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FROM RHETORIC TO PRACTICE: ANALYSIS OF GREEN MEETING STRATEGY IN SUSTAINABLE MICE MANAGEMENT IN BUSINESS HOTELS IN BADUNG REGENCY, BALI

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Abstract

This study aims to analyze green meeting implementation strategies and the gap between rhetoric and practice in sustainable MICE (Meeting, Incentive, Convention, and Exhibition) management in the hospitality industry of Badung Regency, Bali. Using a qualitative interpretivist-constructivist approach and Moustakas' transcendental phenomenology, data were collected through semi-structured in-depth interviews, participant observation, and documentation from nine hotel and MICE managers in Nusa Dua, Jimbaran, and South Kuta. Data were analyzed through epoché, horizontalization, clustering of meanings, textural and structural descriptions, and synthesis of participants' experiences. The findings reveal three main themes. First, green meeting practices include energy efficiency, reduction of single-use plastics, food waste management using Lumitics technology, use of local and organic ingredients, and event document digitalization. However, implementation remains partial and inconsistent, particularly in waste management and cross-department coordination. Second, major challenges include limited environmentally friendly facilities, the absence of integrated cross-departmental standard operating procedures, and domestic market resistance that perceives green meetings as an additional cost rather than added value. Third, strategies to bridge this gap include integrated SOPs, green teams, sustainability-supporting technologies, domestic market education, and partnerships with certified local suppliers. The effectiveness of these strategies depends on top management commitment, organizational culture, client sustainability literacy, and supporting infrastructure. The study concludes that green meetings are essential to sustainable hospitality business rather than merely a marketing trend.

Keywords: Green Meeting, MICE, Management Hospitality, Phenomenology

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INTRODUCTION

Based on results research and discussion about implementation green meeting in sustainable MICE management in business hospitality Badung Regency, Bali, can withdraw conclusion as following.

Study This find that hotels in Badung Regency have implement various practice green meeting which includes efficiency energy through use LED lights and sub-metering systems, reduction plastic very use, management waste food with technology Lumitics, utilization material food local and organic, as well as digitalization event documents. However, the implementation the Still nature partial and facing a number of challenge significant, namely limitations capacity room friendly environment, not yet existence procedure integrated standards cross department, as well as domestic market resistance that is still look at green meeting as cost additional value plus.

Essence experience implementation green meeting revealed through approach phenomenology is a gradual and multidimensional transformative process, in which hotels strive to integrate principle sustainability to in MICE operations through a series practice concrete, but still face obstacle structural, operational, and cultural that require adaptive and collaborative strategies for overcome. The gap between rhetoric and practice (rhetoric-practice gap) identified as real phenomenon, where the claim sustainability promoted Not yet fully reflected in reality operational daily.

The strategies developed by the hotel to bridge gap the covering compilation procedure operational standard integrated cross departments and formation green team, investment in technology supporters sustainability, domestic market education through communication mark plus term long, and strengthening partnership with suppliers local certified. The success of this strategy is greatly

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influenced by the commitment management peak, culture organizations that support literacy sustainability clients, as well as availability infrastructure and suppliers local.

Study This confirm that green meeting No just trend or tool marketing, but rather factor determinant for sustainability business hospitality in the future. Recommendations practical for industry hospitality in Bali includes strengthening coordination cross department, development of educational programs sustainable for client domestic, as well as improvement investment in technology and partnerships local. For the regional government, required policy incentive for hotels that implement green meeting as well as development infrastructure recycling re-certification and certification suppliers local for create supporting ecosystem sustainable MICE tourism in Bali.

METHODS

Paradigm Study, Study This use paradigm interpretivism-constructivism, which starts from from belief that reality social No nature singular and objective, but rather built in a way subjective through the meaning given by the individual to experience his life. In paradigm this, researcher No make an effort look for truth single or universal generalization, but rather try understand how the actors social—in matter these are the hotel managers and perpetrators MICE industry in Badung Regency—meaning, interpreting, and responding phenomenon implementation green meeting in sustainable MICE management. As as stated by Creswell (2013), research qualitative develop dynamic through questions open, where interview data, observations, documentation, and audiovisual data are processed use analysis textual and interpretation themes as well as patterns. Paradigms This put man as subject active that creates meaning for his world, so that researchers sued For confess view from within (the perspective from within)—i.e. actors' views social experiencing incident daily in place study.

