

DIGITALIZATION OF CULINARY GOODS PURCHASING PROCESS THROUGH BIRCHSTREET AT LE MERIDIEN BALI JIMBARAN

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ABSTRACT

Focus to procedure in procurement items made by the culinary department at the Le Meridien Bali Jimbaran hotel with use system operation . Aims For analyze as well as documenting step in the procurement process material standard , start from search until verification goods , and difficulties experienced in use system Birch Street this . Understand How system Birch Street Work in the procurement process , identify obstacles that occur in the procurement process use system BirchStreet , and provides suggestions for increase efficiency in procurement goods . The results of study This is find advantages , difficulties , disadvantages and problems in system BirchStreet and the actions it can take implemented For problem system Birch Street

Keywords : BirchStreet , Procurement goods , hotels, raw materials

INTRODUCTION

Hotels are part of the hospitality industry that generally provide accommodation, food, beverages, and additional services to guests. Based on data from the Central Statistics Agency (2024), Indonesia has 29,005 hotels in 2023, with 4,129 starred hotels and 24,876 non-starred hotels. One aspect that is a major concern for hotel management in Indonesia is optimizing internal systems such as procurement of goods, cost efficiency, and quality control (Ayu et al., 2024).

Bali Province is a world-class tourism icon. The Central Statistics Agency (2024) recorded that the number of foreign visits increased by 141.86%, namely 5.20 million people in 2023. Bali's strategic position is the center of the hospitality industry that serves millions of tourists every year. Le Méridien Bali Jimbaran is one of the five-star hotels in Bali which is an international hotel chain under the auspices of Marriott International.

Le Méridien Bali Jimbaran is included in the category of five-star hotels targeting foreign and domestic upper-class tourists. The culinary division at Le Méridien Bali Jimbaran uses the BirchStreet e-procurement system, a digital platform integrated with the ordering, procurement, and goods management systems. Where this system provides transparency, time savings, and better cost control.

The adoption of technology in the hospitality industry in Bali in hotel goods procurement is starting to be seen especially in four or five-star hotels. The use of digital applications to manage goods requests, validation, approval, and delivery is an important solution that helps workflow efficiency (Ayu et al, 2024).

However, there are still many shortcomings in the digital procurement system that has been implemented in star hotels, one of which is Le Méridien Bali Jimbaran which hinders operations, and the system has not been automatically integrated with each user.

METHODOLOGY

The research method used is a descriptive qualitative research method. Qualitative research methods are used to research scientific object conditions, where researchers are key instruments, data collection techniques are carried out by triangulation, data analysis is inductive or qualitative, and qualitative results of researchers emphasize meaning more than generalization (Sugiyono, 2019).

Data collection is carried out through in-depth interviews, documentation, and participatory observations that are validated through triangulation techniques. Triangulation techniques in this case include source triangulation, triangulation of interview techniques, observation, and documentation, and time triangulation.

Data analysis is carried out inductively using the help of NVivo 12 Pro software to manage interview data, carry out the coding process, and produce data visualizations such as word clouds, word trees, project maps, and relationships between nodes.

The data sources in this scientific article research are as follows:

1. Primary data is data that has been obtained from primary sources, both from individuals and individuals, according to the results of interviews and filling out questionnaires conducted by researchers (Sugiyono, 2019).

2. Secondary data is primary data that has been processed in more depth and presented by the primary data collector or other parties, for example in the form of tables or diagrams (Sugiyono, 2019).

The informants in this study are people who are directly involved in the research problem (Sugiyono, 2019). This study involved six informants from the culinary department and other supporting departments that are directly related to the purchasing system. The six informants consisted of Chef de Cuisine, Culinary Admin, Culinary Manager, IT Support, Purchasing Officer, and Storekeeper. These informants were selected because they were considered capable of providing relevant and in-depth information regarding system implementation, obstacles faced, and their perceptions of the effectiveness of the BirchStreet system used in managing kitchen operational needs.

