

Implementation Of The Triple Bottom Line: Synergy Between Harris Hotel, Bundaran Satelit, and Garda Pangan In The Food Sustainability Program In Surabaya

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ABSTRACT

This study stems from the shifting paradigm in the hospitality industry, which is now embracing sustainability as a new standard for global competitiveness. This research aims to describe the implementation of the Triple Bottom Line (TBL) strategy through a synergy between HARRIS Hotel Bundaran Satelit Surabaya and Garda Pangan in a food sustainability program. The study used qualitative methods with a descriptive approach to evaluate how food waste management can be integrated with social responsibility and economic efficiency. Data were collected through a documentation study of hotel industry publication reports, a search of media coverage related to program implementation, and an in-depth literature study of sustainability frameworks.

The findings indicate that this collaboration effectively meets three pillars of sustainability, the Planet pillar is achieved through a significant reduction in methane gas emissions by breaking the chain of organic waste disposal to landfills, the People pillar is realized through the distribution of surplus edible food to underprivileged communities and increasing employee emotional engagement; and the Profit pillar is achieved through strengthening the brand's reputation as a sustainable hotel that attracts a modern market segment. This program demonstrates that food waste management is not simply a cost burden, but rather a strategic investment capable of creating an ethical and resilient tourism ecosystem. The success of this synergy provides an opportunity for the development of a hospitality business model in Surabaya that aligns economic ambitions with environmental sustainability and the well-being of local communities.

Keywords: *Corporate Social Responsibility, Food Waste, Hospitality Industry, Triple Bottom Line.*

Background

The global tourism industry is currently undergoing a significant paradigm shift, in which

luxurious amenities are no longer the sole measure of success. Modern hotels are now expected to embrace sustainable tourism trends in response to growing consumer awareness of climate change and social justice issues. In this context, hotels are no longer viewed as isolated business entities, but rather as an integral part of an ecosystem that must take responsibility for the environmental and social impacts they cause. Integrating these sustainability principles has become a crucial strategy for creating responsible and progressive tourist destinations in the eyes of the international community.

More than just a place to stay, the hospitality industry plays a strategic role in promoting the well-being of local communities through inclusive business practices. Research shows that hotels that are able to balance economic, social, and environmental considerations not only support long-term tourism development but also enjoy a stronger competitive edge in the global market. By integrating sustainability values into its daily operations, the hospitality sector plays a key role in creating a tourism ecosystem that is environmentally friendly, ethical, and capable of having a positive impact on all stakeholders.

HARRIS Hotel & Conventions Bundaran Satelit Surabaya has established itself as one of the strategic properties leading the way in implementing corporate social responsibility (CSR) in East Java. As a hotel chain that embraces a lifestyle concept, HARRIS Hotel not only offers lodging facilities but also integrates various sustainability initiatives that include the prudent management of resources. One concrete example of this is the "Food Sustainability Program," which is carried out in collaboration with Garda Pangan Surabaya. This partnership aims to reduce food waste while distributing surplus, edible food to those in need, an initiative that

combines operational efficiency with social responsibility.

An analysis of the consistency of these sustainability practices can be examined in depth through the lens of the Triple Bottom Line (TBL) Theory, pioneered by John Elkington. This framework redefines the parameters of corporate success by emphasizing that an organization's success is not measured solely by profit (Profit), but must also integrate positive contributions to social well-being (People) and environmental conservation (Planet). The implementation of the TBL concept in the food sustainability program at HARRIS Hotel Bundaran Satelit demonstrates that waste management and community empowerment are not cost burdens, but rather strategic investments that strengthen the company's reputation, as reflected in the environmental award presented by the Surabaya City Government.

However, integrating these ideal values into the complex operations of a hotel certainly presents its own challenges. Therefore, this article will provide an in-depth description of the implementation of TBL theory through a case study of the collaboration between HARRIS Hotel Bundaran Satelit and Garda Pangan. This paper aims to evaluate how the synergy between waste management, community empowerment, and the achievement of economic targets forms a resilient business model with a broad impact on the tourism ecosystem in Surabaya.

