

## **Implications of Decreased Hotel Occupancy on Supply Chain Business Sustainability (Labor, Suppliers, and Event Organizers) in South Sulawesi**

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### **Abstract**

This report is the result of an in-depth study on the decline in hotel occupancy rates in South Sulawesi during the first quarter of 2025. This research was conducted in response to the central government's budget efficiency policy which has a direct impact on the hospitality sector, especially on the sustainability of the supply chain business (workforce, suppliers and event organizers).

This study aims to: 1) analyze the impact of declining occupancy on hotel performance and operations; 2) Assess the impact of further impact on the supply chain (labor, suppliers, and event organizers). The approach of this research is qualitative descriptive with the support of quantitative data. Data collection techniques were carried out through in-depth interviews, questionnaires of 50 hotels (star and non-star), documentation studies and focus group discussions.

The main findings of this study reveal that the occupancy rate has decreased significantly, especially in March 2025; the labor supply chain is structurally disrupted and FnB and laundry suppliers have experienced a drastic decrease in demand. Event Organizers are losing a strategic role in the MICE ecosystem.

The decline in occupancy not only affects hotel performance but also disrupts the stability of the supply chain of the tourism industry as a whole. Adaptation to crisis conditions is carried out by industry players through human resource efficiency, service diversification, and changes in marketing strategies. The results of this study recommend the government to review the country's spending efficiency policies, provide stimulus to the hospitality sector and strengthen alternative accommodation regulations. For business actors to be able to diversify market and service segments, integrate adaptive supply chains and cross-functional human resource training. For academics to make advanced research based on longitudinal data and adjustments to the hospitality vocational education curriculum.

**Keywords:** Decrease in occupancy, hotels, supply chains, labor, suppliers, event organizers

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### **A. INTRODUCTION**

Hotel occupancy is the main indicator in assessing the performance of hotels and tourism destinations. The occupancy rate reflects the percentage of rooms sold in a given period and is a parameter of the hotel's operational success. Factors that affect occupancy include visiting seasons, local and international events, strategic locations, and service quality (Baker, 2021; Sharma & Nicolau, 2020).

The budget efficiency policy implemented by the Indonesian government through Presidential Instruction (Inpres) Number 1 of 2025 has had a significant impact on the hospitality industry nationally. Budget cuts of Rp306.69 trillion, including a reduction in operational spending and official travel by up to 50%, have led to a drastic decline in hotel occupancy, especially those dependent on the government market segment (bookingina.com; May 10, 2025; Bisnis.com, April 11, 2025).

Nationally, the main impact occurred on the hotel industry. Based on the data obtained, there has been a decrease in hotel occupancy in various provinces. In Jakarta, 96.7% of hotels reported a decline in occupancy rates in the first quarter of 2025, with the government market segment as the main contributor to the decline. In West Java, the average hotel occupancy only

reached 42% from January to May 2025, down from 80-82% in the same period the previous year. In Bali, especially in the Nusa Dua area, there was a decrease in occupancy of up to 12% due to the reduction in MICE activities which were previously dominated by government events (detik.com, May 26, 2025; IDN Times West Java, May 28, 2025; Kompas.com, May 29, 2025).

The biggest threat from the impact of the decline in hotel occupancy is Termination of Employment (PHK). Based on the data obtained, around 70% of hotel and restaurant managers have the potential to lay off their workers due to a decrease in occupancy and income. In Jakarta, 70% of respondents stated that they would reduce employees between 10% and 30% if the situation did not improve (Kompas.com, May 28, 2025; detik.com, May 26, 2025).

The worst threat if it occurs until the closure of hotel operations. Several hotels in Bogor have stopped operating due to operational deficits caused by declining revenues due to government budget efficiency (Bisnis.com, April 11, 2025). Other threats also occur in supply chains and related sectors. The decline in demand for hotel services has an impact on related sectors such as MSMEs, logistics suppliers, and cultural actors connected in the tourism industry supply chain (Kompas.com, May 26, 2025).

