

Green Supply Chain Management as an Efficiency Strategy for Operational Activities at The ONE Legian

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Abstract: The purpose of this research is to determine the implementation of green supply chain management strategy that should be used by The ONE Legian in building an operation activities efficiency. Data collection methods used were observation, interviews, documentation and questionnaires. The analysis technique that used in this research are descriptive qualitative analysis; Internal Factor Analysis Summary (IFAS) Matrix, External Factor Analysis Summary (EFAS) Matrix, Internal-External Matrix (IE), SWOT Analysis, and Quantitative Strategi Planning Matrix (QSPM). The results of the IFAS matrix analysis, the main strengths are hotels using environmentally friendly raw material products, hotel standard operating procedures that are effective and efficient in their work, while the main weaknesses are inefficient ordering and delivery arrangements, inefficient production processes in optimizing the use of raw materials. Based on the results of the EFAS matrix analysis, it is known that the main opportunities are the selection of local suppliers as a form of improving the local community's economy, increasingly advanced technological developments, while the main threats faced are the stability of raw material prices in the market, the use of technology the latest is not optimal. The results of the IE matrix research showed the company position in the Growth (Cell I). SWOT analysis produces 8 alternative green supply chain management strategies, where three alternative strategies were prioritized which were calculated by the QSPM matrix with a total TAS 293.15, 291.60 and 290.05.

Keywords: green supply chain management, IFAS, EFAS, Matriks SWOT, alternatif strategi.

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Introduction

Tourism is part of the industrial sector in Indonesia which has enormous potential and opportunities to be developed. With the natural beauty and unique culture of the Indonesian, the tourism industry is growing rapidly. The development of tourism in Indonesia has an impact on every region in Indonesia. One of the areas that has such rapid tourism development is the province of Bali. Bali is one of the tourist destinations that is well known to foreign countries, with its natural beauty and cultural uniqueness that makes Bali a favorite tourist destination for tourists. As a tourist destination, it is very important to have accommodation that can support the needs of tourists. One of the accommodations that can support tourist activities is a hotel. According to (Sulastiyono, 2011) Hotel is a company that provides food, beverage and room facilities for sleeping to people who travel from one place to another for vacation or business activities that are able to pay a reasonable amount in accordance with the services received without there is a special agreement. There are many hotels in Bali, one of which is The ONE Legian. The ONE Legian is a 4 star hotel located in the Legian Kuta area. In its management, The ONE Legian involves many departments that help each other in operating the hotel on a regular basis. One of the departments related to this research is the accounting department. The accounting department is a department that is kept to collect, identify, classify, records transactions and events related to finance (Mulyadi, 2014).

The important part in the accounting department, namely cost control. The cost control department as part of the accounting department is responsible for controlling costs, including minimizing and cost efficiency incurred by each department in order to generate maximum profits for the company (Pradiptha et al., 2018). Cost control is one way to control the organizational structure, methods and regulations related to the company. In carrying out its operational activities, it is inseparable from the consideration of providing raw materials to support operational activities in each department, but in operational activities there is still a lot of waste

such as excessive purchases of raw materials and energy waste caused by raw storage activities, this results in relatively low production costs. High and less efficient, in this case the role of cost control is needed to create efficient use of raw materials and efficiency in operational operations.

So it is necessary to have a supply chain strategy to support strategic management in increasing the efficiency required in operational activities, with the aim of achieving minimum costs with maximum service levels, considered in green supply chain management. According to (Masudin, 2019) Green supply chain management as a concept to integrate supply chain management with environmental thinking which has the aim of reducing waste, emissions, energy and solid waste. Especially, green supply chain management involves the "greening phase" with supply chain activities. Green supply chain management improves work operations by using solutions that take into account the environment (Djunaidi et al., 2018). According to (Abu Seman, 2012) Green supply chain management requires industrial activities that are more environmentally friendly such as saving energy use, reducing waste and pollution in an effort to improve competitive strategies. Based on the background above, the researcher would like to know more about, (1) What are the strengths, weaknesses, threats and opportunities of green supply chain management at The ONE Legian, (2) How is the green supply chain management strategy implemented in improving operational efficiency at The ONE Legian.

