile, 10 percent of the sample was determined

by purposive sampling, and the data analysis method used was qualitative descriptive

technique. The results showed that the product was developed from an ordinary

characteristic to a greener specification. In response to green business practices, 100 per

cent stated that adopting the practices can maintain the image of the hotel brand, serve as

a competitive advantage, and make the company and employee performance more

effective and efficient. Furthermore, the results showed that implementing environmentally

friendly business practices are achieved by adopting local wisdom values. Keywords.

Green hotel, Green product, Competitive product, Experience traveller 1. Introduction

Today, tourists tend to choose hotels that consistently implement environmentally friendly

practices. In accordance with this phenomenon, ⁷ the concept of sustainable accommodation needs to apply the principles of conservation, ecology, community empowerment, and the use of local products, as well as minimizing environmental damage. Meanwhile, Rahmafitria [1]

316Technium ² Social Sciences Journal Vol. 11, 316-324, September 2020 ISSN: 2668-7798 www.techniumscience.com showed that accommodation with environmentally friendly concepts and management ¹⁰ ⁷ is one of the parameters that encourage tourists to choose a facility. The President of Indonesia, Joko Widodo asked that the development of 10 new tourist centres needs to be realized. It was also requested that tourism centres should be differentiated into the 10 new Bali developments. This is a term to say that Bali is the most popular and important region in the country. Also, tourists have more means to choose a destination, such as Kompas.com. The hotel industry is highly competitive and is extensively driven by customer demand. Moreover, their preferences and expectations are changing from time to time. Therefore, to gain the attention of tourists, the business owners have to adjust to the changes ¹⁶ ¹⁸ that take place in the market [2]. ASEAN Standard [3] defined Green Hotel as ¹⁸ ⁴ an establishment for the promotion of friendly environment and energy conservation.

Meanwhile, the main management consists of engineering, housekeeping, front office, and facilities department. In Indonesia setting, the building which is also a public facility needs to obey the code rules and regulations relating to environmental protection set by the government. Therefore, without such compliance, a hotel that cannot fulfill the administrative requirements automatically does not meet the Green Hotel criteria. The ASEAN Standard sets out the criteria of a Green Hotel and the conditions for achieving these requirements. A hotel is said to be Green when it meets some criteria, which include environmentally friendly site management, the use of raw materials, absorption of local content, management and conservation of energy. Furthermore, it includes management and conservation of water and air quality (indoor and outdoor), green team policies and

organization, building of space, as well as solid waste and water management. In addition, it includes the management of land around buildings, control of noise pollution, management of storage of chemicals and materials, collaboration with local communities and organizations, as well as development of human resource capacity. 16 18 In response

to

the consumer's change of preference towards green products and services, the hotel industry is adopting sustainable practices and advertising towards potential customers [4]. Also, environmentally friendly hotels can be categorized as those that offer sustainable services and focus on minimizing its negative impacts on the environment through reusing, reducing, and recycling. One of the long-term solutions to safety problems is environmental safety and operational security [5]. This is achieved by an eco-friendly use of water and energy [6]. Also, going green is important to attract new conscious consumers, and to stay competitively relevant to the targeted market. In fact, it is also financially beneficial for the related tourism industry. Making strategic changes is a very difficult task. The difficulty in making decisions is mainly due to the fact that any change will face resistance [7]. Based on the description and support from the results of previous research, the problem to be examined in this study is related to what green aspects the hotel has which differentiating it from its competitors.

2. Literature Review The concept of green products is related to sustainable manufacturing and supply chain management, which involves environmental, planet, and people friendly standards, technologies and practices. Furthermore, 8 the concept of green is extended to almost every process steps of procuring raw materials, producing, storing, packaging, shipping, and distribution [8]. Meanwhile, green products are eco-friendly resources that have less 10 7 impact on the environment, even in the production, distribution, and consumption process [9]. Therefore, they are defined as products that use fewer resources, have lower impact and risk on the environment and prevent waste. An environmentally friendly product seems a new growth 317Technium

www.techniumscience.com paradigm for a higher quality of life through the creation of wealth and competitiveness. In line with this, some 14 16 consumers choose green products by virtue of their consciousness about environmental and economic benefits, reliability, and appearance [10]. Green tourism is something different within the boundaries of this field, therefore

