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Analysis of the Just in Time Method in Food Procurenment at a Five Star Luxury Hotel in Nusa Dua, Bali

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A R T I C L E I N F O

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A B S T R A C T

This study aims to analyze the implementation of the Just In Time (JIT) method in food procurement at a five-star luxury hotel in Nusa Dua. A descriptive qualitative approach was used, with data collected thru interviews, observations, and documentation. Informants included staff from the procurement, cost control, and kitchen departments involved in the procurement process. Data were analyzed thru reduction, presentation, and conclusion drawing. The findings indicate that food procurement follows the stages of purchasing, receiving, storing, and issuing materials. The Just In Time method is applied thru timely procurement based on operational needs, reducing waste, maintaining food quality, optimizing storage space, improving inventory efficiency, and supporting smooth, effective, and sustainable hotel operations while ensuring product availability.

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INTRODUCTION

The hotel industry is an accommodation business that provides lodging services along with food and beverage facilities (Nurmin et al., 2018). Along with the rapid growth of the tourism industry, the hotel sector faces increasing challenges in improving operational efficiency (Anas et al., 2020). Companies, particularly in the hospitality industry, are profit-oriented; however, they are also closely\ connected to social institutions, as hotel development is expected to grow harmoniously with the surrounding community and environment (Rahayu et al., 2025).

Procurement in hotels refers to activities related to determining the types of products needed, purchasing goods, receiving and storing deliveries, and administering purchasing contracts (Wicaksono, 2016). This is in line with Mulyadi (2016), who stated that internal control functions to prevent and detect deviations in the use of organizational resources. According to Bardi (2011), food and beverage cost control is an important aspect of hotel management because it directly affects profitability and guest satisfaction. Inefficient management may lead to waste and increased operational costs.

According to Zulian Yamit (2003) in Gustini and Efrianti (2013), the term Just In Time means "on time" or "timely." The Just In Time (JIT) concept was successfully implemented by Japanese industries through the ability of suppliers to deliver orders precisely when needed. JIT later evolved into a production system generally defined as an effort to eliminate waste in all areas of production, thereby producing goods at the right time for sale (Gustini & Efrianti, 2013). Renova et al. (2016) explained that Just In Time aims to minimize inventory levels and avoid waste by ensuring that materials arrive exactly when required. The fundamental principle of Just In Time is that companies maintain little or no safety stock, allowing them to reduce inventory costs. In this system, suppliers become loyal and professional partners who play a significant role in maintaining the company's material supply (Gustini & Efrianti, 2013). Furthermore, the JIT method influences managerial functions that are essential in the hospitality industry, particularly in inventory control and waste reduction (Arifah et al., 2023).

Integrating food waste prevention into quality management and sustainability frameworks enables hospitality organizations to strengthen environmental performance and stakeholder trust (Papargyropoulou et al., 2016). To maximize the purchasing process at a Five Star Luxury Hotel Bali Nusa Dua Resort, the application of the Just In Time approach needs to be aligned with JIT indicators. This research differs from previous studies in terms of the specific topic discussed, although it is supported by similar theoretical foundations. The present study is reinforced by previous research conducted by Arifah et al. (2023) entitled Implementation of the Just In Time Method in the Purchasing System to Improve Restaurant Efficiency at Ascott Kuningan Jakarta Hotel. A qualitative descriptive strategy was used in the investigation, where data were collected through interviews and literature analysis. The findings showed that the implementation of the JIT method in the purchasing department of Ascott Hotel

Restaurant provided significant benefits in terms of operational efficiency, cost reduction, improvement of guest service quality, and raw material management.

Another study conducted by Putri et al. (2024), entitled *Implementation of Procurement Using the Just In Time Method at The Stones Legian Bali Autograph Collection*, used a qualitative descriptive method with data collection techniques through interviews, documentation, and observation. The results revealed that the purchasing process in the hotel consisted of four main stages: purchasing, receiving, storing, and issuing goods. By applying the JIT method, the hotel was able to reduce storage costs and improve operational efficiency because food ingredients were ordered only when needed and could be immediately utilized.