Method

This research was conducted at The ONE Legian. The types of data in this research are quantitative and qualitative, and data sources are primary and secondary data. The method of determining the sample in this study is purposive sampling. Purposive sampling is a data source sampling technique with certain considerations such as the person who is considered the most knowledgeable of what we expect (Sugiyono, 2016). The samples for this study were; accounting staff of The ONE Legian, which consisted of financial controller, chief accountant, cost control, purchasing, store keeper, receiving and 2 employees in the F&B product, F&B Service, Housekeeping, Front office and HR. Data was collected by observation, interviews, documentation, and questionnaires. This study uses a combination of several analysis techniques were IFAS (Internal Factor Analysis Summary) matrix analysis, EFAS (External Factor Analysis Summary) matrix analysis, IE (Internal External) Matrix and SWOT analysis. The SWOT elements studied are internal and external factors and analyze the overall SWOT analysis, which consists of strengths, weaknesses, opportunities and threats according to (F. Rangkuti, 2016). The tools used for compiling the company's strategic factors is a SWOT matrix and QSPM (Quantitative Strategic Planning Matrix) analysis. QSPM analysis is an analysis used to find out what alternative strategies are best to be selected or implemented in a company (Nisak, 2013). In analyzing the data in this study, the researcher observed and interviewed internal and external factors at The ONE Legian to the respondents. Furthermore, sorting the data and identifying the result files from the interviews into tabulations of internal and external factors which will be used as questionnaires to be distributed and filled out by 15 respondents. The results of the distribution of the questionnaire will be used to measure the weight, rating, and score of the IFAS and EFAS. After obtaining the total IFAS and EFAS scores will be used to determine the current position of the company then combine internal and external factors into the SWOT matrix to formulate four strategies between SO (Strength Opportunity) strategies, ST (Strength-Threat) strategies, WO (Weakness-Opportunity) strategies, and WT (Weakness-Threat) strategies. The final stage of data analysis in this study is to evaluate alternative strategies to find alternative green supply chain management strategies that must be prioritized through QSPM analysis.

Result and Discussion

Results

IFAS Matrix dan EFAS Matrix

This research was conducted to determine the implementation of green supply chain management strategy in improving operational efficiency at The ONE Legian. Researchers used a SWOT analysis technique to analyze the problems. The first step is determining class intervals based on a questionnaire given to respondents, from each internal indicator of The ONE Legian an assessment is obtained which is then calculated to find the average value for each indicator, then determine strengths and weaknesses which are basically "Cut of Point" and can be calculated as follows:

To determine the interval used the formula according to (Freddy Rangkuti, 2015)

$$\text{Interval} = \frac{\text{Class Range}}{\text{Class}} \tag{1}$$

$$\text{Interval} = \frac{3}{4} = 0.75$$

$$\text{Interval} = 0.75$$

While the cut of point as below formula.

$$\text{Cut of Point} = \frac{\text{Total Score}}{\text{Class}} \tag{2}$$

$$\text{Cut of Point} = \frac{4+3+2+1}{4} = \frac{10}{4} = 2.5$$

Values obtained above 2.5 represent strengths and opportunities, while values below 2.5 represent threats and weaknesses from the calculation of the value interval. The results of internal factors and external factors are explained on below description. In the internal environmental factors, there are 11 indicators that have a positive influence on strengths and there are 5 indicators that have a negative effect on weaknesses of green supply chain management as an operational efficiency strategy for operation activities at The ONE Legian. The results of processing responses from respondents on internal environmental factors with a total of 15 respondents to 16 internal factors with an overall total score of 3.22 for the IFAS matrix. The results of the analysis can be seen in Table 1 as follows:

Table 1. Internal Faktor Analysis Summary (IFAS)