This condition is also supported by the results of a survey from IHGMA in 9 provinces found that all hotels surveyed experienced a decrease in occupancy rate to revenue in the first quarter of 2025, including during Eid (except in Yogyakarta).

In South Sulawesi, the hotel industry is also experiencing the same conditions. Chairman of the Indonesian Hotel and Restaurant Association (PHRI) South Sulawesi, Anggiat Sinaga, admitted that he was worried about the impact of the budget cutting policy of Ministries/Institutions (K/L) on the hotel and restaurant business. According to Anggiat, the existence of presidential instruction Number 1 of 2025 concerning budget efficiency that cuts the official travel budget by Rp. 20 trillion will have a significant impact on the occupancy rate of hotels and restaurants. He conveyed this directly to the Mayor of Makassar.

Hotel occupancy performance is influenced by the targeted market segmentation. Hotels that focus on the business segment have different occupancy patterns than hotels that cater to leisure tourists. Business hotels tend to experience high occupancy rates on weekdays and decline on weekends, while leisure hotels experience the opposite trend. Therefore, service adjustment and promotion strategies based on this segmentation are very important (Jones & Lockwood, 2004).

Social and political stability are also important variables that affect hotel occupancy. Political uncertainty, unrest or security threats can reduce tourist interest in visiting and have a direct impact on the decline in hotel occupancy rates. In contrast, countries that are politically stable and known to be safe tend to attract more international tourists and business people (Hall, 2002).

The role of government policies in supporting the tourism and hospitality industries cannot be ignored either. Tourism sector subsidies, national promotional campaigns, and visa facilitation also affect the flow of tourist visits. For example, the 'Visa on Arrival' program in Indonesia has contributed to an increase in the number of foreign tourists and has positive implications for hotel occupancy (Ministry of Tourism Indonesia, 2019).

The trend of sustainability is also increasingly the main consideration for tourists in choosing accommodation. Hotels that adopt green hotel principles such as waste reduction, energy efficiency, and corporate social responsibility are considered more attractive by environmentally conscious travelers. According to Han, Hsu, and Lee (2009), sustainability not only contributes to the environment but also becomes a strategy to increase customer loyalty and occupancy.

The sustainability aspect is a central issue in the development of the contemporary tourism supply chain. Font et al. (2008) emphasized the importance of a *Sustainable Supply Chain Management* approach in this sector, which involves the responsible use of local resources, the reduction of carbon footprint, and the involvement of local communities. Thus, effective supply chain management not only improves efficiency, but also strengthens the economic, social, and environmental sustainability of tourism activities.

MICE (Meetings, Incentives, Conferences, and Exhibitions) events are one of the main drivers of increasing hotel occupancy, especially outside the peak tourist season. The presence of a convention center and infrastructure support drive a significant influx of business tourists. Cities such as Singapore, Seoul, and Dubai are successful examples in integrating the MICE sector with the hospitality industry (Rogers, 2013; Park, Jang, & Park, 2019).

MICE (Meetings, Incentives, Conventions, and Exhibitions) events play a strategic role in driving tourism demand, especially in increasing hotel occupancy rates. The MICE industry is one of the fastest-growing tourism segments and contributes significantly to the destination economy, especially in big cities that have adequate meeting and accommodation infrastructure (Rogers & Davidson, 2015). The close relationship between the implementation of MICE events and hotel occupancy can be seen from the surge in room bookings, the use of conference facilities, and the consumption of support services during the event period.

One of the main reasons why MICE events have a direct impact on hotel occupancy is the characteristics of participants who have high purchasing power and tend to use star-rated lodging services. In a study conducted by Lee and Back (2005), it was found that the organization of international conferences was able to significantly increase the occupancy rate of local hotels, even outside the peak tourist season. This shows that MICE events play a role in distributing demand evenly throughout the year (*demand equalization*).

In addition, hotels often serve not only as a place to stay, but also as a prime location for MICE activities, such as a ballroom for conferences or meeting rooms for business meetings. This dual role creates significant additional revenue opportunities for hotels. Research by Kim, Chon, and Chung (2003) shows that hotels with integrated MICE facilities experience an increase in customer revenue and loyalty, especially from the corporate and institutional segments.