Approach Study, Study This use approach qualitative with method phenomenology transcendental phenomenology developed by Edmund Husserl and operationalized by Moustakas (1994). Phenomenology focused on excavation essence experience the lived experience of the individual who experiences it the same phenomenon, with objective catch what happened and how experience That lived. The phenomenological method, according to Polkinghorne (in Creswell, 1998), describes the meaning of a experience life for some people about A draft or phenomenon. Approach phenomenology transcendental chosen Because reasons following. First, research This make an effort dig in a way deep experience subjective aspects of hotel managers and MICE managers in implement green meeting, including their strategies develop, the obstacles they face face, and meaning sustainability for them. Second, the phenomenon green meeting is the lived experience of the perpetrators industry in Badung Regency, so that approach phenomenology allows researchers for catch essence from experience Third, the approach This demand researchers for do epoché or bracketing—namely postpone temporary assumptions and assessments personal so that they can see phenomenon fresh and pure as experienced by participants. The word phenomenology Alone originate from the word phenomenon which means emergence something objects, events, or condition in perception a individual. In view phenomenology, human know experience or incident with method test it in a way aware through feelings and perceptions that the person concerned has. Therefore that, study phenomenology aim For dig awareness deepest of the subjects about his experience in something phenomenon.

Focus Study, Based on formulation problems and goals research, focus study This directed at three aspect main. First, exploration experience subjective of hotel managers and MICE managers in Badung Regency in implement green meeting, including understanding they about draft green meeting, the motivation behind adoption practice mentioned, as well as meaning sustainability for hotel and center operations convention. Second, identification and analysis of strategies used by hotels in Badung Regency to bridge gap between rhetoric and practice (rhetoric-practice gap) in implementation green meeting, including factors supporters and inhibitors that influence effectiveness of the strategy. Third, understanding about dynamics intersubjective between various stakeholders interests—hotel management, employees, clients, suppliers, and government area—in the implementation process green meeting as part from sustainable MICE management.

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Research Location, Study This held in Badung Regency, Bali, with focus on star hotels and centers convention that organizes MICE activities. Badung Regency was chosen as location study Because own concentration highest MICE facilities in Bali, including Nusa Dua, Jimbaran, South Kuta, and surrounding areas. This area equipped with various star hotels and centers convention scale international such as the Bali Nusa Dua Convention Center (BNDCC) and the Bali International Convention Center (BICC), as well as hotels that are active promote practice green meeting. Election location this is also based on considerations that Badung Regency is an area with the highest MICE activity in Bali, so that provide access to participants who are rich in experience in implementation green meeting.

Participants and Selection Techniques Participants, Participants in study phenomenology chosen based on ability or capability they in articulate experience his life related the phenomenon being studied. Selection techniques participants used is purposive sampling (taking sample in a way aim), where participants selected based on criteria certain relevant with objective research. Criteria inclusion participants in study This is as following: manager or senior staff involved direct in MICE management and implementation green meeting at the hotel or center convention in Badung Regency; has minimum two years experience in MICE management in hotels or center the convention in question; has capacity For articulate experiences, views and strategies applied in implementation green meetings; and willing participate in a way voluntary and provide informed consent. The number of participants in study phenomenology No determined by criteria quantitatively, but rather by the principle data saturation, namely conditions under which information is obtained from participants has repetitive and not Again produce findings new. Based on study phenomenology in general, the number participants range between 5 to 25 people, with consider depth interviews and the wealth of data produced. In study this, researcher targeting 8 to 12 participants from from various hotels and centers convention in Badung Regency, with consider variation type of hotel (resort luxury, business hotels, convention hotels) and other levels implementation different green meeting.