Indicator	Weight	Rating	Score	Explanation
Standard operating procedures for hotels that are effective and efficient at work	0.07	3.67	0.25	Strength
Reducing the negative impact of production activities on the environment	0.07	3.40	0.22	Weaknesses
Using environmentally friendly raw material products	0.07	3.73	0.27	Strength
Manage stock and storage of raw materials more effectively and efficiently	0.06	3.67	0.21	Weaknesses
Improved employee productivity and good coordination	0.06	3.60	0.21	Strength
Good cooperative relationship between employees at work	0.06	3.53	0.22	Strength
Improving the quality of products and services produced better	0.06	3.67	0.23	Weaknesses
Creating/producing environmentally friendly products	0.07	3.53	0.23	Strength
Efficient and controlled process of warehousing and storage of raw materials	0.06	3.53	0.22	Strength
Environmentally friendly product packaging	0.06	3.27	0.20	Strength
Management of waste disposal and production waste	0.06	3.67	0.23	Strength
Complete and adequate equipment facilities in accordance with 4-star hotel standards	0.06	2.47	0.15	Strength
Manage orders and delivery faster and more efficiently	0.06	2.33	0.14	Weaknesses
Running a more efficient production process by optimizing the use of raw materials	0.07	2.33	0.16	Strength
Improve the process of product delivery to consumers	0.06	2.47	0.14	Weaknesses
Recycle the remaining raw materials	0.06	2.40	0.13	Strength

Total	1.00	3.22
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Source: (Microsoft Excel 2022 Data Processing Results)

On the external environmental factors there are 5 factors that positively influence opportunities and there are 5 factors that negatively influence threats to green supply chain management as an operational efficiency strategy for operation activities at The ONE Legian. The results of the processing of responses from 6 respondents to 10 indicators of external environmental factors with an overall total score 3.07 for the EFAS matrix. The analysis results can be seen in table 2.

Table 2. External Factor Analysis Summary (EFAS)

Indicator	Weight	Rating	Score	Explanation
Cooperation between the supplier and the company	0.10	3.67	0.38	Threat
Selection of local suppliers as a form of improving the local community's economy	0.10	3.80	0.39	Threat
The development of increasingly advanced technology	0.10	3.73	0.38	Opportunity
Conducive hotel environment security	0.09	3.80	0.36	Opportunity
Local Community Support for The ONE Legian	0.10	3.67	0.37	Threat
Government policies related to health protocols for company operations	0.10	2.47	0.25	Threat
Stability of raw material prices in the market	0.09	2.33	0.22	Opportunity
The supply of raw materials by suppliers affects the production process	0.10	2.47	0.25	Threat
Environmental factors affect the supply of perishable raw materials	0.10	2.40	0.25	Opportunity
Optimal use of the latest technology	0.09	2.33	0.22	Opportunity
Total	1.00		3.07	

Source: (Microsoft Excel 2022 Data Processing Results)

Based on table above it can be seen that each indicator of external factors has a different weight value, among these indicators there are indicators that have the highest weight value meaning that they have the greatest influence on the green supply chain management strategy to improve the efficiency of operational activities at The ONE Legian, which is carried out by every department involved in hotel operational activities. The calculation of the weight assessment of external factors is in the Appendix. From the results of the weight assessment given by respondents, on each indicator of external factors it can be said that government policies related to health protocols for company operations, Cooperation between suppliers and companies, Selection of local suppliers as a form of improving the economy of local communities, The supply of raw materials by suppliers affects the production process, Environmental factors affect the supply of perishable raw materials, The development of increasingly advanced technology, Support from the surrounding community for The ONE Legian has a weight value of 0.10, while the stability of the price of raw materials on the market, Utilization of the latest technology consistently optimally, the safety of a conducive hotel environment has a weight value of 0.09.