The data collection techniques in this study are as follows:

According to Sugiyono (2019) observation is the process of selecting, recording, and coding a series of behaviors and situations related to the organization, which are carried out systematically in accordance with the objectives of the study. In this study, observations were conducted directly by researchers in the Le Méridien Bali Jimbaran work environment, especially in the culinary department.

According to Lincoln & Guba (2020), interviews aim to construct an understanding of individuals, events, activities, organizations, feelings, motivations, and expectations in the future, as well as verify, expand, and deepen information from other sources. In this study, the interview technique was conducted with six informants who were part of the work structure directly involved in using the system.

According to Sugiyono (2019), data collection through documentation is a technique for obtaining information and data from various sources such as books, archives, documents, writings, numbers, and images that can reflect facts or statements that support the research. Data collected through documentation includes various relevant internal documents such as purchasing procedures, BirchStreet system flows, transaction records, and other supporting reports from related departments, especially from the culinary, purchasing, and IT support departments.

In the context of this study, data validity is maintained so that the information obtained truly reflects the actual conditions related to the implementation of the BirchStreet system in the

purchasing process in the culinary department of Le Méridien Bali Jimbaran. Data validity is influenced by several main factors according to (Ghozali, 2018), namely as follows.

This study uses a thematic analysis approach, namely the process of grouping data based on themes that emerge from the results of interviews, observations, and documentation related to the implementation of the BirchStreet system in the purchasing process in the culinary department of Le Méridien Bali Jimbaran. In this study, researchers also used the help of NVivo 12 software to support the digital data coding process. NVivo is used to identify relationships between categories, create visualizations in the form of word clouds, hierarchy charts, and network models to clarify the pattern of findings. Through NVivo, the analysis process becomes more systematic, transparent, and makes it easier for researchers to manage complex qualitative data volumes.

The results of this analysis technique are presented in the form of in-depth descriptive narratives, supplemented with direct quotes from informants as argumentation reinforcement, and arranged based on a thematic structure that is relevant to the formulation of the research problem. With this approach, research is expected to be able to.

RESULTS AND DISCUSSION

A. Challenges Faced by Le Méridien Bali Jimbaran in Meeting Guest Needs

Based on the results of the interview, the main challenge is the fluctuation of demand influenced by the visiting season and holidays. This requires mature logistical readiness so that there is no shortage of stock. Another point of view is the availability of materials from vendors often being an obstacle, especially if the materials are imported or seasonal products.

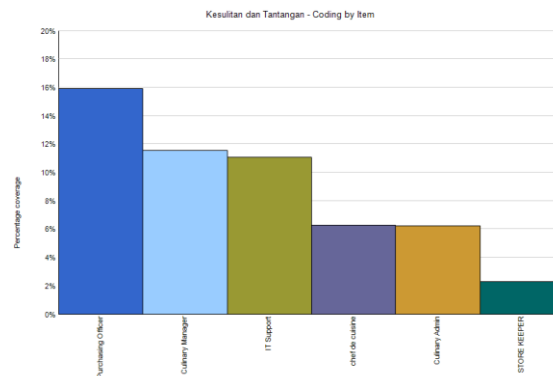
Another challenging factor also arises from the side of the increase in material prices which are often unpredictable. Vendors tend to raise prices suddenly, and the hotel needs to make adjustments both in terms of budgeting and alternative material substitutions.

The results of interviews with informants showed that although the BirchStreet digital system has simplified the process of recording and procuring goods, the multi-layered approval process, as well as dependence on limited vendors, are obstacles when the hotel needs new materials quickly. Other obstacles can be seen from the technical operations, the challenge of user adaptation to the digital system is also still found, especially when the system is undergoing an update (system update) which causes downtime, or when users are not yet fully accustomed to the BirchStreet system interface.