Furthermore, Buru et al. (2025) conducted a study entitled *Implementation of the Just In Time (JIT) Method in Improving Operational Efficiency at Sotis Hotel Kupang Restaurant*. The study used a qualitative descriptive approach and analyzed data using the Miles and Huberman model. The findings showed that JIT implementation had been applied in daily raw material procurement, inventory management, and synchronization of supply with customer demand. The implementation of JIT was proven to reduce waste, lower storage costs, improve service speed, and maintain the quality of food ingredients.

Five Star Luxury Hotel Bali Nusa Dua Resort, a five-star hotel located in the Tourism Area Lot SW 4&5, Nusa Dua, Bali, has a strong commitment to maintaining service standards and operational sustainability. However, in order to maintain high service standards, the hotel must manage its supply chain efficiently and effectively to minimize the risk of inventory shortages while still meeting guest demands on time. In implementing the Just In Time method, Five Star Luxury Hotel Bali Nusa Dua Resort faces several challenges, particularly in maintaining timely procurement from suppliers. Although the procurement system has been systematically planned, delays in raw material delivery still frequently occur due to supplier operational factors, transportation conditions, and fluctuating demand. Therefore, further research is required to examine the implementation of the Just In Time method in the procurement process at a Five Star Luxury Hotel Bali Nusa Dua Resort in accordance with JIT indicators so that the system can operate optimally.

Prior research mostly concentrated on the application of Just In Time in relation to cost efficiency, time efficiency, and human resource management in production systems. However, they did not specifically discuss in detail the procurement flow of food materials using the JIT method in hotels. Therefore, the author is interested in exploring more deeply the implementation of the Just In Time method in food procurement within the hotel industry. This study aims to determine the extent of the implementation of the Just In Time method in food procurement at a Five Star Luxury Hotel Bali Nusa Dua Resort and to identify the supporting and inhibiting factors in its implementation. The hotel applies the Just In Time method only to food products, while beverages are still managed through warehouse storage systems. Therefore, this study focuses solely on food procurement activities. By understanding the principles and developments related to the implementation of Just In Time, the researcher intends to further examine the application of the Just In Time method through a study entitled

Analysis of the Just In Time Method in Food Procurement at a Five Star Luxury Hotel Bali Nusa Dua Resort.

LITERATURE REVIEW

1. Definition of Analysis

According to Komaruddin (2001) in Septiani et al. (2020), analysis is a thinking activity aimed at breaking down a whole into components in order to identify the characteristics of each component, the relationships among them, and the function of each part within an integrated whole. Harahap, as cited in Azwar (2019), defines analysis as the process of breaking down or decomposing a unit into its smallest parts. Based on these definitions, it can be concluded that analysis is a cognitive activity carried out to examine and solve a problem by breaking it down into smaller and more manageable units.

2. Food Procurement

Food procurement activities in the hotel industry consist of several important stages, namely purchasing, receiving, storing, and issuing food materials (Wiyasha, 2011). In the purchasing stage, the purchasing department is responsible for ensuring that the quality and price of food materials comply with established standards through the determination of purchasing specifications and price comparisons among suppliers in order to maintain competitiveness and stability. Meanwhile, the receiving section aims to control food costs by ensuring that the food materials received match the order specifications in terms of quantity, price, and quality agreed upon between the hotel and suppliers (Wiyasha, 2011).

3. Receiving of Food Materials

Receiving is an activity that forms part of the food cost control cycle. The purpose of controlling the receiving process is to ensure that the hotel receives and purchases food materials in accordance with the order specifications, including quantity, price, and quality, as agreed upon between the hotel and its suppliers (Wiyasha, 2011).

