

Evaluation of the implementation of the HACCP system in the kitchen of Conrad Bali: A case study of food safety management in the hospitality industry

Ni Putu Eka Trisdayanti ^{1*}, I Made Purwa Dana Atmaja ², Made Hendrayana ³

^{1,2,3} Bali Tourism Polytechnic, Indonesia

*Corresponding author: ekatrisdayanti@ppb.ac.id



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ABSTRACT

Food safety management is a critical concern in the hospitality industry, particularly in hotel kitchen operations where strict hygiene and quality standards must be maintained. Although the Hazard Analysis and Critical Control Points (HACCP) system is widely recognized as an effective approach to controlling food safety risks, empirical studies examining its practical implementation in hotel kitchens, especially in major tourism destinations, remain limited. This study aims to evaluate the implementation of the HACCP system in the kitchen of Conrad Bali and to identify key challenges, supporting factors, and opportunities for improving food safety management practices in the hospitality sector. This research employed a descriptive qualitative approach using semi-structured interviews with eight key informants, non-participant observation, and document analysis. The findings indicate that the HACCP system has been implemented systematically across kitchen operations, supported by staff understanding of HACCP principles, structured monitoring procedures, and consistent documentation practices. The implementation is further strengthened by adequate kitchen facilities, digital monitoring systems, regular internal audits, and strong management commitment. However, several operational challenges were identified, including logistical delays in sanitation supplies and staff adaptation due to trainee rotation. The study also highlights that waste segregation practices support both contamination control and sustainability initiatives. This research contributes to the understanding of HACCP implementation in hotel kitchens by demonstrating the importance of integrating food safety systems with digital monitoring and sustainability-oriented practices in the hospitality industry.

1. INTRODUCTION

Food safety is an important element in the hospitality industry, especially in five-star hotels that are required to maintain high standards in service and quality of dishes. The goal is to maintain the health of consumers at every stage of food production, processing, distribution, and presentation, while still paying attention to environmental factors and the food

ingredients used (Ji & Ko, 2022). Understanding food safety among food handlers in hotel culinary services plays a major role in ensuring that food quality is maintained and preventing foodborne illnesses (Al-Akash, 2022). Therefore, the implementation of an effective food safety management system is indispensable to minimize the risk of foodborne diseases (FBD) and increase customer satisfaction.

Based on data from the World Health Organization (WHO), every year around 600 million people around the world experience foodborne disease (FBD) caused by weak food safety monitoring systems. This condition resulted in about 420,000 deaths, mostly due to a lack of hygiene in food processing. In the United States alone, there have been about 76 million cases of FBD with 5,000 deaths, while the United Kingdom has reported about 1.3 million cases and 500 deaths. In the African region, the number of cases is estimated to reach 91 million with a death toll of around 137,000 people (Ji & Ko, 2022). These figures show the importance of implementing a strict food safety system throughout the food production chain, including in the hospitality sector.

One of the internationally recognized systems to ensure food safety is the Hazard Analysis and Critical Control Point (HACCP). The system uses a risk-based approach to detect, evaluate, and control potential hazards that could disrupt food safety. The implementation of food safety management systems such as HACCP is crucial to ensure and maintain sanitation standards in kitchens and other food handling areas. Through proper implementation, the risk of food contamination and the emergence of diseases it transmits can be significantly reduced (Karadağ & Dayıoğlu, 2021).

A study conducted in the eastern China region aimed to evaluate the potential risk of microbiological contamination in poultry-based foods served in restaurants and hotels that have obtained HACCP certification. Although food that has been cooked has generally met food safety requirements, the results of the study revealed that there is a lack of compliance with the cleanliness standards of the cook's work surfaces and hands. This condition opens up opportunities for cross-contamination. The findings highlight the urgency of closer surveillance and the need for ongoing hygiene training for the workforce to improve the effectiveness of HACCP implementation in preventing foodborne illness (Lai, 2024).

