

Green Marketing Mix Strategy to Increase Food and Beverage Sales at The Nest Hotel Bali

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Abstract: The purpose of this study was to determine the implementation of the green marketing mix strategy at The Nest Hotel Bali. Data were collected through participatory observation, interviews, questionnaires and documentation with descriptive qualitative analysis, Matrix Internal Factor Analysis Summary (IFAS), Matrix External Factor Analysis Summary (EFAS), Internal-External Matrix (IE), SWOT analysis and analysis Quantitative Strategic Planning Matrix (QSPM). the results of the research on the green marketing mix strategy, namely green product, green price, green place, green promotion, it has 9 strengths and 1 weakness, while from external factors there are 7 opportunities and 1 threat. Internal factors of The Nest Hotel Bali with an IFAS value of 2.99 and an EFAS value of 2.90. This shows that the position of The Nest Hotel Bali is in cell II position in the Internal-External matrix, it means that the marketing strategy in increasing sales of Food and beverage at The Nest Hotel Bali carried out by sales & marketing is in the Growth Strategy stage or Growth Strategy with concentration through horizontal integration. This growth strategy is designed to achieve good growth in sales, profit and increase the type of product or service. Alternative strategies can be seen in the SWOT matrix, there are six alternative strategies, namely the SO₁ strategy, namely Carrying out green promotions regularly either through the web or other social media or on location, SO₂, namely Creating varied menus according to product value, ST₁ namely Carrying out direct promotions with menus that are according to the purchasing power of tourists, WO₁ Increasing green products through the use of organic and local ingredients, WO₂ Creating a varied menu according to the current purchasing power of tourists, and WT Adjusting organic materials to the purchasing power of tourists. The assessment on the QSPM matrix which is the first and main alternative strategy is SO₁, namely Carrying out green promotions on a regular basis either through the web or other social media with a total score of 6.33.

Keywords: food and beverage, green marketing mix, strategi, SWOT

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Introduction

In 2020, the tourism industry experienced a drastic decline in tourist arrivals, due to the impact of the COVID-19 pandemic. Bali, which is an area with the tourism industry as the largest economic supporter, is the area that gets the worst impact due to the covid 19 pandemic. This is evidenced by the low level of foreign tourist arrivals to Bali in 2020 which was only 1,050,161 people with a decrease of -74.18 % when compared to 2019 which reached 6,275,210 people so that many tourism industries in Bali had to stop operational activities due to not being able to generate significant revenue (Bali Provincial Statistics Center, 2020). The COVID-19 pandemic is a challenge for the hotel industry in attracting tourists to come for tours.

Hotel is a company managed by the owner by providing food, beverage and room facilities to sleep to people who are traveling and are able to pay a reasonable amount in accordance with the services received without any special agreement (Sulastiyono, 2007). In conclusion, the hotel is an accommodation intended for people who travel and is managed commercially. Regulation of the Minister of Tourism and Creative Economy of the Republic of Indonesia Number PM.53/HM.001/MPEK/2013 concerning that hotels are included in the business of providing accommodation. The business of providing accommodation is a business that provides lodging services that can be complemented by other tourism services (Damayanti *et.al.*, 2015). Hotel business is the business of providing accommodation in the form of rooms in a building, which can be equipped with food and drink services, entertainment activities and or other facilities on a daily basis with the aim of making a profit.

The Nest Hotel Bali is a 4-star hotel with 110 rooms with a birdhouse concept. This concept started from the owner who saw some birds around the hotel construction, so the owner decided to name this hotel The Nest Hotel. As was the strong philosophy of the time, that like birds, travelers looked for “nests” to roost in as they traveled from place to place. What better value should a hotel aspire to than providing a safe and comfortable “nest” for all guests? and with strong

beliefs like the philosophy of the bird itself that continues to make homes. In addition to staying at the hotel, guests also need food and drinks to meet their basic needs. The various products provided at The Nest Hotel Bali are rooms, gym facilities, restaurants, swimming pools, as well as several outlets that provide food and beverage.