4. Definition of the Just In Time Method

The Just In Time (JIT) system is a Japanese management philosophy that has been implemented since the 1970s in many manufacturing companies in Japan. This system was first introduced by Taiichi Ohno at Toyota with the objective of fulfilling customer needs with minimal delay (Kootanaee et al., 2013). In general, Just In Time aims to streamline the flow of raw materials in the production process while minimizing inventory levels so that materials can be utilized exactly when needed (Meylianti et al., 2009).

According to Sugiyono (2023), a conceptual framework is a theoretical explanation of the relationship among the variables being studied. The link between independent and dependent variables is explained by the conceptual framework, which are then formulated into a research paradigm and used as the basis for developing hypotheses. In summary, a conceptual framework can be understood as a theoretical foundation that illustrates the logical relationship between independent and dependent variables in a study. This framework serves to systematically explain the direction and interconnection among variables,

which are subsequently presented in the form of a research paradigm and become the basis for hypothesis formulation

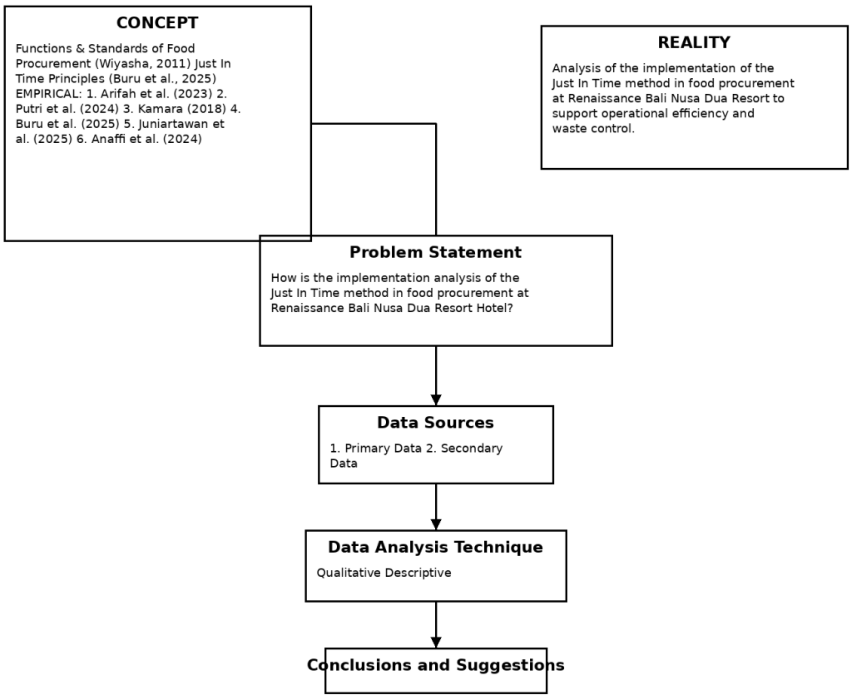


Figure 1. Conceptual Framework

METHODOLOGY

This research was conducted at a Five Star Luxury Hotel in Nusa Dua, specifically within the Purchasing, Cost Control, and Kitchen departments, with a focus on the implementation of the Just In Time method in food procurement. The study was carried out from February to April 2026 using a qualitative approach, as it aimed to gain an in-depth understanding of the food procurement process, as well as cost control efforts and waste reduction within hotel operations. The research data were obtained from two sources: primary data in the form of direct observations and interviews with related parties, and secondary data derived from books, journals, previous studies, and hotel information obtained through the hotel's website.

This study employed observations, interviews, and documentation as data gathering methods. Structured interviews were conducted with the Purchasing, Cost Control, and Kitchen departments to obtain information regarding the food procurement process, cost control, implementation of the Just In Time method, and supporting documents such as Purchase Requests (PR), Purchase Orders (PO), market lists, and food cost data. Observations were carried out directly on the processes of ordering, receiving, and managing food materials within the hotel in order to understand the implementation of the Just In Time method in operational activities. In addition, documentation studies were used as supporting data by reviewing documents, records, and archives related to food procurement activities.