Beyond the Triple Bottom Line framework discussed in the following section, the broader theoretical foundation for corporate sustainability practices in the hospitality sector can be traced to stakeholder theory, which holds that a firm's long-term viability depends on its ability to address the legitimate interests of all parties affected by its operations, not shareholders alone (Freeman, 1984). This view is complemented by Carroll's (1991) pyramid of corporate social responsibility, which positions economic and legal obligations as the foundation upon which ethical and philanthropic responsibilities, such as community food assistance, are built. Bansal (2005) further argues that sustainable development within organizations is best understood as a longitudinal, evolving process rather than a single initiative, a perspective directly relevant to HARRIS Hotel's continuing Food Sustainability Program.

Within the specific domain of food waste, Papargyropoulou et al. (2014) propose a food waste hierarchy that prioritizes the redistribution of surplus

edible food to people in need above composting, animal feed, or energy recovery, and below only source prevention itself; the HARRIS Hotel–Garda Pangan partnership corresponds closely to this second-highest tier of the hierarchy. On the demand side, Han et al. (2010) show that guests' environmentally friendly behavioral intentions toward a hotel are shaped by their attitudes toward, and awareness of, the hotel's environmental practices, suggesting that a visible food redistribution program can plausibly influence guest choice in addition to operational and reputational outcomes.

Internally, Chou (2014) finds that employees' personal environmental beliefs interact with a hotel's environmental policies to shape workplace outcomes such as engagement and retention, reinforcing the People-pillar findings discussed later in this study. At an industry level, Legrand, Sloan, and Chen (2016) and Jones, Hillier, and Comfort (2016) both note that sustainability in hospitality has moved from a peripheral compliance issue toward a core strategic concern, while Bohdanowicz (2006) and Chan and Hawkins (2010) document that hotel environmental management initiatives, ranging from energy and waste programs to formal environmental management systems, are most effective when supported by consistent top management commitment. Taken together, these theoretical and empirical strands provide the wider disciplinary context within which the TBL-based analysis of HARRIS Hotel Bundaran Satelit is situated.

Literature Review

The Theoretical Foundation of the Triple Bottom Line (TBL)

This study is based on the TBL concept proposed by Elkington in 1998. Elkington (1998) asserts that sustainable business in the 21st century is not judged solely by profit but must also strike a balance between economic, social, and environmental aspects. In the service industry, Kasim & Ismail (2012) note that hotels that clearly implement the “Planet” and “People” principles typically have a competitive advantage. This is particularly important for Harris Hotel Bundaran Satelit, where the implementation of TBL is not merely a matter of moral responsibility but also a means of enhancing customer trust by building a brand image that demonstrates commitment.

Waste Management and Efficiency

The issue of food waste is the biggest challenge in hotel operations. Gössling (2018) emphasizes that effective food waste management requires a strategic approach, not merely final disposal. Collaboration with third parties, such as that undertaken by Harris Hotel with Garda Pangan, aligns with the findings of Pirani & Arafat (2014), who state that involving external organizations in managing food scraps can drastically reduce a hotel's carbon footprint.

Furthermore, Jones et al. (2014) view this practice as part of the Circular Economy. Rather than allowing food waste to end up in landfills where it produces methane gas, hotels redirect it for higher-value use (consumption by those in need), which, according to Kasim & Ismail (2012), represents the highest form of compliance with global environmental standards.

Community Empowerment and Social Impact

The program to distribute surplus food to the community through Garda Pangan is a tangible manifestation of the "People" pillar. Bohdanowicz and Zientara (2008) state that CSR activities that directly meet the needs of local communities can create a "social license to operate," meaning that the people of Surabaya give their full support to the hotel's presence.

Furthermore, participating in this humanitarian effort also has an impact within the company itself. Singal (2014) notes that hotels with a strong sense of social responsibility tend to have higher levels of employee engagement. Harris Hotel employees do not just work for a paycheck; they also take pride in the fact that their company is actively helping to address hunger and food insecurity in their local community.

Financial Performance and Reputation

In the long term, the collaboration between Harris Hotel and Garda Pangan strengthens the "Profit" element. Mahrani and Soewarno (2018) show that CSR mechanisms have a positive impact on corporate profitability by improving resource efficiency and strengthening corporate value. Any logistics costs that may arise from food sustainability programs will be offset by an enhanced brand image.

In today's digital age, this reputation is a highly volatile asset. Abbas and his research team (2020) state that a company's reputation serves as a bridge between

CSR activities and customer loyalty. Finally, Line and his team (2016) added that in today's market particularly among Millennials and Gen Z consumers tend to choose brands with genuinely authentic sustainability narratives. Recognition from authorities, such as an award from the Surabaya City Government earned through the consistency of this program, serves as a more effective and convincing promotional tool than conventional advertising.