The importance of synergy between hotel industry players and MICE event organizers is also emphasized in the destination management approach. Collaboration between convention bureaus, industry associations and accommodation providers enables the promotion of destinations as MICE destinations in an integrated manner. According to Davidson and Cope (2003), the success of a MICE destination depends on its ability to provide a hotel network that is ready to meet the needs of participants, from capacity to service quality.

Various international case studies show the importance of synergy between actors in the tourism supply chain, technology adoption, and destination marketing strategies. In Thailand, the use of hotel information management systems improves operational efficiency and customer service. On the other hand, countries such as South Korea and the United Arab Emirates show that cross-sector collaboration in supporting MICE events can increase the length of stay and spending of tourists (UNWTO, 2022).

Several international case studies show how the above factors interact in a real context. For example, a study in Hong Kong by McKercher et al. (2012) found that MICE events accounted for more than 30% of hotel occupancy during international trade shows. Meanwhile, the case in Amsterdam shows that the integration between the hotel industry and cultural attractions is able to increase occupancy throughout the year (Van der Zee & Vanneste, 2015). On the other hand, hotels in Bangkok are leveraging efficient supply chain strategies to meet fluctuating tourist demand (Kaosa-ard & Romphruk, 2019).

From the various studies above, it can be concluded that hotel occupancy is influenced by consumer behavior, the effectiveness of the tourism supply chain, and the existence of MICE events. This study aims to comprehensively understand the relationship between these variables and explore how global dynamics affect hotel performance in tourist destinations. With this synthesis approach, a research framework was formulated to examine the direct and indirect linkages between MICE events, consumer behavior, and hotel occupancy through tourism supply chain mediation.

## **B. RESEARCH METHOD**

This study uses a qualitative-descriptive approach supported by quantitative data. This approach was chosen to gain an in-depth understanding of the factors that affect the decline in hotel occupancy, its impact on the hotel industry's supply chain (labor, suppliers, and event organizers), and the behavioral trends of foreign and domestic tourists in choosing accommodation in South Sulawesi.

This type of research is included in the case study category because it focuses on a specific phenomenon that occurs in the South Sulawesi region, namely the decline in hotel occupancy after the central government's budget efficiency policy.

The research was conducted in several major cities in South Sulawesi Province, especially Makassar, Toraja, and Bulukumba as a representation of areas with high hospitality activity.

The data collection techniques in this study used: 1) Focus Group Discussion (FGD) and In-depth Interview were conducted with hotel managers, suppliers, event organizers, and association representatives (PHRI and IHGMA) to understand the impact of efficiency policies and adaptation strategies carried out; 2) Questionnaires, Used to collect data from domestic and foreign tourists regarding their preferences in choosing accommodation; 3) Documentation Studies, Data collection from official reports, news articles, institutional survey results, and relevant scientific publications.

Thematic Analysis was used to identify narrative patterns from interviews related to the impact of hotel occupancy on supply chains and survival strategies.

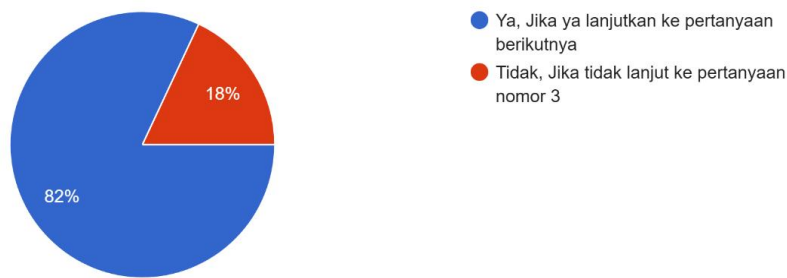
### **C. FINDINGS AND DISCUSSION**

The decline in hotel room occupancy rate (TPK) is not only an indicator of sluggish tourism activity, but also a critical warning signal for the continuity of the entire supply chain ecosystem that supports the operations of the hotel industry. From food and beverage suppliers, amenity providers (such as toiletries and linens), to laundry and logistics services, any decrease in occupancy directly affects demand volume, cash flow, and sustainability of small-to-medium-sized business partners that have been relying on hotel order stability. In Makassar City, for example, data for the first quarter of 2025 showed a drastic decline in TPK in March to -17.91 percent of MoM points—a phenomenon that not only lowered hotel revenues, but also forced suppliers to modify production schedules, reduce workforce, and review their supply contracts.

