

ABSTRAK

Bali merupakan salah satu destinasi wisata utama di Indonesia yang menarik wisatawan domestik maupun internasional. Seiring meningkatnya jumlah kunjungan wisatawan, industri perhotelan di Bali mengalami pertumbuhan pesat, menciptakan peluang ekonomi sekaligus tantangan lingkungan. Meskipun kontribusi sektor perhotelan terhadap emisi global secara keseluruhan relatif kecil yaitu emisi karbon 1% dari total emisi global dan konsumsi air 5% dari konsumsi global, dalam konteks lokal seperti Bali yang sangat bergantung pada sektor pariwisata, dampak akumulatif terhadap lingkungan tetap perlu diperhatikan. Oleh karena itu, konsep *green hotel* semakin banyak diterapkan untuk meningkatkan efisiensi operasional serta mengurangi dampak lingkungan. Studi sebelumnya menunjukkan bahwa wisatawan cenderung bersedia membayar lebih untuk layanan ramah lingkungan, sehingga adopsi strategi hijau dapat menjadi keunggulan kompetitif bagi hotel. Untuk mengukur efektivitas implementasi konsep ini, diperlukan evaluasi kinerja yang komprehensif terhadap rantai pasok hijau yang diterapkan oleh hotel-hotel di Bali.

Penelitian ini mengevaluasi kinerja *green hotel* di Bali menggunakan metode *Green Supply Chain Operation Reference (Green SCOR)* yang disesuaikan dengan sektor perhotelan, serta *Analytical Hierarchy Process (AHP)* untuk menentukan bobot masing-masing indikator kinerja. Metode ini menilai enam proses utama dalam rantai pasok: *plan, source, make, deliver, return* dan *enable*, dengan indikator seperti efisiensi energi, penggunaan air, serta pengelolaan limbah. Data dikumpulkan dari dua hotel berbintang telah menerapkan konsep *green hotel*. Analisis menggunakan *traffic light system* dilakukan untuk mengidentifikasi area yang memerlukan perbaikan guna meningkatkan kinerja keberlanjutan.

Hasil penelitian menunjukkan bahwa kedua hotel memiliki kinerja *green SCOR* dalam kategori *average* dan *good*, dengan nilai masing-masing 66,48 dan 75,02. Beberapa indikator, seperti penggunaan energi dan *supplier* ramah lingkungan, masih berada dalam kategori merah dan membutuhkan perbaikan segera. Rekomendasi yang diberikan meliputi optimalisasi sumber energi terbarukan, peningkatan efisiensi penggunaan air, serta pemilihan *supplier* ramah lingkungan. Implementasi strategi ini diharapkan dapat meningkatkan nilai *green SCOR* hotel hingga kategori *excellent*, mendukung keberlanjutan lingkungan, serta memperkuat daya saing hotel di industri perhotelan hijau. Dengan menyesuaikan strategi *GSCM* dengan standar *KPA Earth check*, hotel dapat meningkatkan kredibilitas mereka dalam praktik keberlanjutan dan meningkatkan peluang mendapatkan sertifikasi internasional.

Kata Kunci: Green Supply Chain Management, Green SCOR, Analytical Hierarchy Process, Hotel

ABSTRACT

Bali is one of Indonesia's top tourist destinations, attracting both domestic and international tourists. As the number of tourist arrivals increases, the hospitality industry in Bali is experiencing rapid growth, creating both economic opportunities and environmental challenges. Although the hospitality sector's contribution to overall global emissions is relatively small at 1% of total global carbon emissions and 5% of global water consumption, in a local context such as Bali that relies heavily on the tourism sector, the accumulative impact on the environment remains a concern. Therefore, the concept of green hotels is increasingly being applied to improve operational efficiency as well as reduce environmental impact. Previous studies show that travelers tend to be willing to pay more for environmentally friendly services, so the adoption of green strategies can be a competitive advantage for hotels. To measure the effectiveness of the implementation of this concept, a comprehensive performance evaluation of the green supply chain implemented by hotels in Bali is required.

This study evaluates the performance of green hotels in Bali using the Green Supply Chain Operation Reference (Green SCOR) method tailored to the hospitality sector, as well as the Analytical Hierarchy Process (AHP) to determine the weight of each performance indicator. This method assesses the key processes in the supply chain: plan, source, make, deliver, return and enable, with indicators such as energy efficiency, water usage, and waste management. Data was collected from two-star hotels that have implemented the green hotel concept. Analysis using a traffic light system was conducted to identify areas that require improvement to enhance sustainability performance.

The results show that both hotels have a green SCOR performance in the average and good categories, with scores of 66.48 and 75.02 respectively. Some indicators, such as energy use and environmentally friendly suppliers, are still in the red category and require immediate improvement. Recommendations include optimizing renewable energy sources, increasing water use efficiency, and selecting environmentally friendly suppliers. The implementation of this strategy is expected to increase the hotel's green SCOR score to an excellent category, support environmental sustainability, and strengthen the hotel's competitiveness in the green hospitality industry. By adapting the GSCM strategy to the KPA Earth check standard, hotels can increase their credibility in sustainability practices and increase the chances of getting international certification.

Keywords: Green Supply Chain Management, Green SCOR, Analytical Hierarchy Process, Hotel