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THE IMPLEMENTATION OF GREEN PURCHASING AT CONRAD BALI HOTEL

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Abstract:
This study aims to analyze the implementation of green purchasing and its implications for operational costs at Conrad Bali Hotel. This topic is important because environmentally friendly procurement practices in the hospitality industry are not only related to compliance with sustainability principles but also closely associated with operational efficiency, supplier selection, and resource-use control. This study employed a qualitative approach, with data collected through interviews, observation, and documentation. The research informants consisted of the Purchasing Manager, Purchasing Supervisor, Cost Control, and Sanitation Hygiene Manager. The data were analyzed using the Miles and Huberman model, which includes data reduction, data display, and conclusion drawing. Meanwhile, data validity was examined through source triangulation and technique triangulation. The results show that green purchasing at Conrad Bali Hotel has been implemented through supplier selection that considers environmental aspects, the use of reusable packaging, and the application of the reduce and reuse principles in the procurement process. However, its implementation has not been fully optimized due to the limited number of suppliers with ISO 14000 certification, the absence of official green partners, and the incomplete implementation of recycling practices. In terms of cost, environmentally friendly products tend to be more expensive than conventional products. Nevertheless, green purchasing contributes to operational efficiency by reducing waste, decreasing the use of single-use packaging, and strengthening sustainable procurement practices. These findings indicate that green purchasing can serve as an important strategy for supporting environmental sustainability while improving hotel operational efficiency.

Keywords: Green Purchasing; Supplier Selection; 3R; Operational Costs; Hotel

INTRODUCTION

The hotel industry is one of the key sectors supporting tourism development, particularly in tourist destinations such as Bali. Hotels do not only function as accommodation providers for tourists, but also offer various supporting services, including restaurants, meeting rooms, recreational facilities, food and beverage services, and other operational needs. These facilities are provided to ensure comfort, satisfaction, and an optimal stay experience for guests (Liana et al., 2022; Andyani et al., 2023). However, behind their role as service providers, hotel operations also involve the consumption of large amounts of resources. Hotel activities require energy, water, food materials, room amenities, cleaning products, packaging, and various operational supplies that are used continuously on a daily basis. If these resources are not managed responsibly, hotel operations may generate negative environmental impacts, such as increased waste, energy inefficiency, high water consumption, and the use of single-use products that are difficult to decompose (Apryanti et al., 2022).

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In the hotel operational structure, each department has interconnected functions that support service quality. Departments such as front office, housekeeping, food and beverage, engineering, finance, and purchasing work in an integrated manner to ensure smooth hotel operations. One department with a strategic role is the purchasing department. This department is responsible for procuring goods and services required by various hotel departments, including food and beverage materials, room supplies, operational equipment, and other supporting needs. The role of purchasing is not limited to buying activities, but also includes supplier selection, price negotiation, product quality control, procurement timeliness, and compliance with hotel operational standards (Hapan & Suhartini, 2025). Therefore, procurement decisions have broad implications, not only for service quality, but also for cost efficiency and the environmental impact of products used in hotel operations (Putri et al., 2023).

As attention to sustainability issues continues to increase, the hotel industry is expected to focus not only on service quality and economic profit, but also on social and environmental responsibility. As part of the tourism service industry, hotels are directly connected to the environment, local communities, suppliers, employees, and guests. Therefore, the implementation of sustainable business practices is increasingly important to maintain a balance between economic, social, and environmental interests. Commitment to sustainability can be reflected in various operational policies, such as waste management, energy efficiency, water conservation, reduction of single-use plastic, and the use of environmentally friendly products (Astawa et al., 2020; Putri & Sofinani, 2025). One concrete form of sustainability practice in hotel operations is the implementation of green purchasing or environmentally friendly procurement.

Green purchasing refers to the procurement of goods and services that considers environmental aspects in the purchasing process. This concept does not only take into account price, quality, and product availability, but also considers the environmental impact of products, including raw materials, production processes, distribution, packaging, use, and end-of-life stages (Winata et al., 2023). In the hotel industry, green purchasing can be implemented through the selection of environmentally friendly products, the use of reusable items, the reduction of single-use packaging, the selection of recyclable products, and collaboration with suppliers committed to sustainability principles (Suarsana et al., 2025). This practice is important because most hotel operational needs originate from procurement activities. In other words, the purchasing policies adopted by hotels determine the extent to which hotel operations can reduce environmental impacts and improve resource-use efficiency.