The food and beverage department is the part that is responsible for meeting customer needs and satisfaction in terms of serving food and beverages (Linda *et.al.*, 2020) Realizing this, currently many hotels are competing in the food and beverage sector to attract guests and increase hotel revenues. One way to be able to achieve revenue is by implementing a green marketing mix strategy. The green marketing mix strategy that is well implemented by the company is expected to affect the improvement of the company's image and also affect consumer buying interest in environmentally friendly products offered by the company (Sembiring, 2021). The concept of Green marketing mix refers to the fulfillment of desires or desires and the creation of customer satisfaction with concern for environmental sustainability. This concept manipulates four elements in the green marketing mix, namely green product, green price, green place, and green promotion (Lapian and Tumbel 2018).

When manufacturers start using a green marketing mix strategy, there is an opinion that this strategy cannot be used to increase sales and is even considered a failure by some other researchers, because using this strategy will result in increased costs in the stages of production, distribution channels, promotion, so that the selling price becomes higher. In an era of increasingly fierce competition, these researchers argue that one way to satisfy consumer needs from time to time and increase sales is to compete to provide good quality products at low and affordable prices by people from various economic levels, because of the assumption that prices are high. is one of the most influential variables in purchasing decisions. This assumption is not entirely true, according to Kotler and Keller (2016) consumer behavior is the study of how individuals, groups, and organizations select, use, and dispose of goods, services, and ideas, or experiences to satisfy needs and wants. Consumer behavior is a process that is closely related to purchasing decisions. Many factors influence changes in consumer behavior, such as demographics, increasing age, increasing income, environment, knowledge. As time goes by, consumer behavior changes, changing people's perceptions in making purchasing decisions. Purchase decisions are no longer influenced by one or two variables. Apart from prices and environmentally friendly products, there are many variables that drive consumers to choose products. Green purchase decision is influenced by the values, attitudes, information, need, stimulus and beliefs (Kumar & Godeswar, 2015). Each restaurant in this hotel offers different products with different concepts and service standards so as to increase revenue at Nest Hotel Bali. However, during the COVID-19 pandemic, hotel revenue decreased drastically. The condition of F&B revenue in 2018-2020 at Nest Hotel Bali is very volatile. In 2018 = 35% of the targeted budget, in 2019 = 24% of the targeted budget and in 2020 = 5.20% of the target which indicates that there has been a drastic decline in F&B revenue at Nest Hotel Bali in 2020. Therefore, all parties at the hotel must be more creative in marketing their products, one of which is by promoting food & beverage. In achieving this, it requires good cooperation from various parties involved in it, especially in the Food and Beverage Department and Marketing department. These two departments must be able to work together to find the right marketing strategy to increase or maintain revenue during the Covid-19 pandemic season. From this problem, the writer will analyze the "Green Marketing Mix Strategy in Increasing Food and Beverage Sales at The Nest Hotel Bali".

Method

This research is a qualitative research. Techniques for collecting data are observation, interviews and documentation (Creswell, 2003). In this research, the object of research is the green marketing mix strategy in increasing sales of food & beverage at The Nest Hotel Bali. The selection of the object of this research was carried out based on the existing problems, consideration of the availability of data and the willingness of the hotel management to study its strategy internally and externally.

Internal variables are variables that come from the company regarding the marketing strategy. As for the internal variables in this study, namely the green marketing mix Green Marketing 4P as an object or guide in marketing by sales & marketing at The Nest Hotel Bali. The 4P's green marketing mix are: green product, green price, green place and green promotion (Mahmoud, 2018). External variables are variables that include the marketing environment. In this research, which includes external variables, namely: competitive environment, economic factors (economic environment), technology (technology), politics and government regulations (political & legacy), social and cultural factors (societal and cultural environment).

The method used as an analytical tool in this study is descriptive qualitative analysis with data analysis techniques, namely SWOT analysis using IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) Matrix to determine how much influence external factors are analyzed and then the data is processed with the IE (Internal External) matrix which aims to obtain a more detailed business strategy at the corporate level.

