

## IMPLEMENTATION OF SUSTAINABLE PURCHASING AT HOTEL X

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### Abstract:

This study aims to analyze the implementation of sustainable purchasing at Hotel X based on the indicators listed in the Marriott International Responsible Sourcing Guide. Along with increasing awareness of sustainability issues and pressure from various stakeholders, the hotel industry is required to adopt environmentally friendly and socially responsible practices, including in the procurement process of goods and services. This study uses a qualitative descriptive approach with data collection techniques through in-depth interviews, direct observation, and internal hotel documentation. The results show that the purchasing department of Hotel X has implemented four of the six main product categories focused on in the Marriott guide, namely animal protein (crate-free pork), bottled water (using recycled glass bottles and gallons), coffee (from suppliers with sustainable agriculture standards), and seafood (from certified suppliers). The other three categories, namely cocoa, sugar, and cage-free chicken eggs, have not been fully implemented due to limited supplies from local suppliers who have not met Marriott International's sustainability standards. These findings indicate that the hotel has demonstrated a strong commitment to environmental sustainability by considering environmental, social, and ethical aspects in the purchasing process. This implementation also reflects the principles of stakeholder theory, where the hotel strives to meet the expectations of stakeholders such as customers, suppliers, communities, and parent companies, and contributes to the achievement of sustainable development goals promoted by Marriott International globally.

**Keywords:** Sustainable Purchasing, Marriott Responsible Sourcing Guide, Supplier

## INTRODUCTION

The hotel industry is a crucial sector supporting tourism growth and the national economy. Despite its contributions, this industry also has negative environmental impacts, such as solid waste and carbon emissions from its operational activities (Morales-Contreras et al., 2019). This situation has driven demands for sustainable business practices, including in the procurement of goods and services, known as sustainable purchasing.

Purchasing is a vital department within a hotel's operational structure, responsible for the efficiency, quality, and sustainability of product procurement. Sustainable purchasing focuses not only on price and quality but also on considering the social and environmental impacts of purchased products (Lou et al., 2023; Mojumder et al., 2022). As public and tourist awareness of environmental issues increases, sustainable purchasing practices have become a crucial strategy for building a responsible and competitive hotel image (Ragin-Skorecka & Hadaś, 2024).



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Hotel X, a property in the Marriott International network, has committed to implementing sustainability principles through the global Serve 360: Doing Good in Every Direction program. In this context, Marriott International developed a Responsible Sourcing Guide, a procurement guide that considers environmental, social, and ethical aspects. This guide covers ten key product categories that must meet global sustainability standards, such as animal protein, bottled water, coffee, sugar, cocoa, and seafood (Marriott International, 2021).

This research focuses on the implementation of sustainable purchasing at Hotel X based on the Marriott International Responsible Sourcing Guide indicators. In addition to assessing the hotel's compliance with these indicators, this study also uses stakeholder theory (Freeman, 1984) as a theoretical framework to understand how the implementation of this policy addresses the interests and expectations of stakeholders, including guests, suppliers, central management, and the local community.

## METHODS

This study uses a descriptive qualitative approach to in-depth describe the implementation of sustainable purchasing at Hotel X based on indicators from the Marriott International Responsible Sourcing Guide. Primary data were collected through in-depth interviews with parties directly involved in the procurement process, such as the purchasing director, senior purchasing officers, and purchasing staff, supported by direct field observations and internal hotel documentation. This approach was chosen because it allows researchers to understand the social realities and practices of sustainability policies from the perspective of actors in a contextual manner (Sugiyono, 2023). The data analysis process was carried out interactively through three stages: data reduction, data presentation, and conclusion drawing, as proposed by Miles and Huberman (2014), so that the results obtained are more structured and valid.