Based on the results of the Word Tree visualization with the keyword "challenges", the most prominent phrase that appears around the word "challenges" is "what Le Méridien is facing", which was then explained by respondents as a form of obstacle in the technical system such as the speed of technicians and the ever-evolving feature updates. Quotes such as "keeping up with the latest features" and "the technical side, not the user operation" indicate that the main

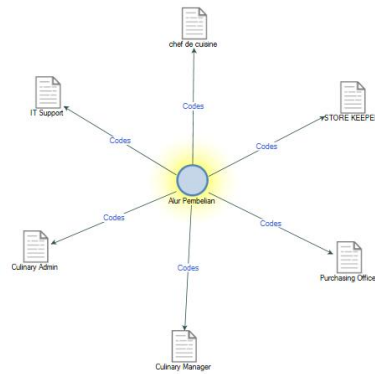
challenge felt by the culinary side is related to the ability to adapt to digital systems such as BirchStreet, not from the operational side of daily use. This indicates that the system is quite technically complex, so it requires more active technical support and regular updates to its users.



The results of this visualization illustrate that Purchasing Officers face the highest level of challenges, which is around 15%, reflecting the complexity of their role in managing the digital procurement system, especially when dealing with sudden requests, limited vendor availability, and a long approval process in the system. For Culinary Managers, the BirchStreet system, although it facilitates recording and transparency, still presents challenges such as adding new ingredients that are not yet registered, which requires a process of adding vendors and cross-level approvals. Meanwhile, for IT Support, challenges arise when there is system downtime, software updates, or minimal digital literacy of users towards the BirchStreet interface, all of which can slow down the purchasing process. Chef de Cuisine and Culinary Admin show moderate levels of challenges ($\pm 6\%$), which are related to coordinating ingredient data, verifying kitchen needs, and smooth communication between teams through the system. Storekeepers are in the last position with a proportion of only around 3%, possibly because they interact with the system more frequently and are familiar with the operational flow of the warehouse.

B. The process of purchasing goods carried out by Le Méridien Bali Jimbaran with the Birch Street system

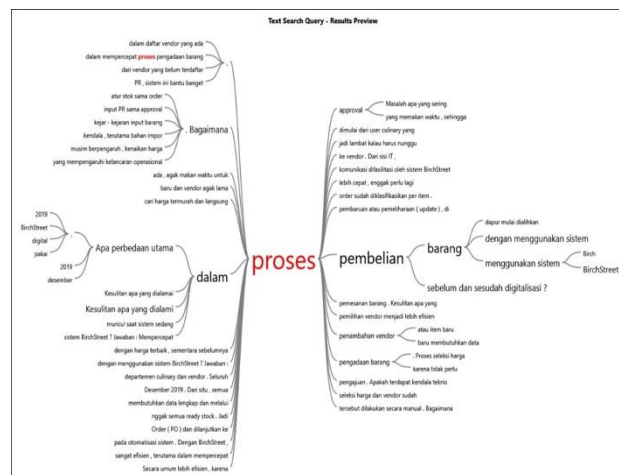
The code relationship that is directly connected to various files shows that all parties involved in the hotel's operational process have the same understanding of the stages of procurement of goods with the BirchStreet system.



The purchasing process in this system starts with a user creating a Purchase Request (PR) in the BirchStreet system. Once the PR is created, the request goes to the purchasing department, which then directs the request to the appropriate vendor. These vendors are integrated into the system and have pricing data that has been classified by type of goods.

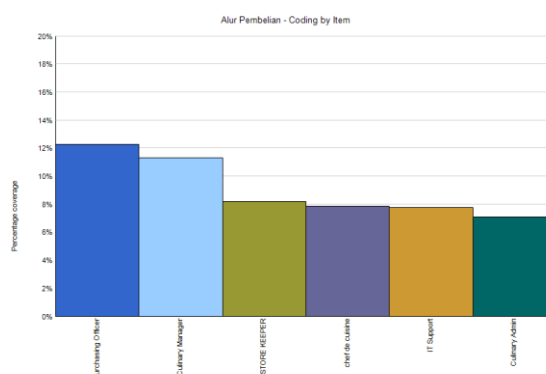
The next step is the internal approval stage, which is tiered from the Chef or Department Head, then up to the Director of Finance (DOF), and finally to the General Manager (GM). If all these approval stages are complete, the PR will return to purchasing to be converted into a Purchase Order (PO), which is then sent to the vendor through the system.