Data Collection Techniques, Main data collection techniques in study phenomenology is interview in-depth (in-depth interview). Interview deep is technique data collection with method conversation face face made by the interviewer to subject research, with meetings held repetitive between researchers and subjects research. In addition to interviews in-depth research this also uses observation participatory and study documentation as technique supporters.

Interview deep in study This using a semi-structured model (semi-structured interview), where the researcher armed with guidelines an interview guide developed around a list of relevant topics with question research. Guidelines interview arranged based on formulation issues and reviews library, but still give room open for flexibility and exploration deep to experience participants. Types of questions asked nature open-ended, allowing participants For tell their experiences, views, feelings, and meanings construction related implementation green meeting. Interview process planned ongoing in One up to two sessions per participant, with duration of each session between 60 to 90 minutes. Interview done in a convenient location for participants, such as room Work participants or room meeting at the hotel concerned, with notice privacy and comfort. All interview recorded with use audio recorder (with permission participants) and documented in form notes field notes that record non-verbal aspects, context, and reflection beginning researcher.

Observation participatory done with objective for observe in a way direct practice green meeting in mice operations in hotels that are location research. Observation covers observation to facility friendly environment, procedures operational, interaction between staff and clients, as well as practices apparent sustainability in mice event organizer. Researchers do observation with role as observers who do not involved in a way active in activity operational, however still present for observe and record relevant phenomena.

Documentation study done with collect and analyze relevant documents with implementation green meetings in the hotels studied. Collected documents covering related internal hotel policies sustainability, procedures operational standard (SOP) for green meeting, report sustainability, materials promotion, certification environment, as well as documentation MICE activities. Documents

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This functioning as enriching complementary data understanding researchers about practice green meeting and help data triangulation.

Instrument Study, Instrument main in study qualitative phenomenology is researchers That himself (human instrument). Researcher play a role as planner, data collector, analyst, data interpreter, and reporter results research. As instrument main researcher must own adequate understanding about methodology phenomenology, sensitivity to context, as well as ability For build rapport with participants. Instruments the support used in study This includes:

Guidelines Interview Guide: Contains a list of topics and questions open developed based on formulation issues and reviews library. Guidelines This nature flexible and able customized during the interview process For dig more in experience participants.

Recorder: Used For record all over session interview to ensure data accuracy. Use audio recording is done with permission written from participants.

Field Notes: Used For take notes observation, reflection researchers, as well as non-verbal and contextual aspects that are not recorded in audio recording.

Checklist Observation: Used as guide in do observation to practice green meeting in the field.

Data Analysis Techniques, Data analysis in study phenomenology transcendental This follow procedure analysis developed by Moustakas (1994), which consists of from a number of stages systematic. Data analysis begins since the data collection process took place and continues until all data collected. **Step 1: Epoché and Bracketing,** Researchers do epoché with postpone temporary all assumptions, prejudices, and knowledge previously about phenomenon green meeting. Researchers realize and put aside view personal so that they can see phenomenon freshly, as experienced by the participants. This process done in a way sustainable throughout the data analysis process. **Step 2: Horizontalization,** Researchers read all over transcript interview repeatedly to get understanding comprehensive about experience participants. Each relevant statements with the phenomenon being studied given marker (highlight) and treated own same value at stage initial (horizontalized). Repeated statements or overlapping overlap identified, while statement that is not relevant with question study eliminated. **Step 3: Cluster of Meaning (Grouping Meaning),** Statements that have been identified Then grouped to in meaning units based on emerging themes. Researchers grouping statements that have similarities meaning to in groups theme, then identify connection between theme For form structure more experience wide. At this stage this, researcher differentiate between description textural description—which explains what was experienced participants in a way factual—and descriptive structural description—which explains How participants interpret experience including, opinions, judgments, feelings, hopes, and responses subjective other. **Step 4: Textural and Structural Description,** Researchers compile description textural for every participants, which describes in a way details what the participants experienced related implementation green meeting. Next, researchers compile description structural that describes How experience the experienced and interpreted by participants, including factors contextual influences experience they. **Step 5: Essence (Essence Experience),** From all over description textural and structural that have been compiled, researcher do synthesis for find essence together (composite essence) from experience participant. Essence This is the core of phenomenon green meeting as experienced by the participants, which describes the universal meaning of experience they without ignore the uniqueness of each individual. **Step 6: Compilation Report,** Analysis results written in form a narrative rich in quote direct from participants for describe every themes and essences found. Report arranged with notice principles writing phenomenological which emphasizes the depiction experience in a way deep and authentic.