This chain impact can have serious consequences: reduced availability of local raw materials due to order cuts, disruptions in logistics flows that slow down distribution, and financial pressure on the SME sector which is the backbone of the regional economy. Without proactive response strategies—such as market diversification, more flexible supply chain collaboration, or product innovation—a decline in hotel occupancy will trigger a domino effect, spill over into other sectors of the economy and weaken the overall competitiveness of Makassar's tourist destinations. Thus, understanding the symbiotic relationship between hotel occupancy and supply chains is not just an academic need, but a practical urgency that demands integrated mitigation measures.

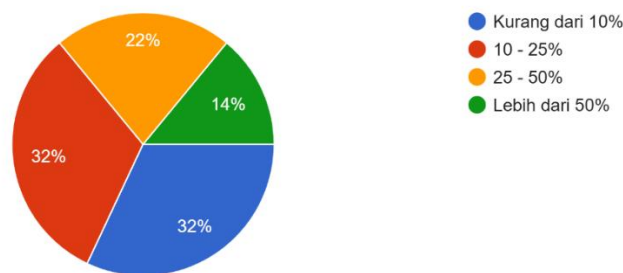
#### **1. Labor supply chain analysis**

Data collection related to the supply chain of hotel needs has been carried out through filling out questionnaires carried out at star and non-star hotels. A total of 50 star and non-star hotels have participated in filling out the questionnaire. The most respondents came from 3-Star hotels at 32%, followed by 4-Star hotels at 16%, followed by 2-Star hotels at 12%, while 5-Star hotels at 10% and 1-Star hotels at 8%. Meanwhile, non-star hotels contributed 22% of the response.



**Figure 1. The effect of declining Occupancy on the number and distribution of labor**

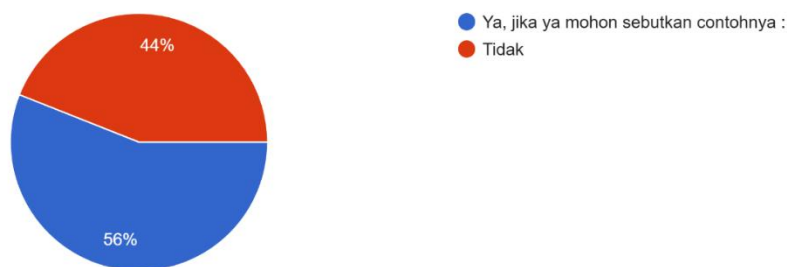
Based on 50 hotel respondents in Makassar, 82% ( $\approx 41$  hotels) stated that the decrease in occupancy had affected the number and/or distribution of the workforce in their premises, while 18% ( $\approx 9$  hotels) stated that they did not feel any significant impact.



**Figure 2. Percentage of the workforce affected**

Majority of mild-moderate impacts ( $\leq 25\%$ ) – 64%. A total of 64% of hotels report that the proportion of employees affected is relatively limited—below or at most 25%. This indicates that many hotels are managing to absorb most of the staff through mitigation measures such as adjusting working hours, crosstraining, or using part-time outsourced personnel.

Significant Impact in Around 36% of Respondents. Around 22% of hotels recorded a medium impact (25–50%), and 14% even experienced a severe impact ( $> 50\%$ ). The sharp increase in this segment reflects hotels that lack financial *buffers* or operational flexibility, so they are forced to carry out layoffs or extensive unpaid leave schemes.