## RESULT AND DISCUSSION

**Implementation of Marriott International Responsible Sourcing Guide Indicators in Sustainable Purchasing at Hotel X.** Marriott International initiated a sustainability approach through the Serve 360: Doing Good In Every Direction program, implemented across its hotel network, including Hotel X. This program emphasizes the integration of environmentally friendly practices into all aspects of operations, including the procurement of goods and services, with the aim of reducing environmental impact and strengthening social responsibility. As part of this global strategy, Hotel X actively engages stakeholders such as guests, suppliers, and the community in various environmental initiatives, including the production of fertilizer from organic waste, paper recycling, plastic reduction, and the provision of an open-air fitness facility made from environmentally friendly materials. These sustainability principles are also reflected in the six pillars of wellness that underpin the guest experience and support the implementation of responsible sourcing.

Interviews and observations indicate that the hotel has implemented most of the indicators listed in the Marriott International Responsible Sourcing Guide. Specifically, the purchasing department has successfully implemented three of the six indicators in the food category: animal protein products (crate-free pork), water in glass bottles and recycled gallons, and coffee from certified suppliers. In addition, the hotel has ensured that the seafood it uses is sourced from suppliers who adhere to sustainability principles. However, the procurement of cocoa, sugar, and



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cage-free eggs is still not possible due to limited supply from local suppliers that meet Marriott standards.

Hotel X has implemented sustainable procurement principles in accordance with the Marriott International Responsible Sourcing Guide. Each procurement process not only considers environmental aspects but also considers human rights and the empowerment of local suppliers or MSMEs. The hotel is committed to ensuring that at least 95% of its purchases across 10 key categories meet Marriott's sustainability standards.

- 1) Animal Protein, Hotel X selects suppliers who treat animals ethically, such as pigs from cage-free farms. Marriott's animal welfare guidelines serve as the primary reference in this process. However, for cage-free eggs, the hotel still faces challenges due to the difficulty of finding suitable suppliers.
- 2) Bottled Water: The hotel has begun reducing the use of plastic bottles and switching to recyclable glass bottles and gallon jugs. They are collaborating with PT. Biosystem Specialist Water Technologies has an environmentally friendly approach. The bottles used contain at least 35% recycled materials, and the distribution process prioritizes water safety and quality.
- 3) Currently, the hotel cannot fully implement sustainability principles for cocoa. The main reason is the limited availability of local suppliers who meet sustainability standards. However, efforts to achieve this will be made gradually.
- 4) Coffee, For coffee procurement, the hotel has partnered with Tanamera and Javabica, both suppliers who implement sustainable farming principles and fair trade practices. One of their innovations is the use of coffee waste as an alternative fuel.
- 5) Sugar, like cocoa, sustainable sugar procurement is still a work in progress. Currently, the hotel faces limitations in finding local suppliers who implement sustainable farming practices. However, this is a priority for future development.
- 6) Seafood, Hotel X only sources seafood from suppliers who comply with Marriott's regulations. This includes prohibiting illegal fishing and ensuring that only permitted species are consumed. Suppliers must have official permits and must use responsible fishing methods, not destructive methods like bycatch.



**Figure 1.** Documentation of observations on coffee indicators at the hotel



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guideline demonstrates Marriott's commitment to responsible and sustainable business practices, adhering to internationally recognized animal welfare principles. The five basic principles referenced in this policy include freedom from hunger, thirst, and malnutrition; freedom from discomfort; freedom from pain, injury, and disease; freedom to express their natural behaviors; and freedom from fear and psychological distress (Marriott International, 2021).

The benefit of this guideline is that it can assist the purchasing department, particularly in selecting suppliers or vendors who take into account each indicator in carrying out animal husbandry operations for animals sold to hotels, from transportation to slaughter. Animal protein practices implemented by Hotel X include selecting suppliers whose pork is raised in a group or crate-free environment (crate-free pork).

Chicken eggs are one of the categories targeted in responsible sourcing. Chicken eggs are a type of animal protein whose implementation considers the environmental sustainability of cage-free poultry. However, this implementation is still not possible at Hotel X due to the difficulty in finding suppliers capable of providing chicken eggs that adhere to sustainable practices in accordance with Marriott International guidelines.