Word tree analysis of the keyword "process", which displays contextual word relationships based on informant interviews related to the digitalization of culinary goods purchases at Le Méridien Bali Jimbaran. The focus of this visualization is on the phrase "goods purchasing process", which indicates that the topic often appears in various contexts of informant statements. One of the main branches shows that the process of purchasing goods through the BirchStreet system is faced with multiple approval challenges that cause delays.



This word tree also shows phrases such as "additional vendors", "system updates", and "pricing difficulties", which indicate that digitization through BirchStreet is not without obstacles. When the required materials are not available, the team must first add vendors, accompanied by data input and legality, which extends the purchasing process time.

On the other hand, this analysis also shows that the digital system has provided benefits in the form of neater recording, reduced manual errors, and transparency in ordering goods. However, statements also emerged about the comparison of the process before and after digitalization, where some staff said the old system was more flexible although less documented, while the new system was more rigid but standardized.

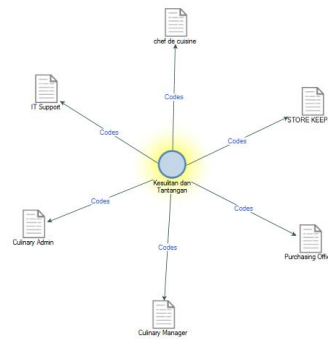


Based on the results of interview data processing in Nvivo. This graph illustrates that the Purchasing Officer has the most dominant involvement in the entire flow, with the highest coverage percentage of around 12%. This shows that this position is the control center of the purchasing process, from request input, verification of needs, vendor selection, to submission of approval. Culinary Manager, with a coverage of around 11%. Its role is crucial in the initial process, especially to justify material needs, prepare technical specifications for goods, and communicate urgency or priority to Purchasing.

Storekeeper, Chef de Cuisine, and IT Support each have moderate contributions, ranging from 7%–8%. The Storekeeper plays a role in checking stock availability before submissions are made, as well as receiving and verifying goods when they arrive. Chef de Cuisine ensures that kitchen needs are properly accommodated, especially in terms of ingredient quality. Meanwhile, IT Support is needed to ensure that the BirchStreet system runs stably. Culinary Admin has a coverage of around 6%, but still plays an important role in administrative recording, inputting supporting data, and reporting related to procurement of goods through the system.

C. Difficulties experienced in the process of purchasing goods using BirchStreet at Le Méridien Bali Jimbaran

In the visualization results of the NVivo coding structure, where the theme of difficulty dominates the interconnectedness between interview files, especially from the Storekeeper, Purchasing, and Culinary Admin.



The main obstacle during the interview was the length of the approval process when there was a request for new goods that were not yet available in the system. The process of submitting a new vendor must go through a long administrative stage, starting from filling in data, validation, to approval from several management parties.

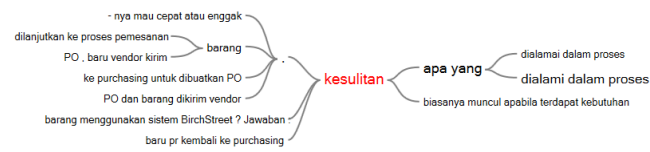
Coding comparison analysis in NVivo shows that respondents from the purchasing and culinary admin departments contributed the most quotes to this node. This indicates that these sections most often come into direct contact with technical and administrative problems in the system.