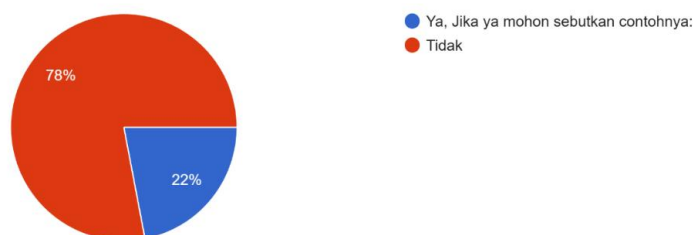


**Figure 3. Percentage of employee redeployment to close vacancies**

Of the 50 hotel respondents in Makassar, 56% said "Yes", that they redeployed employees to close the vacancy, while 44% voted "No".

Based on the results of the FGD, it was found that the forms of redeployment carried out were in the form of 1) Management Level Initiatives. Hotel owners intervene directly to close vacancies—demonstrating a strong commitment to maintaining operational continuity without adding to the burden of staff salaries; 2) Cross-Department Assistance. Employees from various units (FO, F&B, engineering, back office, housekeeping) take turns filling the needs of other units

according to occupancy fluctuations; 3) Unit to Unit Specific. This reflects a crosstraining program in which staff are equipped with basic competencies for one or two additional units; 4) Multitasking & Role Overlap. Staff concurrently perform 2–5 functions (housekeeping, room service, F&B, security, accounting) at once, in an effort to minimize headcount when occupancy is low; 5) EventDriven Redeployment. Teams from other units are used as "reserve forces" for banquets at special events—maintaining staffing flexibility and avoiding external temporary hiring; 6) Shift from BackOffice to FrontLine. Administrative and finance staff take on frontline tasks (reservations, housekeeping, F&B), improving organizational agility.



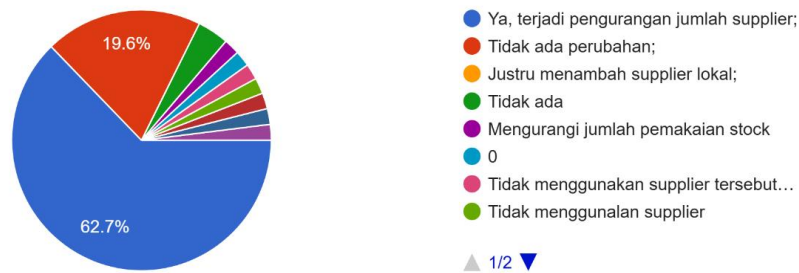
**Figure 4. Percentage of hotels that make changes to the mechanism of the work contract system**

Of the 50 hotels in Makassar, only 22% of respondents ( $\approx 11$  hotels) stated that they had made changes to the employment contract mechanism, while 78% ( $\approx 39$  hotels) had not made any changes. The decline in hotel occupancy rates has a significant impact on the employment structure. The following are some of the patterns of adjustments made by the hotel management based on the available data: 1) Termination and Non-Renewal of Contracts; 2) The employment contract was changed to a shorter (short contract 3 months) and from an annual contract to a *daily worker*; 3) The contract was suspended, i.e. there was no clarity whether it was extended or terminated. This creates psychological uncertainty and weakens work productivity due to uncertain work status; 4) Working hours are increased from 8 hours to 12 hours, and workers must be ready to be placed not in accordance with the job desc. This increased workload can lead to fatigue and work stress, as well as the risk of operational errors because workers are not in their area of expertise.

## 2. Supplier supply chain analysis

The decline in hotel occupancy not only has an impact on the hotel's internal operations, but also spreads systemically to external parties, especially suppliers who are an integral part of the hotel industry's supply chain. In this context, hotels play the role of *anchor buyers* who determine the sustainability of demand for various goods and services, ranging from groceries, hygiene products, linens, to technical and creative services. When the occupancy rate decreases drastically, the need for supply automatically decreases, so that the volume of orders from suppliers decreases significantly.