**2) Bottled Water.** The hospitality industry is moving away from plastic packaging to reduce its environmental impact. Hotels are starting to use eco-friendly products by changing water packaging, such as using bottled water for guests and gallon water for employees. Reusing recyclable glass bottles and drums can reduce waste and significantly lower greenhouse gas emissions. The use of recycled glass bottles and drums is a cost-effective and environmentally friendly solution that benefits both the company and the environment. Hotel X collaborates with PT. Biosystem Specialist Water Technologies and other suppliers on this indicator, which are companies that utilize water treatment technology.

Hotel X has chosen a bottled water provider that meets Marriott International's criteria, including recyclable packaging and materials with a minimum of 35% recycled content. The company has published its environmentally friendly water management plan on its website and provides safe delivery services to maintain the quality of bottled and gallon water delivered to the hotel. The plan to replace plastic packaging with glass bottles is one of the hotel's gradual efforts to reduce plastic use and switch to using items made from recyclable materials.

**3) Cocoa.** Sustainable cocoa, in accordance with the Marriott International Responsible Sourcing Guide, refers to cocoa that implements sustainable agricultural practices and techniques to reduce its impact on soil health, air, and water quality. Hotel X has not yet implemented sustainable cocoa due to the limited availability of local sustainable suppliers, making it difficult to find suppliers that meet sustainability standards. Another reason is that the hotel is still gradually focusing on other sustainability practices, but efforts to implement sustainable cocoa will soon be made.

**4) Coffee.** Sustainable coffee, in accordance with the Marriott International Responsible Sourcing Guide, refers to coffee that implements sustainable agricultural practices and techniques to reduce its impact on soil health, air, and water quality. In an effort to support Marriott International's policies, Hotel X has partnered with two coffee suppliers, Tanamera and Javabica.

Both suppliers practice sustainable coffee farming, from practicing fair trade and sharing best practices to producing their newly patented coffee briquettes. This coffee processing utilizes coffee waste as biofuel. Purchasing coffee from these two suppliers is Hotel X's contribution to supporting Marriott International's programs. The coffee produced is also tailored to the preferences of guests staying at Hotel X.



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**5) Sugar.** Supplier selection requirements for sugar products include implementing sustainable agricultural practices and techniques to reduce impacts on soil health, air, and water quality. Hotel X has not yet implemented sustainability for sugar due to the limited availability of local sustainable suppliers, making it difficult to find suppliers that meet sustainability standards. Another reason is that the hotel is still in a phased approach and is focused on other sustainability practices first, but efforts to implement sustainability for sugar will soon be implemented.

**6) Seafood.** Sustainable seafood procurement refers to seafood caught through non-illegal or responsible methods, such as fishing, spearing, and netting, but only fish caught according to Marriott International's list of permitted fish. Illegal fishing methods include bycatch, which involves large nets placed on the ocean floor and then hauled in from the boat using fishing gear. This fishing method can damage coral reefs and cause the loss of protected marine species. Types of fish that are prohibited from being caught include sharks, turtles, marine mammals, bluefin tuna, marlin, snowfish or Chilean sea bass, and others.

The supplier selection process carried out by purchasing involves identifying seafood suppliers. These suppliers must have a business license and government approval confirming that the fish they sell meets Marriott International's fish list. Purchasing will research other suppliers' fishing methods. During the information gathering process, if a seafood supplier is identified whose source and fishing method are unknown, purchasing will purchase seafood according to Marriott International's list.