The implementation of green purchasing is also relevant when viewed through stakeholder theory. This theory explains that companies are not only responsible to shareholders, but also to various parties that have an interest in corporate activities, such as customers, suppliers, employees, communities, government, and the surrounding environment (Freeman, 2022). In the hotel industry, guests are increasingly aware of environmental issues and tend to pay greater attention to hotels that implement sustainable practices. Suppliers are also important because the quality and characteristics of the products they provide influence the success of environmentally friendly procurement policies. Meanwhile, communities and government institutions have an interest in responsible environmental management. Therefore, green purchasing can be understood as a hotel strategy to respond to stakeholder expectations while strengthening corporate environmental responsibility.

Several previous studies have shown that the implementation of green purchasing contributes positively to sustainable hotel operations. Rismayanti et al. (2023) found that green purchasing

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implementation can support waste reduction and increase environmental awareness in hotel operations. Berlian et al. (2024) explained that sustainable procurement practices in international hotels can strengthen sustainability strategies through supplier collaboration and management commitment. Febri et al. (2025) also showed that green purchasing in star-rated hotels can be implemented through eco-labelling, environmentally friendly packaging, cooperation with environmentally responsible suppliers, and the application of the 3R principles. In addition, Suarsana et al. (2025) emphasized that green purchasing can become part of internal hotel policies in supporting efficiency and sustainability. These findings indicate that environmentally friendly procurement plays an important role in reducing environmental impacts and strengthening the image of hotels as responsible organizations.

Nevertheless, the implementation of green purchasing in the hotel industry does not always run optimally. Several studies have shown that hotels still face various challenges in implementing environmentally friendly procurement. Andyani et al. (2023) found that the implementation of green purchasing in the procurement process of kitchen goods still faced obstacles, such as the relatively higher price of environmentally friendly products, limited suppliers, and difficulties in obtaining goods with packaging that meets environmental standards. Winata et al. (2023) also showed that limited suppliers and product availability are challenges in the implementation of environmentally friendly procurement. These conditions indicate that although green purchasing offers sustainability benefits, its implementation requires management readiness, supplier support, product availability, and proper cost control.

In addition to environmental aspects, green purchasing is also closely related to hotel operational costs. At the initial stage, the use of environmentally friendly products often requires higher costs than conventional products. Products made from environmentally friendly materials, reusable packaging, or products from environmentally certified suppliers are generally more expensive. This condition becomes a challenge for hotels because the purchasing department is also required to maintain operational cost efficiency. However, in the long term, green purchasing has the potential to provide economic benefits through waste reduction, packaging efficiency, reduced use of single-use products, and more controlled resource utilization. Therefore, the relationship between green purchasing and operational costs is important to examine, as environmentally friendly procurement practices do not only affect environmental aspects, but also the effectiveness and efficiency of hotel operations.

Previous studies have mostly discussed green purchasing in terms of its general benefits, challenges, and implementation in the hotel industry. Studies that specifically examine green purchasing implementation at the operational level, particularly in supplier selection and the application of the 3R principles in procurement activities, remain relatively limited. In fact, both aspects are essential in determining the success of environmentally friendly procurement. Supplier selection relates to how hotels choose suppliers that are able to provide products according to quality, price, and environmental standards. Meanwhile, the 3R principles, namely reduce, reuse, and recycle, relate to efforts to reduce waste, reuse goods or packaging that are still usable, and encourage the use of recyclable products. Furthermore, more in-depth studies are needed to examine how these practices affect hotel operational costs. Therefore, there is a research gap that needs to be further explored, particularly in star-rated hotels with a strong commitment to sustainability.

Conrad Bali is one of the five-star hotels in Bali that has demonstrated a commitment to sustainable practices. The hotel implements various programs related to environmental management, including the procurement of goods and services. Through its green purchasing

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policy, Conrad Bali seeks to use products with lower environmental impacts, whether in terms of raw materials, production processes, packaging, or supplier relationships. This sustainability commitment is also reflected in the Sustainable Hotel of the Year – Indonesia 2024 award received by Conrad Bali (Bali Ekbis, 2025). Nevertheless, the implementation of green purchasing at Conrad Bali still needs to be analyzed more deeply, particularly to determine the extent to which this practice has been applied in operational processes, how the hotel conducts supplier selection, how the 3R principles are implemented in procurement, and how they affect operational costs.