In this study, the SWOT Matrix describes how the external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses. The SWOT matrix is a tool used in compiling the company's strategic factors. This SWOT matrix can be used to formulate alternative strategies obtained from the results of the SWOT analysis which

includes the results of the IFAS, EFAS, and IE matrix analysis (Rangkuti, 2016:25). An overview of the SWOT Matrix can be seen in Table 1 below.

Table 1. Matriks SWOT

		S: Strength		W: Weakness	
		Determine 5-10 internal strength factor		Determine 5-10 factors of internal weakness	
IFAS	O: Opportunities	Strategi SO		Strategi WO	
	Determine 5-10 external opportunity factors	Create strategies that use strengths to take advantage of opportunities		Create strategies that minimize weaknesses to take advantage of opportunities	
EFAS	T: Threat	Strategi ST		Strategi WT	
	Determine 5-10 external threat factors	Create strategies using strength to avoid threats		Create strategies that minimize weaknesses and avoid threats	

The last analysis is QSPM Analysis (Quantitative Strategic Planning Matrix) which is an analysis used to find out what alternative strategy is the best to choose or implement in a company. The QSPM technique is designed to determine relative attractiveness and evaluate alternative strategies that have been formulated based on SWOT analysis. QSPM is the final stage matrix of the strategic formulation analysis framework, evaluating the relative attractiveness of several alternative strategic options objectively (Rangkuti, 2016) . QSPM is presented in Table 2.

Table 2. Matriks QSPM (Quantitative Strategic Planning Matrix)

Critical Success Factor	Rating	Alternative Strategy					
		Strategy I		Strategy II		Strategy III	
		AS	TAS	AS	TAS	AS	TAS
Opportunity							
1)....							
Threats							
1)....							
Strength							
1)...							
Weakness							
1)....							
Total							

Result and Discussion

The discussion of the results of the research on the green marketing mix strategy that affects the occupancy rate at The Nest Hotel Bali is as follows.

Internal Factor Weighting

The results of the analysis show that the indicator of the internal variable that has the largest weight means that it has the biggest influence on the green marketing mix strategy to increase food and beverage sales at The Nest Hotel Bali. The average weighting given by each respondent can be seen in Table 3 below.

Table 3. Internal factor weighting

No	Faktor Internal	Bobot
1.	Products produced using organic ingredients	0.09
2.	Environmentally friendly production process	0.10
3.	The product is safe for consumption, does not contain harmful substances	0.10
4.	The product does not create useless waste in the short term	0.10
5.	The product does not use harmful animal components	0.08

6.	Pricing takes into account product value	0.10
7.	Eco-friendly restaurant	0.12
8.	The location is clean and not polluted	0.11
9.	Promotion using the website.	0.11
10.	Direct marketing and on-site promotion	0.09
Total		1.00

It can be seen that the indicator that has the largest weight means that it has the most influence on FB sales at Jalak Restaurant at The Nest Hotel Bali. After giving the weighting to the internal factors, it will be continued with the assessment of the internal strategy of calculating the internal rating. The results of the internal factor rating data analysis are presented in Table 4 below.

Table 4. Internal factor rating

No	Internal Factors	Rating	Description
1.	Products produced using organic ingredients	2.22	Minor Weakness
2.	Environmentally friendly production process	3.00	Small Strength
3.	The product is safe for consumption, does not contain harmful substances	3.00	Small Strength
4.	The product does not create useless waste in the short term	3.22	Small Strength
5.	The product does not use harmful animal components	3.00	Small Strength
6.	Pricing takes into account product value	3.00	Small Strength
7.	Eco-friendly restaurant location	3.33	Big power
8.	The location is clean and not polluted	3.00	Small Strength
9.	Promotion using the website	3.00	Small Strength
10.	Direct marketing and on-site promotion	3.00	Small Strength

In Table 4 it is shown that of the 10 indicators, there is 1 indicator showing major strength, 8 indicators showing minor strength and 1 indicator showing minor weakness.