RESULT AND DISCUSSION

Study This succeed dig in a way deep the experiences of participants—hotel managers and MICE managers in Badung Regency—in implement green meeting as part from sustainable MICE management. Based on interview deep with nine participants who come from from various star hotels and centers conventions in the Nusa Dua, Jimbaran, and South Kuta areas, were found three theme main

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thing that describes essence experience they: (1) practice green meeting that has been implemented, (2) challenges in implementation, and (3) bridging strategies gap between rhetoric and practice.

Green Meeting Practices That Have Been Implemented, All over participants confess that their hotel has start steps concrete in implement green meeting. Practices the covers use energy renewable, monitoring consumption energy, reduction plastic very use, sorting waste, as well as utilization material food local. A General Manager from one of the resort hotels luxury in Nusa Dua reveals:

"We have integrate practice sustainability to in almost every aspect MICE operations. Start from use LED lights throughout room meeting, sub-metering system for monitor consumption energy per room, up to subtraction plastic very used throughout the banquet area. We also work The same with farmer local For provide material food organic for MICE events." (P1, GM Hotel A)

Participants another, a Banquet Manager at a hotel in Jimbaran, added:

"We use technology Lumitics For manage waste food. System This help us track type and quantity wasted food, so we can adapt portions and reduce food waste significant. For event decoration, we switched to materials that can recycled remodeling and decoration based plant local." (P3, Banquet Manager Hotel C)

A Sales Director from center convention in Nusa Dua explained that practice green also includes aspect documentation and communication:

"We have No use invitations and materials print based paper for MICE events. All switch to digital—start from e-invitation, e-brochure, to event application that can downloaded participants. This reduces use paper in a way drastic and also makes it easier participant access information." (P5, Sales Director Convention Center)

Research at the Courtyard by Marriott Bali Nusa Dua Resort also found that part big indicator green meeting has implemented with good, like use equipment economical energy, supply food local and organic, as well as system sorting trash. Findings This in line with results research at Mövenpick Resort & Spa Jimbaran Bali which shows integration practice sustainability covering use energy renewable, monitoring consumption energy, reduction plastic very use, sorting waste, as well as utilization material food local. However, some participants confess that implementation Still nature partial. A Engineering Manager disclose:

"We are indeed Already do Lots thing, but I admit Not yet everything consistent. For example, For management waste, we still difficulty Because lack of infrastructure recycling adequate recycling around the hotel. So the waste that has been sorted in the end Still mixed at the level management end." (P2, Engineering Manager Hotel B)

Findings This in line with research at the Renaissance Bali Nusa Dua Resort which shows that implementation practice green meeting Still implemented in a way partial, with a number of aspect Still need improvement and consistency. Research at the Courtyard by Marriott Bali Nusa Dua Resort also revealed that indicator management waste Still become point weak that needs fixed so that all aspect sustainability can achieved in a way intact.

Challenge Implementation of Green Meeting, Although show progress, participants identify various challenges that hinder implementation green meeting optimally. Three challenges main thing that appears is limitations capacity room friendly environment, not yet existence procedure standard cross departments, and domestic market resistance.