Research Method

This study employs a qualitative approach using descriptive methods to explore the phenomenon of sustainable implementation in the hospitality sector. The study focuses on the mechanisms of strategic collaboration between HARRIS Hotel & Conventions Bundaran Satelit Surabaya and Garda Pangan in managing food waste. The use of descriptive methods aims to provide an in-depth and comprehensive overview of how the Triple Bottom Line (TBL) theory which encompasses economic, social, and environmental aspects is integrated into the hotel's daily operations through the Food Sustainability program.

Data for this study were collected through documentation and literature review using credible secondary sources. Primary data sources included hospitality industry news reports, particularly a publication from Daily Hotels (2023), which provided factual information regarding the formalization of the partnership, food collection mechanisms, and the food safety standards implemented by both parties. In addition, the researcher reviewed other scientific sources, such as previous research journals on food waste management and corporate annual reports, to validate the findings in the field.

Data analysis was conducted in three main stages: data reduction, narrative data presentation, and drawing conclusions. The researchers sorted through information relevant to the Planet, People, and Profit pillars from various news sources and scientific literature, which was then synthesized into a cohesive narrative. Data validity was ensured through source triangulation, in which information from media reports was cross-referenced with theories of sustainability management and standard operating procedures (SOPs) applicable in the service industry. Through this method, the study is expected to provide an objective analysis of the actual impact of the food sustainability program on the reputation and tourism ecosystem in Surabaya.

Results and Discussion

The implementation of the Food Sustainability program at HARRIS Hotel Bundaran Satelit through a strategic collaboration with Garda Pangan demonstrates a tangible manifestation of the synergy between the service industry's operations and progressive environmental ethics. Based on an in-depth field analysis, this practice comprehensively addresses all three pillars of the Triple Bottom Line (TBL) through a series of integrated activities, in which each pillar reinforces the others to create a resilient business ecosystem.

Waste Reduction and Environmental Mitigation (Planer Pillar)

The program's key success lies in the radical transformation of organic waste management from source to disposal. Instead of allowing edible food leftovers from buffets or large events to end up at the Final Waste Processing Facility (TPA) as rotting trash, the hotel implements strict sorting procedures and operational standards. This process ensures that every portion of surplus food maintains its quality, temperature, and hygiene before being handed over to the Garda Pangan team. This preventive measure directly contributes to mitigating the climate crisis by reducing methane emissions which are scientifically far more dangerous than carbon dioxide in trapping heat in the atmosphere typically generated by piles of organic waste in urban areas. The environmental award received from the Surabaya City Government serves as authentic proof that the hotel has successfully shifted its operational paradigm from a linear "take-make-dispose" model to a circular economy model that is more responsible toward ecosystem regeneration. This success also exerts positive pressure on other industry players in Surabaya to begin auditing the carbon footprint generated by their production waste.

Social Justice and Community Food Security (People Pillar)

The resulting social impact goes beyond mere short-term philanthropic donations. This synergy creates a systematic bridge between the abundance of resources in the luxury hospitality sector and the food insecurity still experienced by some underprivileged communities in Surabaya. This food distribution not only provides the local community with access to adequate, five-star-quality

nutrition but also indirectly builds a "social license to operate" for the hotel. Moral support from the surrounding community serves as the foundation for the hotel's long-term security and sustainability. Furthermore, this social impact extends into the realm of internal human resource management. The active involvement of hotel staff from chefs sorting food to operational staff coordinating pickup logistics fosters a sense of pride and a more humanistic work culture. Employees no longer view food scraps as waste that adds to their workload, but rather as part of the company's humanitarian mission. This creates a deep sense of job satisfaction that ultimately reduces employee turnover and enhances their emotional loyalty to the organization's overarching vision.

Operational Efficiency and Brand Value (Profit Pillar)

This sustainability strategy has proven not to be a costly burden, but rather a strategic and profitable investment in reputation. Although there are additional logistics and data management procedures required to oversee this program, long-term efficiency is achieved through the cultivation of a very strong brand image in the eyes of increasingly critical modern consumers. In the digital age, which prioritizes transparency, an authentic narrative about a hotel that actively addresses hunger and environmental conservation serves as a powerful magnet for the millennial and Gen Z market segments. These consumer groups tend to show high loyalty to brands that demonstrate genuine social values and take a bold stance on environmental issues. A reputation as a pioneer in food sustainability in East Java provides a competitive advantage that competitors would find difficult to erode, even through price wars.