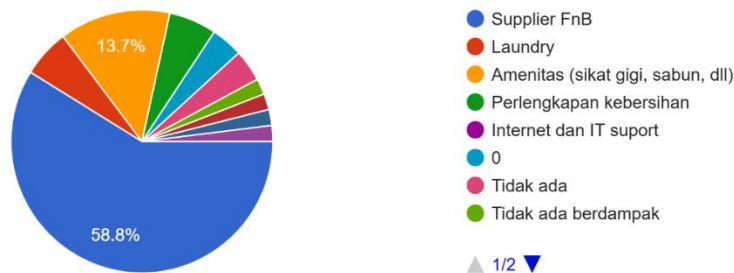
This phenomenon triggers a domino effect in the supply chain: suppliers must make operational adjustments, reduce production, and even increase labor efficiency. Not a few of them experience cash flow difficulties due to late payments or unilateral cancellation of contracts. This situation shows how closely related hotel occupancy performance is to the sustainability of suppliers' businesses. Therefore, analysis of the impact of declining occupancy on suppliers is crucial to understand the dynamics of supply chain resilience in the tourism and hospitality sectors holistically.



**Figure 5. Percentage of the impact of declining occupancy and its effect on the number and type of suppliers used by hotels**

The results of a survey of 51 hotel respondents showed that the decrease in occupancy had a significant impact on supply chain relationships, especially in terms of the number and type of suppliers used. This can be seen from the following data: 62.7% of respondents stated that there was a reduction in the number of suppliers. This is the dominant finding that shows that the majority of hotels respond to declining occupancy by performing external efficiencies, i.e. reducing dependence on multiple suppliers. This reduction is most likely to include suppliers of groceries and beverages, laundry, hygiene, and other non-urgent services during the declining occupancy rate. 19.6% of respondents stated that there was no change. Some hotels continue to cooperate with their suppliers despite declining occupancy rates. This can happen due to long-term contracts, business loyalty, or a commitment to operational continuity. A small number stated that they actually added local suppliers. Although the percentage is small, it is an indication of a positive adaptive strategy. Some hotels may turn to local suppliers to reduce logistics costs, increase efficiency, or support the local economy in the midst of a crisis. The rest are divided into other options such as: reducing the use of stock, not using certain types of suppliers, and even not using suppliers at all, which may indicate a drastic shift in operational strategy.

From this data, it can be concluded that supply chains in the hospitality industry are highly sensitive to fluctuations in demand, and in the context of declining occupancy, hotels tend to make adjustments by: reducing suppliers for cost efficiency, changing demand models to *on-demand* or need-based, increasing dependence on more flexible and economical local sources.



**Figure 6. Percentage of suppliers most affected**

The picture above (51 respondents) shows the types of hotel suppliers most affected by the decrease in occupancy. The majority of respondents (58.8%) identified FnB (food and beverage) suppliers as the hardest hit, followed by laundry at around 13.7%. The percentage of respondents who chose other supplier categories (such as amenities, cleaning supplies, internet & IT support) was much lower, and only a handful of respondents stated that no suppliers were affected.

This dominant trend suggests that the decline in hotel occupancy has the most impact on FnB suppliers. When guests are reduced, the hotel's demand for FnB supply drops sharply, reflecting the high elasticity of demand to changes in occupancy rates, as daily consumption such as restaurant services, breakfast, and event catering shrinks instantly. The large gap between FnB (58.8%) and the next category of suppliers indicates that the impact of the decline in occupancy is uneven: FnB suppliers are hit much harder than other suppliers.

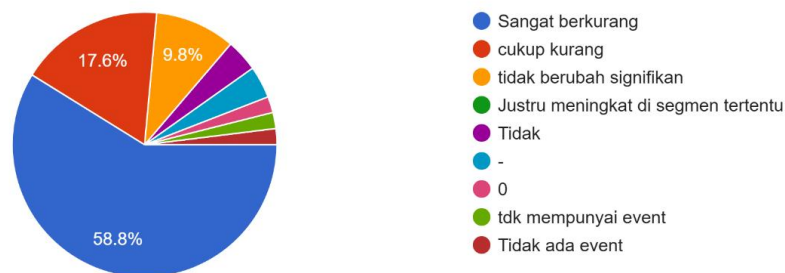
As the main supplier of daily operational needs, F&B suppliers feel the greatest impact due to the nature of their needs which are highly dependent on guest activities. Hotels typically reduce grocery and beverage orders significantly once occupancy rates drop. Many F&B products (e.g. fresh ingredients) are perishable and follow a *just-in-time* procurement pattern, so a sudden drop in demand not only reduces sales volume but can also lead to overstock on the part of suppliers. From the perspective of the hospitality procurement model, F&B supply includes the most flexible variable costs to reduce when occupancy declines; this is the main reason why F&B has been hit the hardest, while some other categories have not been trimmed as much.