Based on the explanation above, this study aims to analyze the implementation of green purchasing at Conrad Bali Hotel and examine its impact on operational costs. The focus of this study is directed toward the supplier selection process and the application of the 3R principles in procurement activities. This research is important because it provides a more comprehensive understanding of environmentally friendly procurement practices at the operational level of hotels. In addition, this study is expected to provide theoretical contributions to the development of green purchasing studies in the hotel industry and practical contributions for hotel management in designing procurement policies that are more sustainable, efficient, and environmentally responsible.

Stakeholder Theory

Stakeholder theory explains that a company is not only responsible to its shareholders but also to various parties that have interests in the company's activities. These parties include customers, employees, suppliers, communities, government, and the surrounding environment (Freeman, 2022). This theory emphasizes that corporate success is not only measured by economic achievement, but also by the company's ability to manage relationships with stakeholders through responsible policies and actions.

In the context of the hotel industry, stakeholder theory is relevant because hotel operations involve various parties. Guests have an interest in service quality and comfort, suppliers play a role in providing operational goods and materials, employees are involved in implementing internal policies, while communities and government institutions have an interest in responsible environmental management. Therefore, hotel operational policies, including the procurement of goods and services, need to consider the interests of these stakeholders.

The implementation of green purchasing can be understood as one form of hotel responsibility toward stakeholders. Through this policy, hotels do not only seek to fulfill operational needs, but also consider the environmental impacts of products, suppliers, and procurement processes. Stakeholder involvement, especially internal management and suppliers, plays an important role in supporting the successful implementation of green purchasing. Salsabila et al. (2025) stated that stakeholder involvement in sustainable supply chain practices can strengthen the implementation of environmentally friendly business activities. Thus, the implementation of green purchasing does not only depend on internal company policies, but also on communication, cooperation, and commitment between hotels, suppliers, and other related parties.

Green Purchasing Concept

Green purchasing refers to purchasing or procurement activities that do not only consider price, quality, and product availability, but also take into account the environmental impact of the products or raw materials purchased. This concept emphasizes that purchasing decisions should consider sustainability aspects, including product selection, materials, packaging, suppliers, and the possibility of reusing or recycling the products. Pramesti et al. (2020) explained that green purchasing includes the application of the 3R principles, namely reduce, reuse, and recycle, in the

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procurement process. These principles are applied by reducing unnecessary material use, reusing materials or packaging that are still suitable for use, and recycling materials to minimize waste.

In the hotel industry, green purchasing has a strategic role because hotels use various types of goods and operational materials in large quantities. Needs such as food and beverage materials, room amenities, cleaning materials, packaging, and other operational supplies are obtained through the procurement process. If procurement activities do not consider environmental aspects, hotel operations may increase waste generation, the use of single-use products, and inefficient resource consumption. Therefore, green purchasing can serve as an important instrument for reducing the environmental impacts of hotel operations.

Pramesti et al. (2020) also explained that green purchasing emphasizes the importance of supplier selection that meets environmentally friendly criteria. Companies are expected to cooperate with suppliers that have good environmental standards, such as the use of non-hazardous materials, the implementation of environmental management systems, and environmental certifications such as ISO 14000. Therefore, green purchasing does not only function to reduce environmental impacts at the company level, but also encourages the entire supply chain to adopt more sustainable practices.

The implementation of green purchasing provides several benefits for companies. Isfianadewi et al. (2025) explained that the main benefits of green purchasing include reducing environmental impacts through the selection of environmentally friendly products, improving cost efficiency through reduced disposal costs and resource conservation, and enhancing corporate image and competitiveness. In the hotel industry, these benefits are important because hotels need to maintain service quality while responding to demands for more sustainable operational practices.

Nevertheless, the implementation of green purchasing in the hotel industry still faces various challenges. One common challenge is the relatively higher price of environmentally friendly products compared to conventional products. In addition, the number of suppliers capable of providing goods that meet certain environmental standards or specifications remains limited (Winata et al., 2023). This condition requires careful consideration in implementing green purchasing, especially in balancing sustainability interests, product quality, product availability, and operational cost efficiency.