Store Keeper revealed that dependence on vendors still often causes problems, especially if the vendor does not have the required item or the provision process is slow, Culinary Manager highlighted the complexity of the approval flow involving many parties, which can ultimately slow down ordering, IT Support added that the BirchStreet system sometimes experiences disruptions, especially when updating the system or when the network connection is unstable, Purchasing Officer also said that the high volume of input into the system is a challenge in itself, especially when handling complex requisitions.



This word cloud displays the most frequently occurring words in the answers of informants regarding the difficulties they experienced in using the BirchStreet system in the procurement process. It appears that the words “vendor”, “approval”, “kalah”, “bahan”, “baru”, and “juga” are the most dominant words. The most prominent word “vendor” indicates that most of the problems felt by respondents centered on the relationship with the goods provider. The large appearance of the word “approval” reinforces previous findings that the approval process is one of the main obstacles in the BirchStreet system. Many respondents highlighted that the system requires approval from several layers of management before an item can be ordered.

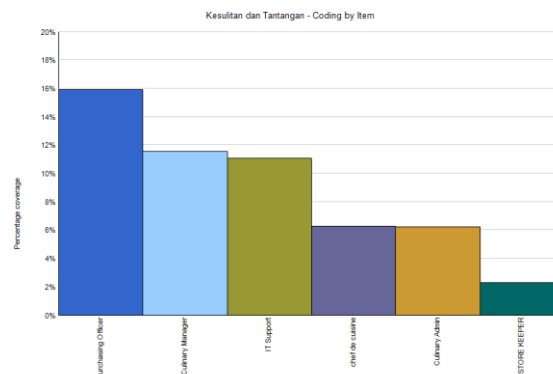
Based on the results of interviews with hotels, the BirchStreet system still faces obstacles in terms of operational agility, limited vendors, and dependence on digital systems.



The keyword “difficulty” in the interviews analyzed using NVivo. This word tree shows the most frequent contexts of the use of the word “difficulty”, especially related to the process of ordering and purchasing goods through the BirchStreet system.

The main branches in this diagram show that difficulties in the purchasing process usually arise when there is a need for new goods that are not yet recorded in the system. Phrases such as “new goods PR back to purchasing” or “new PO vendor sends” indicate that this process can be repetitive and time-consuming, especially when the system is not ready to receive urgent requests.

Contexts such as “goods using the BirchStreet system? The answer is not yet”, which indicates a gap in the use of digital systems. Other difficulties are related to the speed of response and certainty of availability of goods from vendors, for example when questions such as “want it fast or not” arise, which indicates time pressure from the user team to the purchasing team in trying to make certain goods available immediately.



Purchasing Officers are the most affected, with the highest percentage of around 15%, because they have to handle multiple approval processes, the addition of new vendors, and the pressure of urgent needs. Culinary Managers and IT Support face challenges in adjusting operational needs with rigid systems and technical constraints such as system errors or lack of user understanding. Chef de Cuisine, Culinary Admin, and Storekeepers still have important roles in the smooth flow of purchasing and receiving goods.

D. Problems That Occurred in Use System BirchStreet Experienced Department *Culinary* with Other Departments

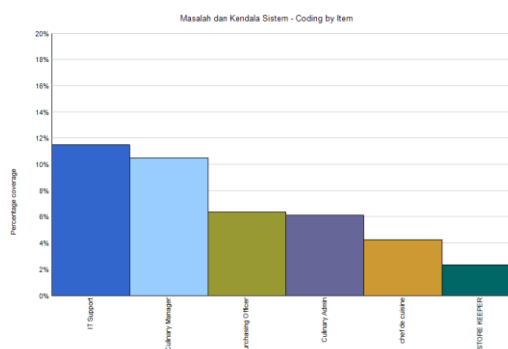
The most prominent problem in using this system is the lack of understanding between the culinary department and the purchasing department and storekeeper regarding the status of goods and the tiered approval process. Other problems also arise as a result when the system experiences disruption or updates, impacting the purchasing department who cannot immediately process orders.