The implementation of the HACCP system provides broad benefits, not only in terms of improving food safety, but also in driving operational efficiency. This system helps optimize the use of resources, increase productivity, and overall product quality. In addition to strengthening the food safety surveillance system, HACCP also contributes to reducing the need for repetitive inspections, accelerating responses to potential problems, improving customer satisfaction, and smoothing international trade relations through compliance with global standards (Farag, 2023), to strengthen the hotel's reputation in the competitive hospitality industry (Oktavio et al., 2021).

Hotels that implement HACCP comprehensively have been proven to show improved food quality, reduced number of complaints from guests, and increased positive reviews. Consistency in implementing best practices and the HACCP system remains a key element in ensuring the safety, quality, and hygiene aspects of the food served (Okpala, 2023). Once HACCP is implemented comprehensively, food quality and safety in organizations show gradual improvements, accompanied by reduced complaints from customers. On the other hand, customers are increasingly giving positive feedback and recommending services, thus creating more opportunities for organizations to grow (Nafarin & Oktavio, 2021; Chen, 2022). The HACCP system has an important role in ensuring food safety in the food service sector, as it is able to efficiently reduce the risk of foodborne illnesses (Lai, 2024).

Although the HACCP system has been widely implemented, its implementation in the hospitality industry still faces a number of obstacles. Some of these include a lack of understanding of the benefits of implementing HACCP, lack of support and encouragement from management, and limited access to adequate training for staff. In addition, the considerable cost of adopting this system comprehensively is also a challenge in itself. Therefore, businesses in the food service sector need to understand that the consistent implementation of HACCP not only ensures food safety, but can also improve operational efficiency, reduce potential losses, and reduce overall production costs (Milios et al., 2012).

Previous studies conducted on hotels in the Delhi area show that the implementation of food safety systems in the hotel and restaurant sector still faces various obstacles. The main obstacles found include low levels of awareness, lack of commitment, weak compliance with HACCP standards, and lack of willingness to run the system consistently, all of which have an impact on suboptimal food safety management (Dhyani, 2022). Other research shows that one of the biggest barriers to HACCP implementation is financial limitations, particularly among small and medium-sized businesses that do not yet have the ability to bear the cost of implementing the system as a whole. Therefore, there is a need for support in the form of adequate funding and consulting services to facilitate the optimal implementation of HACCP in the sector (Radu, 2023).

In the context of five-star hotels in Indonesia, studies on the implementation of the HACCP system, especially in the management of luxury hotel kitchens, are still relatively limited. Most HACCP research focuses on the food processing and manufacturing industry (Aslani et al., 2024; Jubayer et al., 2022; Mouawad et al., 2026), while the implementation of HACCP in hotel kitchens as part of the hospitality industry is still limited. Most research focuses on food microbiology and quality control of a product (Arévalo et al., 2022; Baikadamova et al., 2024; Duan, 2023; Mureşan et al., 2020). There is a lack of research that integrates HACCP evaluation with management approaches and organizational behavior in the

hospitality industry. There has not been a comprehensive study evaluating the implementation of HACCP in star hotels in international tourism destinations such as Bali.

This study aims to uncover the main challenges faced in the implementation of HACCP in Conrad Bali's kitchen, as well as explore various opportunities to improve the effectiveness of the system. The focus of the study is not only limited to regulatory compliance aspects, but also includes operational obstacles experienced by the kitchen team and the potential to strengthen the system through the use of technology, continuous training, and more adaptive management strategies.

Thus, the results of this study are expected to provide an in-depth overview of HACCP practices in Conrad Bali in the global tourism landscape, as well as identify key factors influencing its success. The findings of this study are also intended to provide strategic recommendations for Conrad Bali's management in improving its food safety system, as well as being an applicable reference for other hotels that want to strengthen the implementation of HACCP within their operational scope.