Conceptually, green purchasing has two main dimensions, namely supplier selection and 3R’s in the procurement process. The supplier selection dimension refers to the process of selecting suppliers that meet environmental criteria to support the success of sustainable procurement. The indicators of supplier selection include product eco-labelling, cooperation with suppliers for environmental purposes, supplier selection based on environmental criteria, internal supplier management audits, evaluation of suppliers that implement environmentally friendly practices, requirements for suppliers to use environmentally friendly packaging, ISO 14000 certification, purchasing from green partners, suppliers’ green research and development capabilities, implementation of Health, Safety, and Environment (HSE) systems, and assessment based on quality management systems (Pramesti et al., 2020).

The second dimension is 3R’s in the procurement process, namely the application of reduce, reuse, and recycle principles in procurement activities. The reduce principle refers to efforts to decrease unnecessary material use and minimize waste generation. The reuse principle refers to reusing goods, packaging, or materials that are still suitable for use. Meanwhile, the recycle principle refers to reprocessing materials through recycling activities. In the hotel industry, the 3R concept is used as an approach to resource and waste management in order to reduce negative environmental

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impacts. Kerdiati and Darmastuti (2023) stated that, in the context of green purchasing, the 3R principles can be applied by minimizing the use of materials such as paper and plastic, encouraging the reuse of available resources, and selecting products or packaging that can be recycled. However, the implementation of the 3R principles still faces challenges, particularly due to waste management systems that are not yet fully optimized and the limited availability of suppliers providing recyclable packaging.

The Impact of Green Purchasing on Operational Costs

Operational costs refer to all expenses incurred by a company to carry out its daily operational activities. Effective and efficient operational cost management is needed to ensure that company operations run properly and support the achievement of organizational goals (Bintang & Manurung, 2025). In the hotel industry, operational costs include various expenditures, such as the procurement of food and beverage materials, operational supplies, energy and water consumption, facility maintenance, and waste management (Rismayanti et al., 2023). Therefore, operational cost control is one of the main concerns of hotel management in order to maintain service quality without reducing resource-use efficiency (Lin et al., 2023).

The implementation of green purchasing can serve as a strategy to support operational cost efficiency. Through the selection of suppliers committed to environmental responsibility, the use of environmentally friendly products, and the application of the reduce, reuse, and recycle principles, hotels can reduce material waste and optimize resource utilization (Pramesti et al., 2020). Fikri et al. (2025) stated that these practices can help companies reduce waste, improve resource-use efficiency, and enhance operational performance. Thus, green purchasing does not only function as an environmental strategy, but also as a managerial strategy to improve operational efficiency.

However, the economic benefits of green purchasing are generally not immediately felt at the initial implementation stage. Environmentally friendly products often have higher prices than conventional products. In addition, the number of suppliers that meet environmental standards remains limited, which can affect hotel flexibility in selecting products and negotiating prices (Lin et al., 2023). This condition indicates that green purchasing may increase procurement costs at the initial stage, especially when hotels do not yet have an adequate network of environmentally responsible suppliers.

In the long term, green purchasing has the potential to improve operational cost efficiency through waste reduction, the reuse of suitable materials, optimized resource utilization, and reduced waste-handling costs (Khaleeli & Jawabri, 2021; Lin et al., 2023). In addition to providing economic benefits, this practice can also improve the company's image as an organization committed to sustainability. Such an image can become a competitive advantage for hotels, especially amid increasing consumer attention to environmental issues (Rismayanti et al., 2023). Therefore, the relationship between green purchasing and operational costs is important to examine, particularly in hotels with high operational needs and strong sustainability commitments.

Previous Studies

Previous studies play an important role in strengthening the theoretical and empirical foundation of this research. Several previous studies have discussed the implementation of green purchasing and sustainable procurement in the hotel industry. Rismayanti et al. (2023) examined the implementation of green purchasing at Discovery Kartika Plaza Hotel as an effort to support a sustainable environment. The results of the study showed that green purchasing had been implemented through two main dimensions, namely supplier selection and the application of the

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3R principles, consisting of reduce, reuse, and recycle. These practices had a positive impact on waste reduction, energy efficiency, and increased environmental awareness in hotel operations.