IE Matrix (Internal – External)

After using IFAS and EFAS analysis to find out the total score from the calculation of weights and ratings, then the total score was transferred to the IE (Internal-External) matrix table. In calculating the results of the total IFAS, a score of 3.22 was obtained, while the total score for EFAS was 3.07, so it is known that the position of the green supply chain management strategy in improving the efficiency of operational activities at The ONE Legian can be seen in Table 3 below.

Table 3. IE Matrix

		3.22		
		High 3,0-4,00	Average 2,0-2,99	Low 1,0-1,99
Total External Strategy Factor Score	High 3,0-4,00	I GROWTH (Concentration through vertical integration)	II GROWTH (Concentration through horizontal integration)	III GROWTH RETRENCHMENT (Turn Around)
	Average 2,0-2,99	IV STABILITY (Careful)	V GROWTH Concentration through horizontal integration 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 LIKUIDASI (Bangkrut or liquidation)
		Total Internal Strategy Factor Score		

Source: (Microsoft Excel 2022 Data Processing Results)

The table above shows that the position of the green supply chain management strategy at The ONE Legian is in cell I in the Internal-External matrix. In the cell position I shows that the green supply chain management strategy is in the growth strategy stage with concentration through vertical integration. This growth strategy is designed to achieve good growth in sales, assets, profits or a combination of the three. In order to improve the green supply chain management strategy, The ONE Legian needs to carry out efforts to improve standard operating procedures that are efficient and can minimize the impact on the environment, increase the use of environmentally friendly raw materials, add supporting facilities in operational activities and improve employee coordination so that they can work more efficiently in carrying out operational activities at The ONE Legian. The results of the formulation of the Internal-External matrix will be used as consideration in formulating alternative strategies technically and concretely in the SWOT matrix analysis.

SWOT Matrix

The SWOT matrix analysis produces several alternative strategies obtained from internal and external variables according to the company's position in the IE matrix. Through the SWOT matrix, 4 groups of strategies can be applied, including the SO (Strength-Opportunity) strategy, by utilizing the strengths and opportunities that are owned, the WO (Weakness-Opportunity) strategy by considering the existing weaknesses and opportunities, the ST (Strength-Threat) strategy to maximize the strengths owned and avoid existing threats and strategies and WT (Weakness-Threat) strategy by trying to improve weaknesses and reduce existing threats. These strategies can be seen in the following Table 4.

Table 4. SWOT Matrix

IFAS EFAS	Strength (S) 1, 3, 5, 6, 8, 9, 10, 11, 12,14, 16		Weakness (W) 2, 4, 7, 13, 15		
	SO Strategy		WO Strategy		
Opportunity (O) 3, 4, 7, 9, 10	1.	Develop SOP and employee knowledge in carrying out work to be more efficient at work by utilizing technological advances and developments.	1.	Improve work facilities and equipment in accordance with hotel standards by following technological developments	
	2.	Improving safety in the production process with the aim of preventing work accidents and delays in the process of operating activities.	2.	Manage ordering of raw materials for production purposes effectively so that it will not hamper the production process by increasing cooperation with local suppliers and the use of environmentally friendly raw materials.	
		ST Strategy		WT Strategy	
Threats (T) 1, 2, 5, 6, 8	1.	Increase cooperation between employees and the application of health protocols in the process of operational activities	1.	Optimizing the use of raw materials appropriately to minimize waste and inefficient use of raw materials	
	2.	Selecting local suppliers with environmentally friendly raw materials so as to create environmentally friendly products.	2.	Improving the process of delivering raw materials to each department that needs it	

Source: (Microsoft Excel 2022 Data Processing Results)

Based on Table 4 above, there are four groups of strategies that can be applied at The One Legian, namely Strength-Opportunity (SO), (1) Developing SOP and employee knowledge in carrying out work to be more efficient at work by utilizing technological advances and developments, (2) Improve safety in the production process with the aim of preventing work accidents and delays in the process of operating activities.

Strength-Threats (ST), (1) Increase cooperation between employees and the application of health protocols in the process of operational activities, (2) Selecting local suppliers with environmentally friendly raw materials so as to create environmentally friendly products.