In the nodes "BirchStreet Disadvantages" and "Technical Constraints" it shows that quotes from almost all informants point to the problem of delays in the process between departments. The category "Purchase Flow" has a strong relationship with five main departments. This finding reinforces that operational challenges in digital systems do not stand alone but are closely related to internal collaboration.

In addition, there are complaints related to data that is not real time or has not been updated between the system and the reality in the field. This causes misinformation when PR is submitted. From the results of interviews with respondents, problems in using the BirchStreet system are not only related to technology but also reflect the need to strengthen cross-departmental SOPs, supervision of data accuracy, and increased responsiveness in resolving technical constraints.



Common problems in using the BirchStreet system based on the analysis of the keyword "problem". The most common problems are related to user error, delays in approval, and limited system access. Other problems include additional approvals for new vendors that often take a long time, and the application process that has been in accordance with the procedure is still held up because the system is waiting for approval from certain parties. These findings emphasize the importance of improving the access system, approval responsiveness, and increasing user training to minimize operational obstacles.



IT Support occupies the highest position ($\pm 12\%$), because it must handle technical problems, system errors, and requests for assistance from users. Culinary Manager also faces obstacles ($\pm 10\%$), especially in accessing the system when submitting urgent needs. Purchasing Officer and Culinary Admin experience problems related to the approval process and input of new vendor or item data. Meanwhile, Chef de Cuisine and Storekeeper have a lower percentage, but are still affected when the system is slow or not in sync with field needs.

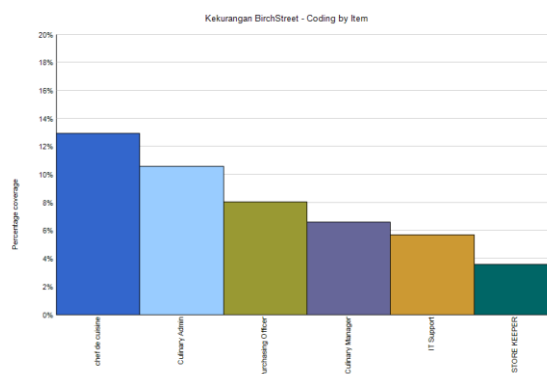
E. Lack System BirchStreet That Can Influence Operational

Based on the results of in-depth interviews analyzed through NVivo software, it was found that the main drawback of this system lies in the limitations in flexibility and response time. One quote that represents this was conveyed by the purchasing party, "If there are new items, the process can take a long time because you have to register a new vendor first. Sometimes it needs to be fast, but the vendor is not yet available in the system".

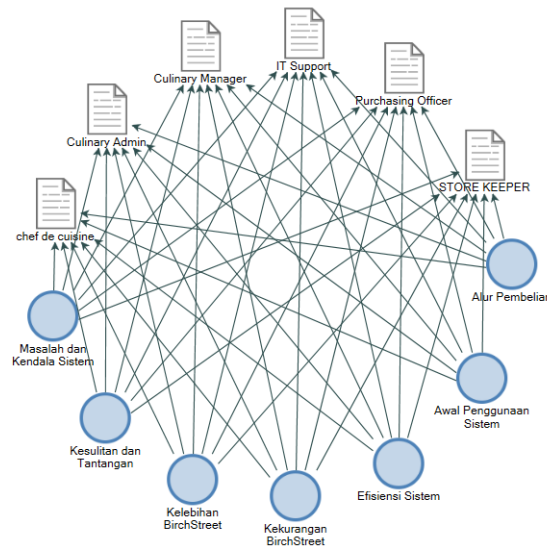
Another fact is the full dependence on the system, where when there is a technical disruption such as a system update or server error, the entire process will stop. NVivo analysis through the "BirchStreet Disadvantages" node shows that most informants complained about the slow process of adding new items, the lack of direct connection between physical stock and the system, and the still limited integration with other hotel systems such as inventory or point of sales which causes data and information gaps that risk causing errors in the purchasing process.