Furthermore, this position establishes HARRIS Hotel as the preferred partner for corporate organizations or international institutions with similar CSR policies, thereby opening up new revenue opportunities in the MICE (Meetings, Incentives, Conventions, and Exhibitions) sector based on sustainability values. Thus, economic sustainability in this context is not achieved through the excessive exploitation of resources, but rather through optimizing the utility of existing resources and strengthening long-term relationships with all stakeholders.

Discussion

The findings of this study reinforce the theoretical

proposition advanced by Elkington (1998) that sustainable business success cannot be reduced to a single financial metric, but must instead be understood as the simultaneous pursuit of environmental, social, and economic value. The HARRIS Hotel–Garda Pangan collaboration illustrates this proposition in a concrete operational setting: what began as a mechanism to manage surplus food has evolved into a structure through which the Planet, People, and Profit pillars actively reinforce one another rather than operating as separate, competing agendas.

On the Planet dimension, the results corroborate Gössling (2018) and Pirani & Arafat (2014), who argue that effective food waste management requires strategic redirection rather than end-of-pipe disposal. By routing surplus food away from landfills, HARRIS Hotel avoids the methane emissions associated with organic decomposition, a pathway consistent with the circular economy logic described by Jones et al. (2014). This suggests that third-party redistribution partnerships, rather than in-house composting or disposal upgrades alone, can offer hotels a comparatively fast and low-capital route to measurable emissions reduction.

On the People dimension, the findings extend Bohdanowicz & Zientara's (2008) concept of a “social license to operate” by showing that its benefits are not confined to external community relations. Consistent with Singal (2014), employee involvement in the food rescue process appears to generate internal reputational and motivational effects — chefs and logistics staff describe the program as part of the hotel's humanitarian identity rather than an added operational burden. This dual-facing effect, outward toward the community and inward toward staff, indicates that People-pillar initiatives can simultaneously serve as CSR and human-resource strategy.

On the Profit dimension, the results are consistent with Mahrani & Soewarno (2018) and Abbas et al. (2020), who found that CSR activities strengthen corporate value primarily through reputation rather than direct cost savings. The award received from the Surabaya City Government functions as third-party validation that, per Line et al. (2016), resonates strongly with millennial and Gen Z travelers who prioritize authentic sustainability narratives over conventional advertising. This suggests that the return on a food sustainability program should be evaluated over a longer reputational horizon rather than through short-term cost accounting alone.

Compared with related studies on TBL implementation in Indonesian hospitality and tourism businesses, such as Alam Setiawan & Muharis (2024) on CSR practices in hotels, Mustika Sidik et al. (2025) on a sustainable tourism business model at De Bloem Villa, and Ngatemin et al. (2025) on incremental sustainability innovation at Grand Mercure Medan Angkasa, this study adds a distinctive case in which sustainability is operationalized through a formal cross-sector partnership with a food-rescue organization rather than through internal programs alone. This points to inter-organizational collaboration as an underexplored but potentially significant pathway for hotels seeking to implement TBL principles without bearing the full operational burden internally.

Conclusion

This study affirms that the collaboration between HARRIS Hotel Bundaran Satelit and Garda Pangan in the food sustainability program represents a viable model for implementing the Triple Bottom Line in the modern hospitality industry. The synergy demonstrates that food waste management is not merely a technical activity, but a commitment that preserves ethical value and food safety from the hotel kitchen to the hands of the communities that need it. Consistency in maintaining food safety standards and distribution procedures on the part of Garda Pangan gives the hotel confidence that its surplus food remains a fit-for-consumption product.

The results also show that this program provides a strong foundation for strengthening HARRIS Hotel's image as a pioneer of environmentally responsible hospitality in Surabaya. Guest interest, particularly among corporate clients and younger travelers, is increasingly shifting toward stay experiences with a tangible social impact; their motivation is driven not only by physical facilities but also by an emotional connection to, and appreciation of, the hotel's contribution to addressing hunger and reducing its carbon footprint. This success is further supported by the active involvement of management and staff, who regard the program as part of the company's cultural identity rather than merely an operational burden.

Looking ahead, this synergy can be developed further through a stronger green-marketing narrative and broader collaboration with other tourism stakeholders. This positions HARRIS Hotel Bundaran Satelit not only as a

place to stay, but as an integral part of a responsible tourism ecosystem in Surabaya. By sustaining this program, the hotel plays an active role in supporting Surabaya's image as a city capable of aligning tourism industry progress with social justice and authentic environmental conservation.