Weakness-Opportunity (WO), (1) Improve work facilities and equipment in accordance with hotel standards by following technological developments, (2) Manage ordering of raw materials for production purposes effectively so that it will not hamper the production process by increasing cooperation with local suppliers and the use of environmentally friendly raw materials.

Weakness-Threats (WT), (1) Optimizing the use of raw materials appropriately to minimize waste and inefficient use of raw materials, (2) Improve the process of delivering raw materials to each department that needs it.

QSPM (Quantitative Strategic Planning Matrix) Analysis

The final result in this study is to analyze an alternative assessment of the green supply chain management strategy that was previously formulated using the SWOT analysis matrix into the QSPM analysis for evaluation. The purpose of the assessment of alternative strategies is to find out which alternative upselling strategies should be implemented by management The ONE Legian in increasing efficiency in production activities at The ONE Legian. This QSPM matrix assessment uses the average rating and the average attractive score (AS) which will produce a Total Attractiveness Score (TAS). Here is the formula for obtain TAS:

$$\text{Total attractiveness Score (TAS)} = \text{Average Rating} \times \text{Average Attractive Score (AS)} \quad (3)$$

The following is an alternative ordering of the green supply chain management strategy obtained based on the calculation of the TAS value in the QSPM matrix, which can be seen in Table 5.

Table 5. Alternative Strategies for Green Supply Chain Management by QSPM

Strategy Code	Alternative Strategies	TAS
SO1	Develop SOP and employee knowledge in carrying out work to be more efficient at work by utilizing technological advances and developments.	293.15
SO2	Improving safety in the production process with the aim of preventing work accidents and delays in the process of operating activities.	291.60
WO2	Manage ordering of raw materials for production purposes effectively so that it will not hamper the production process by increasing cooperation with local suppliers and the use of environmentally friendly raw materials.	290.05
WT1	Optimizing the use of raw materials appropriately to minimize waste and inefficient use of raw materials.	289.11
ST2	Selecting local suppliers with environmentally friendly raw materials so that they can create environmentally friendly products.	285.47
ST1	Increase cooperation between employees and the application of health protocols in the process of operational activities.	282.94
WO1	Improve work facilities and equipment in accordance with hotel standards by following technological developments.	280.16
WT2	Improve the process of delivery of raw materials to each department in need.	276.49

Table 5 above shows the results of the assessment of the alternative green supply chain management which should be implemented in increasing operational efficiency at The ONE Legian. The ONE Legian can apply all of the strategies or some of the green supply chain management strategies. In the analysis QSPM, The management has assessed and selected three alternative green supply chain management strategies that are prioritized to be implemented in increasing operational efficiency at The ONE Legian. The first strategy for SO1 with a TAS score of 293.15 is the developing SOP and employee knowledge in carrying out work to be more efficient

at work by utilizing technological advances and developments. The second strategy of SO₂ with a TAS score of 291.60 is Improving safety in the production process with the aim of preventing work accidents and delays in the process of operating activities. The third strategy with a TAS score of 290.05 is Manage ordering of raw materials for production purposes effectively so that it will not hamper the production process by increasing cooperation with local suppliers and the use of environmentally friendly raw materials.

Discussion

The implementation of the green supply chain management strategy implemented in improving operational efficiency at The ONE Legian. is currently more focused on Develop SOP and employee knowledge in carrying out work to be more efficient at work by utilizing technological advances and developments, increasing safety in the production process with the aim of preventing work accidents and delays in the process of operating activities, increasing cooperation between employees and implementing health protocols in the process of operational activities, conducting selection of local suppliers with environmentally friendly raw materials so as to create environmentally friendly products.