External Factor Weighting

Giving the weight value to external factors is the result of distributing questionnaires to 9 respondents. The weight of external factors can be determined by respondents because of the importance of each indicator to increase food and beverage sales by implementing a green marketing mix strategy at The Nest Hotel Bali. The weight assessment can be seen in Table 5 below.

Table 5. External factor weighting

No	Faktor Internal	Weight
1.	There are many hotels and restaurants in the neighborhood selling the same products	0.13
2.	Purchasing power caused by the COVID-19 pandemic	0.13
3.	The fast-growing digital era	0.16
4.	Government regulations regarding Covid	0.13
5.	The opening of Bali to foreign tourists after covid 19	0.14
6.	Bali as a tourist destination with a very interesting culture	0.16
7.	Balinese hospitality	0.15
Total		1.00

Based on Table 5, the assessment of the weight of external factors can be seen that the indicator with the highest weight is the rapidly growing digital era and the indicator of Bali as a tourist destination with a very interesting culture is given a weight of 0.16. The second highest weight is an indicator of the hospitality of the Balinese people with a weight of 0.15. The indicator for the opening of Bali to foreign tourists after covid 19 with a weight of 0.14.

External Factor Rating

Ratings of external factors in this study show how the conditions of external factors that affect the strategy of implementing the green marketing mix at The Nest Hotel Bali which consist of opportunities and threats, on external factors

there are 7 indicators as opportunities and 2 indicators as minor threats. The external factor rating assessment was given by 9 key informants from The Nest Hotel Bali which are presented in Table 6 below.

Table 6. Rating on external factors

No	Eksternal Faktor	Rating	Description
1.	There are many hotels and restaurants in the neighborhood selling the same products	2.56	Small Chance
2.	Purchasing power caused by the COVID-19 pandemic	2.22	Minor Threat
3.	The fast-growing digital era	3.33	Big opportunities
4.	Government regulations regarding Covid	2.22	Minor Threat
5.	The opening of Bali to foreign tourists after covid 19	2.89	Small Chance
6.	Bali as a tourist destination with a very interesting culture	3.22	Small Chance
7.	The friendliness of the community, the environment and the surrounding culture	3.56	Big opportunities

Table 6 shows how the external factor rating assessment explains how the conditions of external factors that affect the green marketing mix as a strategy to increase sales of Food and beverage at The Nest Hotel Bali.

Internal Factor Analysis Summary (IFAS)

After determining the rating and weight of the internal factors, the next step is to determine the total value or score of each indicator. IFAS is presented in Table 7 below.

Table 7. Internal Factor Analysis Summary (IFAS)

No	Internal Faktor	Weight	Rating	Score
Strength				
1.	Environmentally friendly production process	0.10	3.00	0.31
2.	The product is safe for consumption, does not contain harmful substances	0.10	3.00	0.31
3.	Products consist of raw materials that can be recycled	0.10	3.22	0.32
4.	The product does not use harmful animal components	0.08	3.00	0.25
5.	Pricing takes into account product value	0.10	3.00	0.29
6.	Eco-friendly restaurant	0.12	3.33	0.38
7.	The location is clean and not polluted	0.11	3.00	0.33
8.	Promotion using the website.	0.11	3.00	0.32
9.	Promotions that display the company's image on its responsibility to the environment.	0.09	3.00	0.27
	Total	0.91		2.79
Weakness				
10.	Products produced using organic ingredients	0,09	2,22	0,20
	Total		0,09	0,20
	Total Weight x Score for the Internal Factors	1.00		2.99

External Factor Analysis Summary (EFAS)

After determining the rating and weight of the external factors, the next step is to determine the total value or score of each indicator as shown in Table 8 below.