The data analysis technique used in this study referred to qualitative data analysis according to Sugiyono (2023), which consists of three stages: data

reduction, data presentation, and conclusion drawing. Data reduction was carried out by summarizing and categorizing the results of interviews, observations, and documentation to make the data more focused and easier to understand. Furthermore, the data were presented in the form of narrative descriptions so that the relationships among the data could be systematically analyzed. The final stage was conclusion drawing, which was conducted gradually throughout the research process until final conclusions regarding the implementation of the Just In Time method in food procurement at a Five Star Luxury Hotel in Nusa Dua were obtained.

RESEARCH RESULT AND DISCUSSION

1. Principiles of Food Procurement at Five Star Luxury Hotel Bali Nusa Dua Ressort

Based on the table below, at a Five Star Luxury Hotel Bali Nusa Dua Resort demonstrates conformity between Wiyasha's theory and the actual implementation of food procurement practices within the hotel. According to Wiyasha, the standards of food procurement consist of purchasing, receiving, storing, and issuing. In practice, a Five Star Luxury Hotel Bali Nusa Dua Resort has implemented these standards in a structured manner through the stages of purchasing, receiving, storing, and issuing, all of which are carried out in accordance with established procedures to ensure operational effectiveness and the quality of food materials used (Wiyasha, 2011).

Table 1. Compliance Analysis of Food Procurement: Wiyasha Standards vs. Hotel Actual Practices

Food Procurement Standards According to Wiyasha	Actual Practice	Analysis Result
Purchasing: Conducted based on quality standards (purchase specifications) and competitive pricing through supplier comparisons and agreed pricing periods.	Food purchasing at Five Star Luxury Hotel Bali Nusa Dua Resort is carried out through a planning process that considers operational needs and inventory levels. Supplier selection refers to approved vendors and quality standards (purchase specifications) established by the hotel.	Five Star Luxury Hotel Bali Nusa Dua Resort has implemented the purchasing process in accordance with Wiyasha's principles by considering quality, planning, and material availability. This indicates that the procurement process operates effectively and systematically.
Receiving: Conducted by checking the quantity and condition of food materials according to the order (market list) and ensuring that the quality complies with	Food receiving at Five Star Luxury Hotel Bali Nusa Dua Resort is carried out by checking the quantity, quality, and suitability of goods with the purchase order agreed upon by the purchasing department	The receiving process at Five Star Luxury Hotel Bali Nusa Dua Resort is consistent with Wiyasha's standards because it includes quantity and quality inspections in accordance with the order,

the established purchase specifications.	and suppliers, and received by the receiving section.	thereby supporting quality control in hotel operations.
Storage: Conducted by maintaining proper storage conditions and facilities, such as temperature and cleanliness, as well as organizing food materials according to their types to prevent damage and facilitate control.	During the storage stage, food materials are stored in minimal quantities according to daily operational needs in order to avoid inventory accumulation.	At the storage stage, food materials are maintained in minimal quantities according to daily operational requirements that have been planned through the market list by the kitchen department. This prevents inventory accumulation and allows the materials to be used directly for production processes.
Issuing: Conducted through approved store requisition forms, either directly or through warehouse distribution with proper recording, to ensure control over the use and cost of food materials.	The issuing of food materials at Five Star Luxury Hotel Bali Nusa Dua Resort is carried out directly (direct issue) to the departments requiring the materials through conformity with purchase orders in each kitchen outlet.	The issuing process at Five Star Luxury Hotel Bali Nusa Dua Resort is in accordance with Wiyasha's standards, as it is conducted in a controlled manner through a recording system, with materials distributed directly to each outlet user.