**Table 1.** Analysis of the implementation of Marriott International's Responsible Sourcing Guide indicators in sustainable purchasing at Hotel X

Product/Material Type	Marriott International Responsible Sourcing Guide Indicators	Implementation at Hotel X	Information
Animal Protein	<ol style="list-style-type: none"> <li>All livestock operations must comply with Marriott International's Animal Welfare Position Statement.</li> <li>All eggs must come from poultry raised in a cage-free environment.</li> <li>All pork must be raised in a group or gestation-free environment.</li> </ol>	<ol style="list-style-type: none"> <li>Animal protein products comply with Marriott International's Animal Welfare Position Statement on animal husbandry operations.</li> <li>The hotel does not use eggs from cage-free poultry.</li> <li>The hotel has implemented sustainable pork practices, including Crate-Free Pork.</li> </ol>	It has been implemented for pork, but not yet for eggs
Bottled Water (Packaged Bottled Water)	<ol style="list-style-type: none"> <li>Packaging (bottles and shipping boxes/cases) must be recyclable and made from at least 35% recycled content.</li> <li>Suppliers are engaged in efforts to increase the amount of plastic recycled.</li> <li>Suppliers with production plants near water sources.</li> </ol>	<ol style="list-style-type: none"> <li>The hotel uses glass bottles and recyclable drums to reduce waste.</li> <li>The hotel collaborates with PT Biosystem Specialist Water Technologies, which uses water treatment technology.</li> <li>The supplier provides safe transportation to maintain</li> </ol>	Already Implemented



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	4. Sustainable natural resources and/or organic watersheds. 5. Suppliers with efficient shipping transportation.	the quality of the bottled and gallon water delivered to the hotel.	
Cocoa	Sustainable agricultural practices and techniques must be implemented to reduce impacts on soil health and air and water quality.	The hotel has not yet used cocoa purchased under sustainability regulations due to the difficulty in finding suppliers with sustainability standards that align with Marriott International.	Not Yet Implemented
Coffee	Sustainable agricultural practices and techniques must be implemented to reduce impacts on soil health and air and water quality.	The hotel collaborates with two coffee suppliers, Tanamera and Javabica. Both suppliers practice sustainable coffee farming. Their coffee processing utilizes coffee waste as biofuel.	Already Implemented
Sugar	Sustainable agricultural practices and techniques must be implemented to reduce impacts on soil health and air and water quality.	The hotel has not yet used sugar purchased under sustainability regulations due to the difficulty in finding suppliers with sustainability standards that align with Marriott International.	Not Yet Implemented
Seafood	1. Measures are in place to monitor the use and management of sustainable fishing gear/methods. 2. Avoidance and minimization of bycatch of non-target species. 3. Suppliers must adhere to Marriott International's Responsible Seafood Position Statement. 4. Suppliers must not supply any species considered endangered/threatened/or protected. 5. Seafood species are treated humanely throughout the entire fishing/farming process.	1. The hotel collaborates with suppliers who have a business license and government approval stating that the fish sold are not endangered or protected species. 2. For seafood suppliers whose source and method of capture are unknown, purchasing will only purchase seafood according to Marriott International's list.	Already Implemented

Source: Data Processed by Researchers (2024)

Based on the analysis conducted in researching the implementation of sustainable purchasing, the implementation of sustainable purchasing, from the initial process of planning implementation to monitoring implementation, is carried out by Hotel X, as shown in the table above, in accordance with Marriott International procedures. Hotel X has also implemented the Marriott International Responsible Sourcing Guide indicators for three products that are the focus of the hotel in maximizing sustainable purchasing implementation. The implementation of these three products is tailored to the hotel's location and needs, and the product and supplier selection process must



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consider the indicators in the guide. Several indicators that have not been met include cage-free eggs, cocoa, and sugar, due to the lack of suppliers capable of providing the criteria in accordance with the Marriott International Responsible Sourcing Guide.

## CONCLUSION

Based on the analysis, the implementation of sustainable purchasing at Hotel X demonstrates a strong commitment to sustainability principles and stakeholder theory. The hotel maintains good relationships with stakeholders by providing environmentally friendly facilities and implementing responsible procurement policies in accordance with the Marriott International Responsible Sourcing Guide. Specifically, the purchasing department has implemented three of the six main categories of focus—bottled water, coffee, and seafood—by partnering with suppliers that meet sustainability standards. However, implementation of cage-free eggs, cocoa, and sugar still faces challenges due to the limited number of local suppliers that meet Marriott's sustainability standards.

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