Andyani et al. (2023) studied the implementation of green purchasing in the procurement process of kitchen goods at Le Meridien Bali Jimbaran. The findings showed that green purchasing had not been optimally implemented. Several challenges were identified, including the relatively higher price of environmentally friendly products, limited suppliers, difficulties in obtaining recycled materials, and obstacles in establishing cooperation with ISO-certified suppliers. These findings indicate that the success of green purchasing does not only depend on internal hotel policies, but is also influenced by supplier readiness and the availability of environmentally friendly products in the market.

Artini et al. (2024) examined sustainable procurement practices in international hotel chains. The findings showed that sustainable procurement practices in five-star hotels had been implemented systematically, although they still faced cost constraints and limited suppliers. Berlian et al. (2024) also found that the successful implementation of sustainable procurement was influenced by management commitment, employee training, and long-term cooperation with suppliers that implement environmentally friendly practices. This indicates that sustainable procurement requires organizational support and consistent supplier involvement.

Suarsana et al. (2025) studied the implementation of green purchasing at Hotel X in Bali and found that this practice had been integrated into procurement policies through internal documents related to sustainability commitments. Febri et al. (2025) also showed that Hotel St. Regis Bali had implemented several green purchasing indicators, such as eco-labelling, environmentally friendly packaging, cooperation with suppliers committed to environmental practices, the application of the 3R principles, and supplier selection based on ISO 14001 certification. In addition, Adhiambo Mbeche and Juma (2025) found that green procurement practices contributed positively to supply chain performance, operational efficiency, and hotel environmental responsibility.

Based on previous studies, it can be concluded that the implementation of green purchasing in the hotel industry generally has positive impacts on the environment and hotel operations. Environmentally oriented procurement can reduce waste, improve resource-use efficiency, strengthen hotel image, and support sustainable supply chain performance (Rismayanti et al., 2023; Berlian et al., 2024; Febri et al., 2025; Suarsana et al., 2025; Adhiambo Mbeche & Juma, 2025). However, several studies also show that the implementation of green purchasing still faces challenges, particularly related to the high price of environmentally friendly products, limited suppliers, and difficulties in obtaining products with packaging that meets environmental standards (Andyani et al., 2023; Winata et al., 2023). Therefore, this study is directed at examining the implementation of green purchasing at the operational level, particularly in supplier selection, the application of the 3R principles, and its impact on hotel operational costs.

METHODS

This study employed a qualitative approach to analyze the implementation of green purchasing and its impact on operational costs at Conrad Bali Hotel. A qualitative approach was used because this study focuses on gaining an in-depth understanding of environmentally friendly procurement practices implemented in hotel operations. Qualitative data refer to data in the form of words, narratives, or explanations describing the phenomenon being studied (Sugiyono, 2023). The object of this study is the implementation of green purchasing, particularly in relation to supplier selection, the application of the 3R principles, namely reduce, reuse, and recycle, and its impact on operational costs. This research was conducted at Conrad Bali Hotel, located at Jalan Pratama No.

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168, Tanjung Benoa, Nusa Dua, Bali. This location was selected because Conrad Bali Hotel is a five-star hotel that has implemented the concept of green purchasing in its operational activities. The research period began with the planning stage in March 2026 and continued with observation, data collection, data analysis, and conclusion drawing in May 2026. The data sources in this study consisted of primary and secondary data. Primary data were obtained through interviews with informants who were directly involved in procurement and cost control processes, namely the Purchasing Manager, Purchasing Supervisor, Cost Control, and Sanitation Hygiene Manager. Secondary data were obtained from supporting documents, such as certificates, the organizational structure of the finance department, and standard operating procedures related to the procurement process and the implementation of green purchasing. Data were collected through interviews, observation, and documentation. Interviews were conducted to obtain information regarding the implementation of green purchasing and its impact on hotel operational costs. Observation was carried out by directly observing environmentally friendly procurement activities in the purchasing department. Documentation was used to complement the data by reviewing documents related to the implementation of green purchasing. The data were analyzed using the Miles and Huberman model, which includes data reduction, data display, and conclusion drawing or verification, as explained in Sugiyono (2023). Data reduction was carried out by selecting and focusing on data relevant to the research objectives. The reduced data were then presented in narrative form, and conclusions were drawn based on the field findings. Data validity was tested through source triangulation and technique triangulation. Source triangulation was conducted by comparing information obtained from several informants, while technique triangulation was conducted by comparing data obtained from interviews, observation, and documentation.