2. METHODOLOGY

This study uses a descriptive qualitative approach to understand in depth the implementation of the HACCP system in the kitchen of Conrad Bali Hotel. The data collection technique was carried out through semi-structured interviews with the 8 informants, including the Executive Chef, Hygiene and Safety Manager, and kitchen staff related to the implementation and supervision of HACCP. The participants in this study were selected using a purposive sampling technique, based on their roles, responsibilities, and direct involvement in the implementation and supervision of the HACCP system in the hotel kitchen. The Executive Chef was selected because of their strategic role in managing kitchen operations, including menu planning, food production processes, and ensuring that food safety standards are consistently applied throughout the preparation stages. The Hygiene and Safety Manager was chosen due to their responsibility in designing, monitoring, and evaluating hygiene, sanitation, and HACCP compliance within the kitchen environment. Meanwhile, kitchen staff were included as participants because they are directly involved in the day-to-day operational practices of HACCP, such as receiving raw materials, storage, food preparation, and serving processes. By involving these key stakeholders, the study was able to capture comprehensive insights into the implementation of HACCP from managerial, supervisory, and operational perspectives, thereby providing a more holistic understanding of food safety management practices in the hospitality industry

Non-participatory observations were carried out directly in the hotel kitchen using an observation checklist form. Observations include aspects such as receipt of raw materials, storage, food preparation process, use of personal protective equipment (PPE), food

temperature monitoring, HACCP documentation, and staff training and communication. Documentation in the form of collection and review of HACCP documents such as CCP logbooks, temperature monitoring forms, internal audit reports, and posters and visual guides available in the kitchen area. The data analysis technique was carried out qualitatively by tracing interview and observation data, then comparing it with the applicable literature and HACCP standards. The results of the analysis are presented narratively and thematically based on the research topic.

3. RESULTS AND DISCUSSION

Understanding and Application of HACCP

Based on the results of the interviews, the Conrad Bali kitchen team has a good understanding of the basic concepts and principles of HACCP. They understand biological, chemical, and physical hazards in the food production chain, as well as HACCP principles such as hazard analysis, critical control point (CCP) determination, critical limit setting, monitoring procedures, corrective actions, verification procedures, and documentation. This understanding is reflected in daily practices, such as temperature checks of raw materials, separate storage between raw and cooked materials, and regular temperature recording.

HACCP educational posters and forms are available and used at each outlet. This indicates the system is running, not only administratively, but also in daily practice. The hotel has a formal HACCP document prepared by the Executive Chef and Manager of Hygiene and Safety. This document includes a flow diagram from the process of receiving ingredients to serving food, including controls on the CCP. Socialization is carried out periodically by the Hygiene and Safety Manager. The active role of staff includes monitoring area cleanliness, personal hygiene, temperature recording, checking equipment, and daily documentation, as well as maintaining consistency through regular checks and effective communication between teams. Technically, the implementation of HACCP is carried out systematically:

- a. Acceptance: the material is checked for temperature and cleanliness.
- b. Storage: differentiated between cold, frozen, and dry storage; FIFO principles are applied.
- c. Preparation & Cooking: hygienic area, staff use PPE, cooking temperature and holding are monitored periodically.
- d. Presentation: the food display is temperature controlled and the equipment is sanitized, the food temperature is maintained by the monitoring form.

Challenges of HACCP Implementation

The main obstacle found in the implementation of HACCP in Conrad Bali is the delay in the procurement of supporting facilities such as tissues, chemicals, and gloves. This can be a risk if not addressed immediately, especially in the sanitation and personal hygiene process.

So far, if there is a logistical delay, it will use logistics from the emergency department, so that until now it can still be handled if there is a delay. In addition to delays in supporting facilities, human resource challenges, especially due to trainee rotation, were also recorded. However, the kitchen stated that this challenge only lasted a short time because the internal training and mentoring system was already running well.

Facility and Audit Support

Kitchen facilities such as chillers, blast freezers, automatic washers, and temperature sensors strongly support the implementation of HACCP. Hotels also use MS Planners as a monitoring tool. Internal audits are conducted every three months and include tour plans, documentation verification, and daily temperature monitoring. Internal audits, which are conducted on a quarterly basis, include plan tours to all kitchen and restaurant outlets, verification of documentation such as temperature logs and CCP (Critical Control Points) records, as well as daily temperature checks, reflecting the application of verification principles in the HACCP system.