The strategy that was carried out by The ONE Legian in terms of the IE matrix can also be seen from the business position of cell I that is explained the business is in a stable and growing period. There are several strategies in building efficiency that the author provides based on the SWOT matrix such as, two SO strategies to maximize the strengths and opportunities that the company has by Developing SOP and employee knowledge in carrying out work to be more efficient at work by utilizing technological advances and developments, Improve safety in the production process with the aim of preventing work accidents and delays in the process of operating activities. ST strategy to maximize strengths and threats in the company by Increase cooperation between employees and the application of health protocols in the process of operational activities, Selecting local suppliers with environmentally friendly raw materials so as to create environmentally friendly products. WO strategy which is a strategy of utilizing opportunities for companies to overcome their weaknesses, with a focus on utilizing technology and Manage ordering of raw materials for production purposes effectively so that it will not hamper the production process by increasing cooperation with local suppliers and the use of environmentally friendly raw materials. The WT strategy, which is a strategy to minimize weaknesses and overcome existing threats by Optimizing the use of raw materials appropriately to minimize waste and inefficient use of raw materials, Improve the process of delivering raw materials to each department that needs it.

The ONE Legian can apply all of the strategies or some of the green supply chain management strategies. In the analysis QSPM, The management has assessed and selected three alternative green supply chain management strategies that are prioritized to be implemented in increasing operational efficiency at The ONE Legian. The first strategy for SO₁ with a TAS score of 293.15 is the developing SOP and employee knowledge in carrying out work to be more efficient at work by utilizing technological advances and developments. The second strategy of SO₂ with a TAS score of 291.60 is Improving safety in the production process with the aim of preventing work accidents and delays in the process of operating activities. The third strategy with a TAS score of 290.05 is Manage ordering of raw materials for production purposes effectively so that it will not hamper the production process by increasing cooperation with local suppliers and the use of environmentally friendly raw materials.

Conclusion

Based on the results of the discussion that has been explained, the conclusions obtained are the implementation of the green supply chain management strategy implemented in improving operational efficiency at The ONE Legian. is currently more focused on Develop SOP and employee knowledge in carrying out work to be more efficient at work by utilizing technological advances and developments, increasing safety in the production process with the aim of preventing work accidents and delays in the process of operating activities, increasing cooperation between employees and implementing health protocols in the process of operational activities, conducting selection of local suppliers with environmentally friendly raw materials so as to create environmentally friendly products.

The strategy that was carried out by The ONE Legian in terms of the IE matrix can also be seen from the business position of cell I that is explained the business is in a stable and growing period. There are several

strategies in building efficiency that the author provides based on the SWOT matrix such as, two SO strategies to maximize the strengths and opportunities that the company has by Developing SOP and employee knowledge in carrying out work to be more efficient at work by utilizing technological advances and developments, Improve safety in the production process with the aim of preventing work accidents and delays in the process of operating activities. ST strategy to maximize strengths and threats in the company by Increase cooperation between employees and the application of health protocols in the process of operational activities, Selecting local suppliers with environmentally friendly raw materials so as to create environmentally friendly products. WO strategy which is a strategy of utilizing opportunities for companies to overcome their weaknesses, with a focus on utilizing technology and Manage ordering of raw materials for production purposes effectively so that it will not hamper the production process by increasing cooperation with local suppliers and the use of environmentally friendly raw materials. The WT strategy, which is a strategy to minimize weaknesses and overcome existing threats by Optimizing the use of raw materials appropriately to minimize waste and inefficient use of raw materials, Improve the process of delivering raw materials to each department that needs it.

The ONE Legian can apply all of the strategies or some of the green supply chain management strategies. In the analysis QSPM, The management has assessed and selected three alternative green supply chain management strategies that are prioritized to be implemented in increasing operational efficiency at The ONE Legian. The first strategy for SO1 with a TAS score of 293.15 is the developing SOP and employee knowledge in carrying out work to be more efficient at work by utilizing technological advances and developments. The second strategy of SO2 with a TAS score of 291.60 is Improving safety in the production process with the aim of preventing work accidents and delays in the process of operating activities. The third strategy with a TAS score of 290.05 is Manage ordering of raw materials for production purposes effectively so that it will not hamper the production process by increasing cooperation with local suppliers and the use of environmentally friendly raw materials.

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