RESULT AND DISCUSSION

Overview of Conrad Bali

Conrad Bali is a five-star hotel under the Conrad Hotels & Resorts network and Hilton Worldwide. The hotel is located at Jalan Pratama No. 168, Tanjung Benoa, Nusa Dua, Bali, which is one of the strategic marine tourism areas in Badung Regency. Its location near the Indonesia Tourism Development Corporation (ITDC) Nusa Dua provides convenient access for tourists to various tourism facilities, beaches, shopping centers, and culinary areas.

Conrad Bali officially opened on April 1, 2004, and is owned by PT Oriental Indah Bali Hotel. The hotel stands on approximately 6.8 hectares of land and adopts a modern contemporary architectural concept that combines luxury, comfort, and local cultural characteristics. In terms of building structure, Conrad Bali is divided into several main areas, namely the South Wing, Center Wing, North Wing, and Conrad Suite. This area division supports facility management so that the hotel can optimally serve guest needs.

Hotel Facilities

Conrad Bali has comprehensive accommodation facilities to support guests' stay experience. The hotel provides 368 rooms in the Conrad Resort area, 55 rooms in Conrad Suite, and 5 Conrad Pool Villas. The available room types include Deluxe Garden, Deluxe Resort, Deluxe Ocean, Deluxe Lagoon, Ocean Suites, Deluxe Suites, Lagoon Suites, Deluxe Lagoon Suites, Presidential Suite, Penthouse Suite, Pool Suites, and Conrad Suites. The variety of room types indicates that Conrad Bali is designed to meet the needs of different guest segments, including individual travelers, families, and guests seeking exclusive services.

In terms of food and beverage services, Conrad Bali has several outlets, including Suku Restaurant, Eight Degrees South Restaurant, Azure Bar, East Lobby Lounge, and In-Room Dining

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services. These facilities support hotel operations, particularly in providing food and beverage services to guests. In addition, the hotel is equipped with various supporting facilities, such as meeting and event venues, a fitness center, wellness area, retail village, water sports facilities, swimming pools, bicycle tours, beach activities, children's programs, and Jiwa Spa. The hotel also features approximately 350 meters of beachfront, 14 beach bales, green garden areas, and the Infinity Chapel as one of its iconic facilities.

Organizational Structure of the Finance Department

o support its operational activities, Conrad Bali has several departments with specific duties and responsibilities. One department that plays an important role in this study is the Finance Department. This department is responsible for managing the hotel's financial aspects, including budget planning, cash flow management, cost control, transaction recording, and financial report preparation.

The Finance Department structure at Conrad Bali consists of several positions, including Director of Finance, Assistant Director of Finance, Chief Accounting, Credit Manager, Purchasing Manager, Purchasing Supervisor, Cost Controller, Account Payable, General Cashier, Paymaster, Income Audit, Account Receivable, Receiving, Storekeeper, and IT Manager. Each position has interrelated functions in maintaining the smoothness of administration, recording, procurement, cost control, and inventory management.

The Role of Purchasing and Cost Control in Hotel Operations

The Purchasing Department has a strategic role in procuring goods and services required by various hotel departments. The Purchasing Manager is responsible for coordinating hotel purchasing needs, ensuring that purchased goods meet quality standards, are delivered on time, and are cost-efficient. In addition, the Purchasing Manager negotiates with suppliers, monitors stock availability, evaluates vendor performance, and ensures that the procurement process is carried out in accordance with internal policies and hotel operational procedures.

The Purchasing Supervisor is responsible for managing purchasing processes from various departments, building relationships with suppliers, monitoring stock availability, and preparing reports related to procurement activities. Meanwhile, the Cost Controller is responsible for supervising and controlling operational costs across all hotel departments. The duties include verifying purchase requests, checking goods received, monitoring the use of food, beverages, and operational supplies, and conducting regular stock opname.

Relevance of the Research Object

Based on the description above, Conrad Bali is a relevant object for examining the implementation of green purchasing because the hotel has large-scale operations, complex facilities, and procurement activities involving various departments and suppliers. The roles of Purchasing, Receiving, Storekeeper, and Cost Control are important in ensuring that procurement activities not only support operational needs but can also be directed toward cost efficiency and more sustainable procurement practices.