Source: Research Results at a Five Star Luxury Hotel Bali Nusa Dua Resort

Based on Table 1, it can be concluded that the food procurement process at Five Star Luxury Hotel in Nusa Dua is in accordance with Wiyasha's theory. Each stage, starting from purchasing, receiving, storing, to issuing, has been implemented properly and follows established procedures. Purchasing is carried out based on operational needs and quality standards, receiving includes inspection procedures, storage is well managed, and the issuing of food materials is conducted in a controlled manner. This indicates that the procurement system implemented at the hotel operates effectively in supporting hotel operations.

2. Just in Time Principles at a Five Star Luxury Hotel Bali Nusa Dua Resort

Based on the table below, Five Star Luxury Hotel Bali Nusa Dua Resort demonstrates conformity between the theory proposed by Buru et al. and the actual practices implemented within the hotel. Buru et al. stated that the fundamental principles of Just In Time include timely procurement of materials, purchasing quantities adjusted to daily operational needs, avoiding overstock and spoilage, reducing storage and procurement costs, synchronizing inventory with customer demand, and maintaining good relationships with suppliers. In practice, Five Star Luxury Hotel Bali Nusa Dua Resort has implemented the Just In Time principles through timely procurement according to operational needs, purchasing in limited quantities, inventory control to avoid stock accumulation, efficiency in storage costs, adjustment to customer demand, and maintaining strong cooperation with suppliers (Buru et al., 2025).

Table 2. Compliance Analysis of Just In Time (JIT) Principles: Buru et al. Standards vs. Hotel Actual Practices

Just In Time Principles According to Buru et al.	**Actual Practice at a Five Star Luxury Hotel Bali Nusa Dua Resort**	**Analysis Result**
Timely procurement: Raw materials are purchased daily according to kitchen needs so that ingredients can be immediately used and remain fresh.	Food procurement at Five Star Luxury Hotel Bali Nusa Dua Resort is carried out routinely every day according to kitchen requirements (Market List). Purchases are based on estimated daily consumption, allowing ingredients to be directly used in fresh condition and according to operational needs. However, daily purchasing creates challenges for certain categories of food ingredients, especially seasonal products.	Daily food procurement based on kitchen requirements (Market List) helps maintain ingredient freshness and avoid excessive purchasing, thereby supporting operational efficiency. However, suppliers may face difficulties in providing certain food ingredients on time when they are out of season, especially fruits and vegetables.
Quantities adjusted to daily needs: The kitchen only orders ingredients according to estimated daily consumption to avoid excessive purchasing.	Five Star Luxury Hotel Bali Nusa Dua Resort ensures that the quantity of food ingredients purchased is adjusted to the daily kitchen requirements (Market List) prepared by each outlet kitchen. Each outlet places orders based on estimated consumption linked to occupancy levels so that ordered ingredients are not excessive.	Food procurement adjusted to daily requirements indicates that ingredient usage is more controlled. This helps avoid over-purchasing and supports efficiency in food material management.
Avoiding spoilage: Limited stock availability reduces the risk of accumulation and spoilage while also saving storage space.	Food inventory management at Five Star Luxury Hotel Bali Nusa Dua Resort is carried out with limited stock quantities adjusted to daily operational needs. Food ingredients are not stored in large quantities in warehouses but are directly used after procurement. This creates faster inventory turnover and reduces the possibility of ingredients being stored	The implementation of procurement with minimal stock quantities shows that Five Star Luxury Hotel Bali Nusa Dua Resort has properly applied the Just In Time principle in preventing ingredient spoilage. Limited inventory levels reduce the risk of accumulation and deterioration, reflecting effective, efficient, and JIT-oriented inventory management.