aspects of the analysis also use things that are different. The aspects of green discussed in tourism showed that there are certain scientific tools that can be used to solve these problems. Therefore, this study used a competitive advantage theory, especially differentiation from Porter to analyze the aspects of tourism, as shown in Figure 1. Figure 1 Michael Porter's Three Generic Strategies The competitive advantage described in this study combines the choice based on differentiation and focus that leads to it. Also, the market segment is experienced travellers that care about environmentally friendly services, which refers to Porter's tree generic strategies and Ansoff product-market expansion grid (Figure 2). Figure 2 Ansoff Matrix 318Technium 2 1 Social Sciences Journal Vol. 11, 316-324, September 2020 ISSN: 2668-7798 www.techniumscience.com In growth strategy, new products are introduced into existing markets. Meanwhile, 3 product development can differ from new introduction in an existing market or it can involve modification of an existing product. By modification, one would probably change a product's outlook or presentation, increase its performance or quality. By doing this, it can appeal more to the already existing market.

3. Research Methodology

The study 1 population was 57 of 5-star hotel in Bali. Meanwhile, the sample size was determined by 10 percent of Tri Hita Karana (THK Award) recipients. The technique used was purposive sampling with a size of 36 respondents and 6 hotels. Furthermore, the respondents were F and B, Purchasing, Learning Development, Public Area, and CSR Managers, as well as Director of Engineering. These respondents are from 6 sample hotels, which are Melia, St. Regis, Intercontinental, Conrad, Mandapa, and The Royal Pita Maha Resort, Bali. Also, the primary data were obtained through observations,

questionnaires, interviews, and Focus Group Discussion (FGD). Furthermore, secondary data were obtained from Learning and Development, literature through the internet, newspapers, reading books, and articles relating to this research. The variables are the green aspects of the hotel and the differentiating factors from competitors. The variables were identified through 1 15 environmentally friendly business practices and the uniqueness of the application of green

hospitality. This was analyzed by adopting generic competitive strategies [11] and Ansoff product-market expansion grid [12]. Also, the basic elements used in identifying the uniqueness of green hospitality implementation was the ASEAN Standard and EarthCheck. In addition, 1 the data analysis method used was a qualitative technique which is an analytical means to describe a phenomenon and explain the relationship among the variables. 2 4. Result and Discussion Discussion on Green Hotel as a competitive product begins with exposure to the responses of sample respondents such as in Table 1. In response to green business practices, 100 per cent stated that adopting it can maintain the hotel brand image, serve as a competitive advantage, and make the company and employee performance more effective and efficient. This is supported by the commitment of hotel management in implementing green practices in services ranging from reservation, reception, check-in, room supply, and check-out. There are a few cultural constraints faced in the application of the practices, initially due to habits, for example against the use of new tools with new technology, the use of certain products with less risk of pollution.

Meanwhile, the sample hotels have fully implemented green business practices 3 2 through the use of environmentally friendly raw materials, optimizing processes to reduce solid and liquid waste, minimizing wasteful use of water, reducing air emissions, and reducing noise. Furthermore, it is implemented through the use of clean technology to save energy, water, and waste, recycling of internal materials for the company, use of alternative energy sources, and return packaging to suppliers for reuse. Green hospitality is implemented 6 6 with a varied approach, and St. Regis applied it through a social and

environmental responsibility model. Furthermore, Mandapa fully adopted the value of local wisdom, Melia adopted it with 20 21 the community involvement program (CIP) and corporate social responsibility (CSR) approach, by planting a rare tree in the hotel area and recruiting disabled employees. The Royal Pita Maha Resort adopted it by combining traditional (puriroyal house) and modern (villa) fusion concepts in organic themes. Furthermore, Conrad 319Technium 2 2 Social Sciences Journal Vol. 11, 316-324, September 2020 ISSN: 2668-7798 www.techniumscience.com