Table 8. External Factor Analysis Summary (EFAS)

No	Faktor Eksternal	Weight	Rating	Score
Opportunity				
1	There are many hotels and restaurants in the neighborhood that sell the same products and prices tend to be cheaper	0.13	2.56	0.32
2	The fast-growing digital era	0.16	3.33	0.53
3	The opening of Bali to foreign tourists after covid 19	0.14	2.89	0.41
4	Bali as a tourist destination with a very interesting culture	0.16	3.22	0.51
5	The friendliness of the community, the environment and the surrounding culture	0.15	3.56	0.55
Total		0.74		2.32
Threat				
6	Purchasing power caused by the COVID-19 pandemic	0.13	2.22	0.29
7	Government regulations regarding covid	0.13	2.22	0.28
Total		0.26		
Total Weight x Score for the External Factors		1.00		2.90

Green Marketing Mix Strategy at The Nest Hotel Bali

After using IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) analysis to determine the total score resulting 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 2.99 was obtained, while the total score for the EFAS was 2.90. From the total calculation of IFAS and EFAS, it is known that the position of the green marketing mix strategy at The Nest Hotel Bali can be seen in Table 9 below.

Table 9. The green marketing mix strategy at The Nest Hotel Bali

		The Total Score of Internal Strategy Factor			
		High	Bar	Average	Weak
		3,0 - 4,00		2,0 - 2,99	1,01 - 1,99
The Total Score of External Strategy Factor	High 3,0 - 4,00	I GROWTH (Concentration Through Vertical Integration)		II GROWTH (Concentration Through Horizontal Integration)	III RETRENCHMENT Turn Around
	Executive Chief	IV	●	V GROWTH	VI RETRENCHMENT
	Average 2,0 - 2,99	STABILITY	Wary	STABILITY	(Captive Company or Divestment)
	Weak 1,01 - 1,99	VII GROWTH (Concentric Diversification)		VIII GROWTH (Conglomerate Diversification)	IX LIQUIDITY (Bankrupt or Liquidation)

Strategies that should be applied to increase sales of Food and Beverage at The Nest Hotel Bali

After knowing the position of the green marketing mix strategy at The Nest Hotel Bali through the Internal-External (IE) matrix, the next step is to formulate an alternative strategy (AS). The right and good green marketing mix strategy can be implemented in increasing sales of Food and beverage at The Nest Hotel Bali. Formulation of alternative strategy using SWOT matrix to formulate the right strategy to be applied. In the SWOT matrix, all indicators of internal factors that become strengths and weaknesses as well as indicators of external factors that become opportunities and threats will be

matched. An alternative strategy can be formulated for the green marketing mix that is applied to The Nest Hotel Bali in the following Table 10.

Table 10. Alternative strategy

IFAS	STRENGTHS (S)	
	Environmentally friendly production process (S1); Products are safe for consumption and do not contain harmful substances (S2); The product consists of recyclable raw materials (S3); The product does not use harmful animal components (S4); Pricing considers product value (S5); Eco-friendly restaurant (S6); The location is clean and not polluted (S7); Promotion using the website. (S8); Promotion that displays the company's image for its responsibility to the environment (S9).	WEAKNESSES (W) Products manufactured using organic materials (W1)
EFAS		
OPPORTUNITIES (O)	SO STRATEGY	WO STRATEGY
The number of hotels and restaurants in the neighbourhood that sell the same products and prices tend to be cheaper (O1); The rapidly developing digital era (O2); The opening of Bali to foreign tourists after covid 19 (O3); Bali as a tourist destination with a very interesting culture (O4); The friendliness of the people, the environment and the surrounding culture (O5).	<ol style="list-style-type: none"> 1. Creating a varied menu according to the product valuated 2. Conducting regular green promotions either through the web or other media as well as on location 	<ol style="list-style-type: none"> 1. Increasing green products through the use of organic and local ingredients 2. Create a varied menu according to the current purchasing power of tourists
TREATHS (T)	STRATEGI ST	STRATEGI WT
Purchasing power caused by the COVID -19 pandemic (T1) and government regulations related to covid (T2)	Conduct direct promotions with menus that match the purchasing power of tourists	<ol style="list-style-type: none"> 1. Adapting organic ingredients to the purchasing power of tourists

Based on the results of the SWOT matrix analysis in Table 10 above, eight alternative strategies are obtained, namely strategies that can be applied and implemented by The Nest Hotel Bali in increasing sales of Food and beverage. The alternative green marketing mix strategy is also expected to be able to meet the Food and Beverage sales target at The Nest Hotel Bali.