Limitations Eco-Friendly Space Capacity, A Event Manager explain:

"We have a number of room a meeting that was indeed designed friendly environment with lighting natural and system efficient ventilation. But the capacity limited. For big events with 500–1000 participants, we had to use unused room fully friendly environment. Upgrade all room need a very big investment." (P4, Event Manager Hotel D)

Absence of Standard Procedures Across Departments, A Food and Beverage Director disclose his frustration:

"Problem the biggest Actually not in technology, but in coordination between department. The purchasing department has not yet fully understand criteria material standard sustainable that we need.

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The housekeeping department sometimes Still use material chemicals that are not friendly environment Because more cheap. We haven't have a binding integrated SOP all department For apply green meeting principles consistent." (P6, F&B Director Hotel E)

Domestic Market Resistance, The most frequent challenges complained about is resistance from client domestic. A Sales Manager said:

"International clients generally already very aware and even requires green meeting practices in their RFP (Request for Proposal). But the client domestic? They still see green meeting as cost additional, not mark add. When we offer green meeting package with price A little more tall, they often choose package more conventional 'cheap'." (P7, Sales Manager of Hotel F)

Another participant added:

"Once There is client the government asked us to No use green meeting concept because considered 'too expensive' and 'not need'. Even though we have explain that in term long, actual green meeting more efficient Because reduce consumption energy and waste. But they only see upfront costs." (P8, MICE Coordinator Hotel G)

Findings This indicates that expectations and literacy sustainability among client international relatively more established, so that can made into base For market segmentation and strategy development.

Strategies for Bridging the Rhetoric-Practice Gap, Face challenges said, the participants develop various strategies for bridge gap between rhetoric and practice. These strategies can grouped become three categories: operational strategy, market education strategy, and partnership strategy.

Operational Strategy: Preparation Standard Procedures and Innovation Technology, A General Manager explain the strategy taken the hotel:

"We started prepare an integrated green meeting SOP cross department. All departments—banquet, housekeeping, engineering, purchasing, marketing—must follow same procedure. We also formed a green team on duty monitor and evaluate implementation in a way periodically. This is indeed need time, but I see change positive start happened." (P1, GM Hotel A)

Another participant emphasized importance innovation technology:

"We invest funds for technology that helps efficiency energy and management waste. Sub-metering allows us to track consumption energy per room and identify wasteful areas. Technology Lumitics help us reduce food waste by up to 30 percent in six month last. Investment This of course big at the start, but the ROI seen in term medium." (P3, Banquet Manager Hotel C)

Market Education Strategy, For overcome domestic market resistance, some hotels are developing educational programs for client. A Sales Director explain:

"We do not Can force client, but we can educate they. We make presentation that shows comparison cost term short versus long term long between package conventional and green meeting. We show you the energy savings data energy, reduction waste and impact positive to image company they. Slowly But sure, client domestic start open." (P7, Sales Manager Hotel F)

Another participant added:

"We started from the small ones. For example, we offer green meeting option as premium package, not as replacement package standard. In this way this, client feel they get mark add, not lost choice. After they try and see his experience positive, they tend 'Come back and choose green meeting again'." (P9, Marketing Communications Manager Hotel H)

Partnership Strategy with Local Suppliers, A Purchasing Manager disclose importance partnership with suppliers local:

"We are specifically active search and develop partnership with suppliers certified local organic or sustainable. Initially difficult Because the amount limited, but Now the more Lots farmers and producers local conscious will importance certification. We also provide training to suppliers about the standards we need. This is an investment term very valuable length." (P2, Engineering Manager Hotel B)

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Study previously confirm that strengthening partnership with suppliers local certified is very important For support better MICE management sustainable and competitive in Bali.

Essence Experience Implementation of Green Meeting, Based on analysis phenomenological to all over experience participant, essence of implementation green meeting in Badung Regency can formulated as a gradual and multidimensional transformative process, in which hotels strive to integrate principle sustainability to in MICE operations through a series practice concrete, but Still face obstacle structural, operational, and cultural that require adaptive and collaborative strategies For overcome (Chung, 2020; Hooi et al., 2022).