implemented green with an approach to the integration of local and global values standardized by internal Certification Institutions. In addition, the Intercontinental hotel fully adopted the value of local wisdom as the competitiveness and uniqueness of its products. All the properties include elements of social capital in shaping the core value of each hotel. Ronald & Daromes [13] found 15 17 that CSR has a significant influence on increasing firm value and reducing risks. This finding is in accordance with Chen and Chang [14]. The benefit of implementing a green hotel is to reduce operational cost, which results in the elevation of addedvalue to boost revenue. An interesting finding 2 in this study is that most respondents strongly agree that hotel needs to build a network with others who are implementing the green business practices. Besides that, local, 6 6 government, and private sectors, as in the last two years have implemented the green practices. This showed that the practice is used as a tool to improve hotel competitiveness. Table 1 1 Response to Green Business Practices, 2019 Question Res pon se Hotel Melia Bali (%) St. Regis Bali (%) Intercontinental Hotel (%) Conrad Bali (%) Mandapa Bali (%) 21 The Royal Pita Maha Resort (%) Do you need to adopt the green business practice to maintain the hotel brand image? 4 Yes 100 100 100 100 100 100 No 4 0 0 0 0 0 0 Do you need to adopt the green business practice as a competitive advantage? 11 Yes 100 100 100 100 100 100 No 0 0 0 0 0 0 Do you realize that hotel management has committed to implement green business practices? 11 Yes 100 100 100 100 100 100 No 4 0 0 0 0 0 Is the green supply chain applied to the entire supply chain

starting from: Reservation - Reception Check-In - Room - Check-out? Yes 100 100
100 7 100 100 100 No 0 0 0 0 0 0 Do green business practices make your hotel more
effective and efficient? Yes 100 100 100 100 100 100 No 0 0 0 0 0 0 Is there any cultural
barrier in the implementation of green practices? Yes 33 17 33 0 0 17 No 67 83 67 100 100
83 Sample hotels explore innovation by utilizing local products and value. In fact, loloh
(Balinese herbal drink) is served as a welcome drink with the ingredients of cemcem,
biduh, kayu manis and sembung leaves. This welcome drink is served using straw from
paper or bamboo. Meanwhile, at check-in, the guests are

also given tridatu yarn (3 threads: white, red and black) as a welcome blessing. Other
innovative products are presented using the concept of "afternoon Balinese wine" to
introduce Nusantara drink in addition to herbs. Also, other products that is environmentally
friendly are used, such as carpets from water hyacinth and bed covers from ikat weaving.
The initiatives to make tourism more inclusive 7 can be seen as attempts to improve the
quality of human interaction and to ensure that it delivers benefits to those who have been
or marginalized from its production and consumption [15]. 320Technium 2 5 Social
Sciences Journal Vol. 11, 316-324, September 2020 ISSN: 2668-7798
www.techniumscience.com The certificate is used as a basis for positioning hotel to
practice green hospitality. The application is with the proportion of 40% for buildings and
60% for supporting land as a park. The hotel also took the initiative to collect and maintain
rare plants. Also, the environmentally friendly certificates as references vary, such as THK,
EarthCheck, Master and Gold Travel Life, Healthy Hotel Certifications from Marriott &
Cobalt Winner 2018, Proper and Marriott's Environmentally Sustainable Hub (MESH).
Furthermore, the willingness for social culture and the community can be seen from
attending the temple festival ceremony, mepeed (parade), making gebogan (offering),
adopting Balinese style ornament (Figure 3), and welcome drink accessories. Figure 3:
Bale Kulkul at Mandapa Ritz-Carlton, Ubud The indicators of social welfare are the extent
to which economic activity can provide benefits to the local community. 9 The result

showed that the hotel sample (Mandapa Bali) mostly employ local people. Meanwhile, about 91% of staff are Balinese (235 people) of the total (259 people), 8% (20 people) are Indonesian which are not Balinese, and only 2% (4 people) are foreign employees. St. Regis employs local people, in which about 81% staff are Balinese (348 people) of the total (431 people), about 17% (73 people) are Indonesian which are not Balinese, and only 2% (10 people) are foreign employees. Even ¹⁹ though most of the staffs are Balinese, the top management is foreigners. This condition is challenging for the local people to improve their ability and

skill to compete and reach a better position in tourism management. Meanwhile, the better the position of local people in hotel management, the more the direct effect on tourism.