After determining the alternative strategy through the SWOT matrix, the next step is to find a better and more appropriate alternative strategy in increasing sales of Food and Beverage at The Nest Hotel Bali. To get a better strategy,

nine alternative strategies will be assessed through QSPM (Quantitative Strategic Planning Matrix) analysis. The following is the formula for obtaining TAS:

$$\text{TAS} = \text{Average Rating} \times \text{Average Attractive Score (US)}$$

Based on the calculation of the QSPM matrix, of the nine alternative strategies that have been formulated in the SWOT matrix, they will be sorted from the largest to the smallest TAS value. The ordering of alternative strategies is obtained based on the calculation of the TAS value on the QSPM matrix which can be seen in Table 11.

Table 11. QSPM Matriks

Ranking	Strategy Code	Alternative Strategy	TAS
1	SO1	Carry out regular green promotions either through the web or other media as well as on location	6.33
2	SO2	Create varied menus according to product value	6.20
3	WO1	Increasing green products through the use of organic and local ingredients	6.14
4	WO2	Creating a varied menu according to the current purchasing power of tourists	6.14
5	ST	Conduct direct promotions with menus that match the purchasing power of tourists	6.11
6	WT	Matching organic ingredients to the purchasing power of tourists	4.50

Based on the QSPM Matrix in Table 11 above, it can be seen that the strategy with the highest TAS value is the main priority strategy choice to be implemented by The Nest Hotel Bali, especially to increase sales of Food and beverage, and the strategy with the lowest TAS value will be the last choice.

The alternative strategy that becomes the main priority is the SO1 strategy, namely Carrying out green promotions on a regular basis either through the web or other social media or at locations with a total score of 6.33. In the digital era, it is very important to promote through the web or other mass media to make it easier for tourists to access both the location and the menu offered. The second alternative strategy is the SO2 strategy, namely Creating a varied menu according to the product value with a score of 6.20. a varied menu with local ingredients will be an option so that product value is met. Tourists will want green products with product value in accordance with value for money. The third alternative strategy is the WO1 and WO 2 strategies, both of which have a score of 6.14, namely increasing green products through the use of organic and local ingredients and making varied menus according to the current purchasing power of tourists. This means that these two strategies can be applied to minimize weaknesses and take advantage of opportunities. The weakness is in the purchasing power of tourists during the covid period, but we can see the opportunities that exist, namely making varied menus according to the purchasing power of tourists. 2 alternative strategies are the WT Stdan strategy with a value of 6.11 and 4.50 respectively, namely conducting direct promotions with menus that are in accordance with the purchasing power of tourists and adjusting organic materials to the purchasing power of tourists.

Conclusion

The green marketing mix strategy, namely green product, green price, green place, green promotion, has 8 strengths and 2 weaknesses, while from external factors there are 7 opportunities and 1 threat. Internal factors of The Nest Hotel Bali with an IFAS value of 2.99 and an EFAS value of 2.90. This shows that the position of the green marketing mix strategy at The Nest Hotel Bali is in cell II position in the Internal-External matrix. In the second cell position, it shows that the marketing strategy in increasing sales of Food and beverage at The Nest Hotel Bali carried out by sales & marketing is in the Growth Strategy stage or Growth Strategy with concentration through horizontal integration. This growth strategy is designed to achieve good growth in sales, profit and increase the type of product or service. This is a key strategy that has a position in increasing various.

Alternative strategies can be seen in the SWOT matrix, there are six alternative strategies, namely the SO1 strategy, namely Carrying out green promotions regularly either through the web or other social media or on location, SO2, namely Creating varied menus according to product value, ST1 namely Carrying out direct promotions with menus that are according to the purchasing power of tourists, WO1 Increasing green products through the use of organic and local ingredients, WO2 Creating a varied menu according to the current purchasing power of tourists, and WT Adjusting organic materials to the purchasing power of tourists. The assessment on the QSPM matrix which is the first and main alternative strategy

is SO1, namely Carrying out green promotions on a regular basis either through the web or other social media with a total score of 6.33.

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