	for too long. As a result, the risk of spoilage or deterioration can be minimized, and storage space usage becomes more efficient.	
Reducing storage and procurement costs: Small inventory quantities reduce storage and operational costs while making purchasing activities more controlled.	Food inventory management at Five Star Luxury Hotel Bali Nusa Dua Resort is conducted by maintaining stock at minimal levels according to daily operational needs. Through this system, costs related to storage, such as space usage, refrigeration, and ingredient maintenance, can be reduced. In addition, procurement activities are planned and controlled based on actual operational needs to avoid excessive purchasing that could increase operational costs.	Through the implementation of a minimal stock inventory system, Five Star Luxury Hotel Bali Nusa Dua Resort is able to effectively reduce storage and procurement costs. Limited inventory quantities lower operational expenses related to storage and maintenance. Furthermore, purchasing based on actual needs reflects efficiency in budget management. This demonstrates conformity with the Just In Time principle, where cost efficiency is one of the primary objectives of inventory management.
Synchronization with customer demand: Ingredient requirements are adjusted according to the number of guests and menu orders to maintain food availability.	Food procurement at Five Star Luxury Hotel Bali Nusa Dua Resort is conducted by considering the number of guests and menu orders. Ingredient requirements are calculated based on occupancy levels and actual customer demand so that the quantity of ingredients provided is always adjusted to operational conditions. Through this system, food availability can be maintained without shortages or excess inventory that may lead to waste.	Procurement activities adjusted to customer demand indicate that Five Star Luxury Hotel Bali Nusa Dua Resort has properly implemented the Just In Time principle in synchronizing demand and inventory. Adjusting ingredient requirements according to the number of guests and menu orders helps maintain optimal food availability. This not only improves operational efficiency but also minimizes the risk of excess or insufficient inventory, reflecting responsive and effective inventory management.
Good relationships with suppliers: Maintaining regular communication with	Five Star Luxury Hotel Bali Nusa Dua Resort maintains good cooperation with food suppliers through regular	Good relationships with suppliers indicate that Five Star Luxury Hotel Bali Nusa Dua Resort has effectively

suppliers to ensure timely deliveries and preparing alternative suppliers in case of delays.	communication. The hotel ensures coordination regarding delivery schedules, ingredient quality, and required quantities so that all information is clearly communicated to suppliers. In addition, the hotel prepares alternative suppliers as an anticipatory measure in case delays or delivery issues occur with primary suppliers.	implemented the Just In Time principle in maintaining a smooth supply chain. Regular and well-directed communication enables ingredients to arrive on time according to operational needs. The use of alternative suppliers is also an appropriate strategy to reduce the risk of delays and ensure uninterrupted hotel operations. This reflects a reliable, flexible procurement system that supports successful JIT implementation.

Source: Research Results at a Five Star Luxury Hotel Bali Nusa Dua Resort

Based on Table 2, it can be concluded that the implementation of the Just In Time method at Five Star Luxury Hotel in Nusa Dua has been carried out effectively and in accordance with the established principles. The food procurement process is conducted based on daily operational needs, ensuring that inventory quality is maintained without excessive stock accumulation. In addition, adjusting purchasing quantities according to operational requirements supports efficiency while maintaining the quality of the food ingredients used.

In practice, several technical obstacles still occur, such as delays in ingredient deliveries during certain seasonal periods. However, these challenges can be anticipated through the use of alternative suppliers to minimize the risk of delays, as well as through effective coordination with suppliers. Overall, the implementation of the Just In Time method has had a positive impact on the efficiency of food procurement operations within the hotel.

3. Analysis of Food Procurement Standards According to Wiyasha (2011) and the Just in Time Principles According to Buru et al (2025) Compared with the Actual Practices at a Five Star Luxury Hotel Bali Nusa Dua Ressort

Based on the research findings, the food procurement system at Five Star Luxury Hotel Bali Nusa Dua Resort, when compared with the standards proposed by Wiyasha (2011), demonstrates a fairly high level of conformity in several major stages, namely purchasing, receiving, storage, and issuing of food materials. In the purchasing stage, the hotel has implemented quality and pricing standards through the use of an integrated purchase requisition and purchase order system, making the procurement process more controlled and well documented. At the receiving stage, the receiving department conducts inspections regarding the quantity, quality, and specifications of food materials in accordance with the purchasing documents, thereby minimizing errors and discrepancies in the delivered materials.