Based on the analysis of the word "weaknesses" from user interviews. Some of the main weaknesses identified include: a complex system for new users, requiring many stages of approval, and difficulty and slowness in adding new vendors and items.



Chef de Cuisine is in the highest position ($\pm 12\%$), because they often experience system limitations when they need new ingredients or face procedures that are too complicated for kitchen operations. Culinary Admin and Purchasing Officer also noted significant shortcomings, such as a less flexible system, and the process of inputting new vendors and goods that requires a long time and stages. Meanwhile, Culinary Manager and IT Support reported fewer shortcomings, although they still observed technical obstacles and limited access. Store Keeper showed the lowest complaints, because their position is more in contact with the final process of the system, namely receiving goods.



Project Map that Project Map that illustrates the relationship between informants and the main themes of the interview data coding results in the NVivo system. This visualization shows that all actors contribute to the formation of an understanding of the process and dynamics of digitalization of purchasing goods through the BirchStreet system.

There are seven main categories identified, namely, System Problems and Constraints, Difficulties and Challenges, BirchStreet Advantages, BirchStreet Disadvantages, System Efficiency, Initial Use of the System, and Purchase Flow. that Purchasing Officers and Culinary Managers are most involved in various aspects of the system, indicating that their positions play a central role in the digital-based procurement process. IT Support tends to be closely connected to technical aspects such as system efficiency and constraints, while Chef de Cuisine and Store Keeper are more involved in direct implementation in the field, especially when goods must be available quickly.

The even relationship between informants and themes proves that the implementation of the BirchStreet system in this hotel is collaborative and requires multi-stakeholder involvement. This underlines that the effectiveness of the system does not only depend on technology, but also on coordination between departments, communication flows, and the readiness of HR adaptation to the digital system being implemented.

CONCLUSION

Based on the results of research on the digitalization of the culinary goods purchasing process through the BirchStreet system at Le Méridien Bali Jimbaran, it can be concluded that:

The implementation of this system has made a significant contribution to improving operational efficiency and the quality of procurement of goods. In general, the hypothesis that digitalization has a positive effect on the culinary procurement process has been proven true through various findings in the field.

The BirchStreet system has been proven to be able to accelerate the purchase request (PR) process, minimize manual input errors, and create a more measurable and accountable process between departments.

Some of the main challenges include delays in the approval process for vendors and new items, system disruptions when updates occur, and high dependence on one digital system without adequate manual procedures as a backup.

The current BirchStreet system does not have the adaptive ability to read seasonal demand patterns or fluctuations in event needs.

In terms of service speed, accuracy of material needs, and continuity of logistics between departments, there are still many shortcomings. It has been found that the main shortcomings of the Birchstreet system lie in the limitations in flexibility and response time.

Based on the findings of the study on the use of the BirchStreet system in the culinary goods purchasing process at Le Méridien Bali Jimbaran, to support sustainable efficiency and improve the quality of digital services in the future, the author provides several development suggestions as follows.

It is recommended to develop an Artificial Intelligence module based on demand forecasting. This module can analyze historical purchasing data, hotel occupancy trends, and holiday seasons to predict culinary ingredient needs more accurately.

It is recommended to develop an internal AI-based chatbot that is integrated with the procurement and management communication system. This chatbot can send automatic notifications to related parties (such as GM, DOF, or users) and allows the approval process to be carried out via mobile devices quickly, safely, and documented.

Develop an interactive dashboard that displays real-time data such as purchase request status, approval waiting time, vendor performance, and items at risk of late delivery. This dynamic visualization will help management in making tactical decisions based on data.

The BirchStreet system can be strengthened with an AI-based vendor rating system feature. This system automatically evaluates vendors based on performance parameters such as delivery speed, item accuracy, and price consistency.

It is recommended to prepare a hybrid SOP in anticipation of an inactive system scenario, so that the procurement process can continue to run with structured manual supervision.

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