Top management is involved in the planning, budgeting, and evaluation of HACCP systems. The availability of budgets for chemicals, training, and equipment shows a commitment to sustainability. In fact, the hotel has a long-term plan to pursue ISO certification as a complement.



Figure 1. Color-coded Chopping Board dan Cleaning and Sanitizing Station

Source: Research Documentation (2025)

Impacts and Opportunities of HACCP

The implementation of HACCP is recognized to have a positive impact on food quality: more hygienic, consistent, and easy to track in the event of a complaint (traceability process when there are complaints is faster); guest trust: guests feel safer consuming hotel food; business competitiveness: the marketability of hotels and reputation increases. HACCP certification is a plus for cooperation with travel agents and elevates the hotel's position; cost efficiency: Although the use of supporting materials (tissue, hand glove, plastic wrap) is

increasing, efficiency is achieved through food waste prevention, optimal temperature control, and reduced risk of food poisoning.

However, this system is not yet fully integrated with financial management and internal auditing, which could be room for improvement in the future. Management provides full support with budget allocation and head of department involvement in the HACCP structure. In the future, the hotel plans to develop ISO certification as a continuation of the food safety system.

Waste Management as Part of HACCP and Sustainability

In the implementation of HACCP in hotel kitchens, the environmental sanitation aspect plays an important role in preventing potential contamination hazards, both biological and physical. One of the concrete steps taken by Conrad Bali is to provide separate bins according to their types, such as organic, inorganic, and recycled materials. This separation not only helps to maintain the cleanliness of the work area and prevents cross-contamination between types of waste but is also in line with the principles of Good Hygiene Practices (GHP) which is a prerequisite in the HACCP system. In addition, disaggregated waste management supports hotel sustainability efforts, including reducing waste to landfills, increasing recycling, and reporting environmental responsibility. Thus, this practice reflects the integration between food safety management systems and a commitment to sustainable tourism.

Discussion

This study shows that the HACCP system has been systematically implemented in the kitchen of Hotel Conrad Bali with support from all operational levels. Staff's understanding of HACCP concepts and principles is relatively good, supported by extensive training and documentation. In the context of the hospitality industry, especially five-star hotels, the implementation of a HACCP system is a must to maintain a reputation and ensure food safety for guests. In the case of hotel kitchens, every stage from receiving raw materials, storage, processing, to serving must be closely monitored so that there are no deviations from food safety standards (Saxena, 2024).

The HACCP system is designed to ensure food safety by preventing biological, chemical, and physical hazards through control at critical points during the food production process, but in its implementation, there are obstacles/challenges. Logistical constraints are the main challenge in implementing HACCP at Conrad Bali. This is in line with previous research that stated that the success of HACCP is also determined by the reliability of the logistics supply (Dhyani, 2022; Milios et al., 2012; Rosak-Szyrocka, 2020). If they are not consistently available, then critical control points (CCPs) cannot be effectively controlled.

Human resource challenges, especially due to trainee rotation, were also noted. However, the kitchen stated that this challenge only lasted a short time because the internal

training and mentoring system was already running well. Training and development are the best tools for performance improvement (Putri, 2021). In addition, the psychological condition of employees also supports employee readiness to perform better (Iskandar et al., 2024; (Sustiyatik et al., 2025)). This is consistent with previous findings that ongoing training is important in maintaining consistency in HACCP implementation, particularly in the hospitality industry with high labour turnover rates (Allam, 2023; Dhyani, 2022; Jubayer, 2022; Radu, 2023). Without consistent training, the potential for HACCP procedure violations becomes greater.