The Implementation of Green Purchasing at Conrad Bali Hotel

The implementation of green purchasing at Conrad Bali Hotel indicates that the hotel has integrated sustainability principles into its operational activities, particularly in the procurement process for the food and beverage sector. This commitment is reflected in the hotel's efforts to encourage suppliers to provide quality products with lower environmental impacts, especially through the reduction of single-use plastics and the use of more environmentally friendly

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packaging. In addition, Conrad Bali's achievement of the Sustainable Hotel of the Year award indicates that sustainability practices have become part of the hotel's operational strategy.

Based on the concept proposed by Pramesti et al. (2020), the implementation of green purchasing can be analyzed through two main dimensions, namely supplier selection and 3R's in the procurement process. In the supplier selection dimension, Conrad Bali Hotel has begun to consider environmental aspects in selecting suppliers. These aspects include the use of environmentally friendly packaging, reduction of single-use plastics, product quality, delivery timeliness, and supplier commitment to sustainability practices. The hotel also evaluates received goods through product and packaging inspections as a form of supervision over quality and compliance with hotel operational standards.

However, the implementation of supplier selection has not been fully optimized. Several indicators, such as eco-label use, ISO 14000 certification, and purchasing only from green partners, have not been comprehensively implemented. Cooperation with suppliers in supporting environmentally friendly objectives also remains informal and has not yet been supported by clear operational standards. This condition indicates that Conrad Bali has demonstrated an initial commitment to sustainable procurement, but further policy strengthening is needed so that green purchasing can be implemented more consistently and structurally.

In the 3R's in the procurement process dimension, Conrad Bali Hotel has implemented the reduce and reuse principles, while the recycle principle has not yet been optimally applied. The reduce principle is implemented through the reduction of excessive packaging and single-use plastics. One example is the return of certain waste, such as used coffee capsules and buffet chopsticks, to vendors for further management. The reuse principle is implemented through the use of reusable packaging from several suppliers, such as Aqua RGB, Equil, and Beer. However, the implementation of reuse remains limited to certain suppliers and has not been evenly applied across all procurement processes.

Meanwhile, the recycle principle has not been fully implemented because there is no purchasing policy that specifically considers products made from recycled materials. In addition, no suppliers consistently provide goods using recycled packaging. This indicates that green purchasing at Conrad Bali Hotel has been implemented, but it has not yet fulfilled all indicators comprehensively. Therefore, the hotel needs to strengthen environmentally based procurement criteria, expand cooperation with suppliers that meet sustainability standards, and begin incorporating recycled products into its purchasing policy.

The implementation of green purchasing at Conrad Bali Hotel is also relevant to Stakeholder Theory. Freeman (2022) explains that companies are not only responsible to shareholders but also to various stakeholders, such as suppliers, employees, guests, communities, and the environment. In this context, the green purchasing policy shows that the hotel attempts to consider the interests of various stakeholders through waste reduction, reduced use of single-use plastics, and cooperation with suppliers that support sustainability practices. The relationship between the hotel and suppliers becomes an important aspect because the success of environmentally friendly procurement highly depends on suppliers' readiness to provide products and packaging that align with sustainability principles.

These findings are in line with Rismayanti et al. (2023), who showed that green purchasing in the hotel industry can have positive environmental impacts through the use of environmentally friendly products and the reduction of operational waste. The findings also support Andyani et al. (2023), who emphasized the importance of cooperation between hotels and suppliers in supporting

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green purchasing practices. However, the findings at Conrad Bali also indicate similar challenges found in previous studies, namely uneven environmental standards among suppliers and the absence of formal cooperation regulating environmentally friendly procurement practices.

Furthermore, these findings are consistent with Artini et al. (2024), who stated that the implementation of the 3R principles can help companies reduce operational waste and support environmental sustainability. Conrad Bali has implemented the reduce principle through the reduction of single-use plastics and the return of used coffee capsules to vendors, as well as the reuse principle through reusable packaging from certain suppliers. However, the recycle principle still needs to be strengthened because it has not yet been integrated into the hotel's procurement policy. Therefore, the implementation of green purchasing at Conrad Bali can be considered to have developed, but it still requires improvement in policy formalization, supplier consistency, and the use of recycled products.