However, in terms of storage, the hotel does not fully implement the concept of large-scale storage as explained by Wiyasha (2011), but instead applies a minimum inventory system. Nevertheless, storage control measures such as temperature regulation and quality maintenance are still implemented in practice. At the issuing stage, food materials are distributed according to operational requirements through requests from the kitchen department, ensuring that the flow of material usage remains controlled. Therefore, it can be concluded that the implementation of food procurement standards according to Wiyasha (2011) at this hotel has been carried out effectively, although adjustments have been made in the storage aspect to accommodate modern operational needs.

Based on the Just In Time principles proposed by Buru et al. (2025), the food procurement system at Five Star Luxury Hotel Bali Nusa Dua Resort demonstrates a high level of conformity with all major principles. This is reflected in the implementation of timely procurement through daily purchasing activities, the adjustment of ingredient quantities according to operational requirements to avoid excessive purchasing, and efforts to prevent overstocking and spoilage of food materials. In addition, procurement activities have been synchronized with customer demand through the preparation of market lists by the kitchen department, which consider the number of guests and production requirements. The implementation of this system has also contributed to reducing storage costs, improving space efficiency, and maintaining the freshness of food ingredients because they are directly used after being received. On the other hand, relationships with suppliers have been maintained through regular coordination, although delays in deliveries are still occasionally encountered, particularly for seasonal ingredients. This indicates that although the Just In Time principles have been implemented effectively, their success still depends greatly on supplier reliability. Overall, the implementation of the Just In Time method at this hotel has improved operational efficiency and reduced waste, although further optimization is still required in terms of delivery punctuality.

CONCLUSIONS AND RECOMMENDATIONS

a. Conclusion

The results of this investigation show that the application of the Just In Time technique in food procurement at a Five Star Luxury Hotel in Nusa Dua has been carried out through coordination among the Purchasing, Cost Control, and Kitchen departments. This system is implemented to ensure that food ingredients are available according to operational needs, thereby minimizing excess inventory and maintaining the quality of the food ingredients used. The implementation of the Just In Time method is supported by a structured procurement process, starting from the preparation of the market list, Purchase Request (PR), Purchase Order (PO), and the receiving process of food ingredients. In addition, supervision from the Cost Control department assists the hotel in controlling food costs, making operations more efficient and well managed. Based on the research findings, the implementation of the Just In Time method provides benefits in improving the efficiency of food procurement,

reducing waste, and supporting the smooth operation of hotel activities. However, the success of this method highly depends on coordination among departments, the punctuality of supplier deliveries, and continuous monitoring and supervision.

b. Recommendation

The recommendation that can be proposed is that a Five Star Luxury Hotel in Nusa Dua should continue improving coordination among the Purchasing, Kitchen, and Cost Control departments so that the food procurement process can operate more effectively and in accordance with the hotel's operational requirements. In addition, supplier evaluations should be conducted regularly to ensure that the quality of food ingredients and the punctuality of deliveries are consistently maintained.

Future studies are expected to further develop research regarding the implementation of the Just In Time method by incorporating quantitative analysis related to cost efficiency and the level of food waste reduction. Therefore, future research results may provide a more comprehensive understanding of the effectiveness of the Just In Time method within the hospitality industry.

ADVANCED RESEARCH

Future research is expected to further develop studies regarding the implementation of the Just In Time method in the hospitality industry by applying quantitative approaches or a mix of qualitative and quantitative techniques in order to obtain more comprehensive results. In addition, future studies may include other variables such as operational cost efficiency, customer satisfaction, supplier performance, and the influence of information technology on the effectiveness of food procurement. Therefore, future research may provide broader contributions to the development of hotel operational management.

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