Essence This consists of from two dimensions main. Dimension textural describe what was experienced participants: they has apply various practice green meeting—efficiency energy, reduction plastic, management waste and utilization material local—but implementation the Still nature partial and inconsistent, especially in aspects management waste and coordination cross department. Dimension structural describe How participants interpret experience those: they see green meeting as inevitability business in the future, but realize that journey going to sustainability full need transformation culture organization, market education, and investment long-term (Gohar & Indulska, 2020; Novitasari & Agustia, 2021).

The Gap Rhetoric and Practice: Between Claims and Reality, Findings study This disclose existence significant gap between rhetoric and practice (rhetoric-practice gap) in implementation green meeting. In one side, hotels in Badung Regency in general active promote commitment they to sustainability through various channel marketing—websites, brochures, and presentations sales. Friendly slogans environment and claims about practice green meeting become part from branding and positioning strategies. On the other hand, the reality on the ground show that implementation Still face various obstacles, and some aspects—especially management waste and coordination cross department—still need repair significant (Ahmed et al., 2021; Cabral & Chiappetta Jabbour, 2020).

The gap This reflect more phenomena wide in industry hospitality and tourism, where the practice greenwashing—claims sustainability that is not supported by action real—still become challenges. Research previously show that companies in the sector hospitality and tourism often promote easy 'micro-eco' initiative visible to consumers, while aspects greater sustainability substantive—such as impact more social and environmental in—often ignored (M. C. Ali et al., 2020; Kara & Edinsel, 2023).

However, it is important For noted that findings study This No necessarily conclude that hotels in Bali do greenwashing. On the other hand, the identified gaps more reflect reality that transform towards sustainability is a gradual process that requires time, source power, and change systemic. As expressed by one of participants, "We are in journey, not yet arrived at the destination" (P1, GM Hotel A).

Factors that Influence Strategy Effectiveness, Based on analysis regarding the strategies implemented, there are a number of factor key influencing factors effectiveness implementation green meeting: First, commitment management peak become factor determinant. Hotels that have commitment strong from General Manager and staff board of directors tend show progress more fast in implementation green meeting. Commitment This translated in allocation budget, formation team specifically, and setting measurable performance targets. Second, the culture organization and coordination cross function is very important success implementation. Successful hotels integrate principle sustainability to in culture organization—not just procedure additional—shows more results Good. Otherwise, the hotel is still see green meeting as not quite enough answer One department certain (for example engineering or banquet) tends to face obstacle coordination. Third, literacy sustainability client become factor significant external. International clients with literacy high sustainability tend encourage hotels to increase practice green meeting. On the other hand, resistance client domestic become necessary inhibitors overcome through effective education and communication strategies. Fourth, the availability of infrastructure and suppliers local influence the hotel's ability to implement green meeting in a way consistent. Limitations suppliers local certified and infrastructure recycling repeat become constraints that require solution collaborative between hotels, government, and local

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communities (Q. Ali et al., 2021; Gatti et al., 2019; Martins et al., 2021; Merli et al., 2019; Yang et al., 2020).

CONCLUSION

Based on results research and discussion about implementation green meeting in sustainable MICE management in business hospitality Badung Regency, Bali, can withdrawn conclusion as following.

Study This find that hotels in Badung Regency have implement various practice green meeting which includes efficiency energy through use LED lights and sub-metering systems, reduction plastic very use, management waste food with technology Lumitics, utilization material food local and organic, as well as digitalization event documents. However, the implementation the Still nature partial and facing a number of challenge significant, namely limitations capacity room friendly environment, not yet existence procedure integrated standards cross department, as well as domestic market resistance that is still look at green meeting as cost additional value plus.

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Study This confirm that green meeting No just trend or tool marketing, but rather factor determinant for sustainability business hospitality in the future. Recommendations practical for industry hospitality in Bali includes strengthening coordination cross department, development of educational programs sustainable for client domestic, as well as improvement investment in technology and partnerships local. For the regional government, required policy incentive for hotels that implement green meeting as well as development infrastructure recycling re-certification and certification suppliers local For create supporting ecosystem sustainable MICE tourism in Bali.

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