Top-level management support can be seen in the form of involvement in the preparation of the HACCP management structure, the provision of annual budgets for training, chemical sanitation, and equipment procurement. This shows that the implementation of HACCP is not only technical, but also part of a broader managerial strategy. Support from management, both in the form of policies and budgets, is an important pillar in the sustainability of HACCP at Conrad Bali. This suggests that managerial commitment is critical to the long-term success of HACCP systems, especially in service organizations such as hotels, which require interdepartmental coordination and consistent resource allocation, as outlined by Mustapić (2020). Furthermore, although there has been no direct involvement of the finance division or internal audit in HACCP supervision, this study suggests that the system can be developed in a more integrative direction, for example through the use of integrated quality management and reporting software.

The long-term plan to achieve ISO 22000 certification strengthens the hotel's position in maintaining international food safety standards. ISO 22000, which includes elements of HACCP and a quality management system, is a further step that not only enhances credibility, but also strengthens the competitiveness of hotels in a global tourism industry that increasingly demands quality assurance and food safety.

Overall, the integration between physical facilities, digital systems, audit practices, and managerial commitment at Hotel Conrad Bali shows that HACCP is not just a technical procedure, but rather part of an organizational culture that supports tourism sustainability through safe and high-quality food service.

Interestingly, from a business perspective, it is recognized that although HACCP requires additional costs for logistics (e.g. the use of chemicals and gloves) and training, the HACCP system is considered an investment because it aids in long-term efficiency, especially in risk management and increased selling value. For example, the risk of contamination is reduced, guest complaints are reduced, and reputation is improved, all of which provide economic value. In addition, the integration of HACCP with business aspects, such as increased guest confidence and strengthening competitiveness, shows that this system is not only important for food safety, but also for the hotel's positioning in the competitive hospitality

industry. The implementation of HACCP not only provides protection for food safety, but also contributes to the sustainability and competitiveness of the hotel business. According to Jubayer (2022) and Radu (2023) The existence of HACCP certification can improve operational efficiency, product selling value and consumer satisfaction, especially in the culinary tourism and luxury hospitality sectors. This is also related to the trend of sustainable tourism, where health and safety aspects are part of the quality of service expected by guests (UNWTO, 2019).

Segregation of bins by type such as organic, inorganic, and recyclable waste, is an important practice that supports HACCP systems, particularly in relation to environmental sanitation and control of potential contamination (FAO & WHO, 2009). In the context of hotel kitchens, improper waste management can be a source of physical and biological hazards, such as the emergence of pests or the spread of pathogenic microorganisms (Guzel-Seydim et al., 2021). Therefore, waste separation not only contributes to the cleanliness of the kitchen environment, but also reduces the risk of cross-contamination between clean and dirty zones (Codex Alimentarius Commission, 2003). In addition, waste separation is part of sustainability practices that are increasingly being noticed in the modern hospitality industry (Jones et al., 2016). Conrad Bali, as part of an international hotel chain committed to sustainable tourism, implements a waste management system with a reduce, reuse, and recycle (3R) approach (Hilton, 2023). Studies on reducing plastic waste, zero waste concepts, and producing sustainable products are also very well implemented (Sunjaya et al., 2025). This shows that food security and sustainability do not stand alone but can reinforce each other. Practices like this support the goals of the Sustainable Development Goals (SDGs), especially point 12 on responsible consumption and production, and point 3 on health and well-being (UNDP, 2022). Therefore, measures such as waste separation, while seemingly simple, have a major contribution to creating a holistically safe and sustainable food management system.

4. CONCLUSION

The implementation of the HACCP system in the kitchen of Hotel Conrad Bali has shown consistent and systematic implementation, from the receipt of raw materials to the presentation of food. The kitchen team has a good understanding of the seven principles of HACCP and applies them through temperature monitoring, sanitation, PPE use, and disciplined documentation. Supporting facilities such as chillers, blast freezers, automatic washing machines, temperature sensors, and the use of Microsoft Planner also strengthen the monitoring and reporting system. The implementation of HACCP is also strengthened by management's commitment in terms of financing, regular training, and plans towards ISO certification. In addition, waste separation efforts by the type carried out by hotel kitchens not only support cleanliness and prevent cross-contamination but also serve as a form of

integration between food safety management and sustainability practices. This shows that a holistic approach that combines HACCP and sustainable practices is relevant in improving hotel competitiveness and meeting consumers' demands for safety and environmental responsibility.