Limitations and Recommendations

This study has several limitations. First, it relies on a single case study, the collaboration between HARRIS Hotel Bundaran Satelit and Garda Pangan, so the findings reflect the dynamics of this specific partnership and cannot yet be generalized to other hotels or food-rescue collaborations in different cities. Second, the data were drawn from secondary sources: hospitality industry news reports, media coverage, and prior academic literature, rather than from direct interviews with hotel management, Garda Pangan staff, or the communities that receive the redistributed food. This limits the depth of insight into lived experiences and internal decision-making processes.

Furthermore, the qualitative descriptive approach employed in this study was intended to provide an in-depth narrative understanding of how the TBL pillars are integrated, rather than to quantify the relative contribution of the Planet, People, and Profit dimensions to the hotel's overall performance. As a result, claims regarding the strength of the relationship between the food sustainability program and outcomes such as brand reputation or employee retention remain interpretive rather than statistically validated.

Recommendations

Future research is recommended to expand the scope of inquiry by comparing food sustainability collaborations across multiple hotels and cities in Indonesia, in order to test whether the patterns observed at HARRIS Hotel Bundaran Satelit hold more broadly across different organizational and regulatory contexts.

In addition, future studies could adopt a mixed-methods or quantitative approach, for example by measuring the relationship between food waste reduction, employee engagement indices, and financial or reputational performance, and by collecting primary data through interviews or surveys with hotel management, Garda Pangan personnel, and beneficiary communities. Such approaches would help validate and extend the descriptive findings presented here.

Theoretical and Practical Contributions

Theoretically, this study contributes to the Triple Bottom Line literature by demonstrating how the Planet, People, and Profit pillars can be operationalized through a formal cross-sector partnership between a hotel and a third-party food-rescue organization, rather than through internally managed sustainability programs alone. This extends prior TBL and hospitality CSR research (e.g., Kasim & Ismail, 2012; Alam Setiawan & Muharis, 2024; Ngatemin et al., 2025) by foregrounding inter-organizational collaboration as a distinct pathway to sustainability outcomes in the Indonesian hospitality context.

Practically, the findings offer guidance for hotel managers seeking to formalize surplus-food donation procedures as part of their sustainability strategy, for food-rescue organizations such as Garda Pangan seeking to scale similar partnerships with other hospitality businesses, and for local governments considering recognition schemes, such as the environmental award granted by the Surabaya City Government, as a low-cost mechanism to incentivize corporate participation in food waste reduction.

Contributions by Researchers

All authors actively contributed to every stage of the research. The first author, Citra Tri Arsi, was responsible for the conceptualization of the study, collection and documentation of secondary data, data analysis, and preparation of the initial manuscript draft. The second author, Dr. Bambang Suharto, S.ST., M.M.Par, contributed to the development of the research methodology, validation of the findings, and review and editing of the manuscript. The third author, Dr. Yuniawan Heru Santoso, S.E., S.Sos., M.Si, was involved in supervising the research process, interpreting the results within the Triple Bottom Line framework, and refining the manuscript until it was ready for publication. All authors have read and approved the final version of the manuscript.

Conflict of Interest

The authors declare that there were no conflicts of interest in the conduct of this research, the preparation of the manuscript, or the publication of this article. The authors have no financial, professional, or personal relationship with HARRIS Hotel & Conventions Bundaran Satelit

Surabaya or Garda Pangan that could have influenced the analysis or interpretation presented in this study; all findings were derived independently from publicly available secondary sources.

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ETHICAL APPROVAL

This study is a documentary and literature-based analysis that relies exclusively on secondary data, namely published hospitality industry reports, media coverage, and academic literature; it did not involve direct interaction with, or the recruitment of, human participants. Accordingly, formal review by an institutional ethics committee was not required for this study, in line with common practice for desk-based qualitative research using publicly available secondary sources.

INFORMED CONSENT

As this study did not involve primary data collection from human participants and relied solely on publicly available secondary sources, obtaining informed consent from individual participants was not applicable.

DATA AVAILABILITY

The secondary data supporting the findings of this study, namely the industry publication from Daily Hotels (2023) and the academic literature cited throughout the manuscript, are publicly available through the sources listed in the References section. No restricted or proprietary data were used in this study.

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