Another contribution to local people is through purchasing their fruits, recipes, and flowers,

¹⁰ ⁷ as well as the use of local chefs. The discussion on tourism is generally related to industries which are perceived as something that is mass (mass product and mass tourism). ¹⁹ The results of this study ¹ showed that the product was developed from ordinary to a greener specification. The new product is targeting the same market,

meaning that the market could be the same (domestic and foreign tourists), but their interests and needs are greener. Also, nature (green) as a product becomes sustainable, hence the community can run a business to make profits, which is then used to help the society, for instance the CSR programs. For the sake of a ³²¹Technium ² ² Social

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www.techniumscience.com sustainable nature, business can run well (get profit) and

people get something for happiness and prosperity. This condition is described in Figure 4 which is combined with the local wisdom value of THK. Also, it has a role in

supporting ¹ ¹⁵ environmentally friendly business practices, and is relevant to forms of tourism development. Figure 4. Proposes of a green product development model Green

commitment is manifested in the inauguration of a team. Although most of the staffs are

Balinese, top management is foreign. It is clear here that THK is manifested where there is

no latent conflict. This is because pawongan (harmonious relationship between humans) values are well preserved, especially those carried out by Balinese hotel workers. Bali has a uniqueness that is well known internationally. Therefore, tourists come to seek peace and tranquility, all of which 7 can be found in this region. Also, there is a combination of art, nature, and the ritual life. This activity has become an attraction for Bali and Balinese lovers who are scattered in various 2 parts of the world. Therefore, this tourism uniqueness and quality needs to be maintained. The quality in question is to bring in tourists who can appreciate Balinese cultural customs. The 1 response to Green Business Practices after taking

environmentally friendly actions in the last two years are presented in Table 2. Table 2.

Response to Green Business Practices After Taken Environmentally Friendly Actions In

the last two years, 2019 Question Response Hotel Melia Bali (%) St. Regis Bali (%)

Intercontinental Hotel (%) Conrad Bali (%) Mandapa Bali (%) The Royal Pita Maha Resort (%) Environmentfriendly raw materials Strongly

disagree Disagree Neutral Agree 17 Strongly agree 100 100 83 100 100 100

Environmentally friendly substitution material 22 12 Strongly

disagree Disagree Neutral Agree 17 Strongly agree 100 100 83 100 100 100

Strongly disagree Disagree 17 322Technium Social Sciences Journal Vol. 11,

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suppliers by environmental criteria Neutral Agree 17 83 100 Strongly agree 100

83 100 100 Use of cleaner technology to save energy, water, and wastes Strongly

disagree Disagree Neutral Agree 100 Strongly agree 100 100 100 100

100 Recycling materials for the company 17 12 Strongly

disagree Disagree Neutral Agree 17 100 Strongly agree 100 100 83 100 100

Eco-labeling Strongly disagree Disagree Neutral 67 Agree 17 100 100 Strongly

agree 100 33 83 100 Most of the sample hotels practices are strongly agreed in the

category of environmentally friendly raw materials 1 and the use of clean technology to

save energy, water, and waste. This activity supports maintenance of the hotel brand image and also serves as a tool of competitive advantage. Meanwhile, Khoiruman & Haryanto found 5 9 that green perceived value have positive and significant effect on trust, which in turn have effect on purchase [16]. 5. Conclusion This research helps to discover innovative hotel efforts that should be recognized, which can benefit the society. The green practice at the operational level is positive and has resulted in supporting sustainable tourism. Meanwhile, implementing the practices 1 as a competitive advantage is carried out with harmonious interactions between management and operational staffs. Also, green hotels are ecologically conscientious subjects that promote and practice energy efficiency,

conservation, and recycling while providing their guests healthy, sustainable and clean services. The results of this study 1 showed that the product was developed to a greener specification. The results also showed that implementation of 15 environmentally friendly business practices is mutually supportive and achieved by adopting local wisdom values. This plays a role in supporting the practices and is relevant to the form of tourism development. Furthermore, it showed that the practice is used as a tool to improve hotel competitiveness by collaborating with others. This is why Bali becomes sustainable and remains a major centre 2 for both domestic and foreign tourists. Nevertheless, a further research needs to be conducted to support green-based tourism activities to stimulate the economy of local communities that serve as hosts. Acknowledgment This paper is part of academic research funded by the Budget Implementation List (DIPA) Directorate General of Strengthening Research and Development, Ministry of Research, Technology, and Higher Education Number SP DIPA-042.06.1.401516 / 2019, December 5, 2018. The researchers thank the Director of PNB, the students who helped with research data collection, and the business management of the hotel industry in Bali. 323Technium 2 2

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