Practical and Managerial Implications

This study provides several practical and managerial implications for improving food safety management practices in hotel kitchens, particularly in the context of implementing the HACCP system within the hospitality industry:

- a. Continuous HACCP training programs are essential to ensure the sustainability and consistency of food safety practices. The findings indicate that training should not only target permanent kitchen staff but also include trainees and newly recruited employees. Regular training sessions can strengthen employees' understanding of hazard control, standard procedures, and the importance of compliance in daily kitchen operations.
- b. The study highlights the importance of digital support systems in HACCP monitoring and documentation. The integration of digital platforms, such as MS Planner with internal management reporting systems, can improve the efficiency of data recording, monitoring, and traceability. Digitalization can also reduce human error and support more effective supervision by management.
- c. The results suggest that sustainability practices should be integrated into food safety management systems. Activities such as waste segregation and responsible waste handling can be incorporated into standard kitchen operating procedures and aligned with HACCP implementation. This integration can help hospitality organizations achieve both food safety standards and environmental sustainability goals.
- d. Cross-departmental collaboration between the kitchen and environmental management divisions can strengthen operational effectiveness. Programs such as recycling initiatives and hygienic composting of organic waste can enhance the role of hotel kitchens in supporting sustainable hospitality practices.
- e. The study recommends the development of an integrated internal audit system that simultaneously evaluates food safety performance and environmental management practices. Such an approach can contribute to comprehensive risk management framework and improve the overall governance of food safety systems in the hospitality sector.

Theoretical Implications

This study contributes to the development of knowledge in the field of food safety management within the hospitality industry, particularly in the implementation of HACCP systems in hotel kitchen operations:

- a. This research strengthens the understanding that HACCP implementation in hospitality settings is not only a technical food safety procedure but also an organizational management process that involves leadership, staff competency, monitoring systems, and institutional commitment. The findings highlight the importance of integrating managerial roles and operational practices in ensuring effective food safety control.
- b. The study provides empirical insights into how HACCP practices are implemented in real operational contexts within hotel kitchens. This contributes to the literature on hospitality food safety management, which often focuses on regulatory frameworks but provides limited discussion on practical implementation in professional kitchens.
- c. This research suggests the need to expand the theoretical perspective of food safety systems by incorporating sustainability and organizational collaboration as supporting components of HACCP implementation. The integration between food safety practices, environmental management, and digital monitoring systems indicates that modern food safety frameworks in hospitality are becoming more interdisciplinary.
- d. The findings may serve as a reference for future studies in developing integrated food safety management models in the hospitality sector, particularly those that combine HACCP principles with organizational management, sustainability practices, and technological support systems.

Limitation Research

This study has several limitations that should be considered when interpreting the findings. First, the research was conducted in a single hotel kitchen, which may limit the generalizability of the results to other hospitality establishments with different operational structures and management systems. Second, the study used a qualitative descriptive approach with a limited number of participants, which may not fully represent all perspectives related to HACCP implementation in the hospitality industry. Third, the research primarily focused on operational practices and managerial perspectives, while other aspects such as customer perception or comparative analysis with other hotels were not explored in this study.

Future Research

Future research is recommended to expand the scope of the study by involving multiple hotels or hospitality establishments to provide a broader understanding of HACCP implementation in different operational contexts. Comparative studies between hotels with different classifications or management systems may also provide deeper insights into best practices in food safety management. In addition, future studies may explore the integration of digital monitoring systems and sustainability practices within HACCP implementation frameworks in the hospitality industry. Quantitative or mixed-method approaches could also

be used to measure the effectiveness of HACCP implementation on food safety performance and operational efficiency.

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