The Impact of Green Purchasing Implementation on Operational Costs

The implementation of green purchasing at Conrad Bali Hotel does not only affect environmental aspects but also has implications for operational cost efficiency. The findings show that environmentally friendly products generally have higher prices than conventional products. However, the hotel continues to purchase environmentally friendly products as part of its sustainability policy. This indicates that Conrad Bali views green purchasing not merely as a cost burden but as a long-term strategy to support operational efficiency and environmental sustainability.

Operational cost efficiency can be seen from several practices implemented by the hotel, such as reducing the use of single-use packaging, purchasing products in bulk, and using reusable packaging. Bulk purchasing helps reduce the amount of packaging used in the distribution process, while reusable packaging from several suppliers helps reduce operational waste. These practices show that environmentally friendly procurement can contribute to reducing material waste and lowering waste management costs.

The implementation of the reduce principle also contributes to cost efficiency by reducing the volume of waste that must be managed by the hotel. Conrad Bali collects certain waste, such as used coffee capsules, to be returned to vendors so that it can be processed into value-added products. In addition, the hotel cooperates with SOS to distribute edible food to orphanages. This practice not only reduces food waste sent to final disposal sites but also demonstrates that waste management can provide social benefits to the community.

These findings are in line with Fikri et al. (2025), who stated that green purchasing can improve operational efficiency through waste reduction and resource-use optimization. In addition, Khaleeli and Jawabri (2021) explained that the economic benefits of green purchasing are generally more visible in the long term through waste reduction, reuse of suitable materials, resource optimization, and reduced waste-handling costs. In the context of Conrad Bali, this is supported by the 2025 Conrad ESG report, which showed that the hotel reduced landfill waste intensity by 60.6% from the 2008 baseline and reduced single-use plastic consumption by more than 50%.

Thus, green purchasing at Conrad Bali Hotel can be understood as a strategy that supports both environmental sustainability and operational cost efficiency. Although environmentally friendly products have higher initial prices, their long-term benefits can be obtained through waste reduction, packaging efficiency, reduced use of single-use plastics, and resource optimization. In addition, this practice strengthens the hotel's image as a company concerned with sustainability, particularly through its Sustainable Hotel of the Year award. Therefore, strengthening a more formal

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green purchasing policy and establishing more structured cooperation with suppliers are important to optimize both environmental benefits and operational efficiency.

CONCLUSION

This study shows that green purchasing has been implemented at Conrad Bali Hotel as part of the hotel's commitment to sustainable operational practices. This implementation can be seen in the procurement process, which has begun to consider environmental aspects, particularly in supplier selection, the use of environmentally friendly packaging, the reduction of single-use plastics, and cooperation with suppliers that support sustainability principles. In the supplier selection dimension, most indicators have begun to be implemented, such as cooperation with suppliers for environmentally friendly purposes, evaluation of products and packaging, the use of more sustainable packaging, and the application of quality management systems. However, the implementation has not been fully optimized because not all suppliers have eco-labels, ISO 14000 certification, or official green partner status.

In the 3R's in the procurement process dimension, Conrad Bali Hotel has implemented the reduce and reuse principles through the reduction of excessive packaging, the reduction of single-use plastics, the return of certain waste to vendors, and the use of reusable packaging from several suppliers. However, the recycle principle has not been optimally implemented because there is no procurement policy that specifically considers products made from recycled materials, and suppliers that provide recycled packaging or products remain limited.

The implementation of green purchasing also has an impact on hotel operational cost efficiency. Although environmentally friendly products tend to have higher prices than conventional products, their implementation can help reduce waste, minimize the use of single-use packaging, optimize resource use, and reduce waste management costs in the long term. Therefore, green purchasing does not only contribute to environmental sustainability but can also become a procurement strategy that supports hotel operational efficiency.

Overall, the implementation of green purchasing at Conrad Bali Hotel has been carried out effectively, but it still requires strengthening in several aspects, including policy formalization, standards for selecting environmentally friendly suppliers, expanded cooperation with certified suppliers, and the implementation of the recycle principle in the procurement process. Strengthening these aspects is important so that green purchasing practices can be implemented more consistently, measurably, and sustainably in supporting environmentally friendly and efficient hotel operations.

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