### 3. Supply chain analysis of Event Organizer

In the structure of the hospitality and tourism industry, Event Organizers (EO) are one of the important partners in the service supply chain, especially in the implementation of MICE (Meeting, Incentive, Convention, and Exhibition) activities as well as various forms of corporate, social, and cultural events. The role of EO is not only as a technical executor of activities, but also as a liaison between hotels and clients who use hotel space and services on a large scale.

However, when hotel occupancy decreases drastically, especially due to the cancellation or postponement of large-scale events, EO becomes one of the fastest and most directly affected entities. The reduced volume of events means a decrease in demand for their services, including space management, decoration provision, audiovisual systems, and event logistics coordination.

This situation shows that there is a close relationship between hotel performance and the sustainability of EO businesses in the service supply chain system. Therefore, it is important to further examine how the decline in hotel occupancy affects the sustainability of contracts, revenue streams, and the dynamics of cooperation between hotels and event organizers. This understanding will help formulate more resilient collaborative strategies in managing partnerships and role distribution in the tourism sector which is highly sensitive to changing demands.



**Figure 7. Percentage of the influence of the volume of demand for event eligibility due to a decrease in hotel occupancy**

Data shows that the decline in hotel occupancy has a direct impact on the decrease in the volume of event services held in hotels, both in the form of MICE (Meeting, Incentive, Convention, Exhibition) activities and social events such as weddings and other parties. In the operational structure of the hotel, event services are one of the significant sources of revenue, especially for star hotels with meeting room and ballroom facilities. Therefore, the dynamics of demand in this sector are an important indicator in assessing the health of the hotel supply chain.

Most respondents (58.8%) stated that the volume of requests for event services has been greatly reduced. These findings show that events are one of the services most affected by the decline in occupancy.

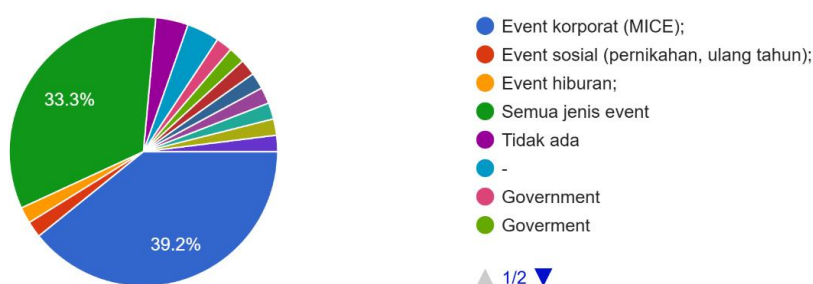
The impact is not only on the hotel itself, but also on the supply chain of supporting services such as Event Organizers (EO), decoration providers, external catering, AV (audio-visual) services, photographers, and seasonal workforce.

As many as 17.6% stated that demand was quite reduced. These respondents showed that although not as severe as the previous category, demand still declined on a moderate scale. This

means that some hotels still hold events but in limited volume, small capacity, or only for certain segments such as internal meetings, small corporate gatherings, or weddings with limited guests.

A total of 9.8% reported no significant change. A small percentage of hotels stated that demand for event services did not change significantly. This may happen to: Hotels with a focus on fixed or niche market segments (e.g., corporations that still hold internal meetings), Certain geographic areas that are less affected by activity restrictions, Hotels that have adapted to hybrid or online events with the support of digital facilities.

This data shows that the decline in hotel occupancy has a direct and significant effect on event services, which has major implications on: Decreased hotel revenue from non-room services, disruption of EO activities and other event support business actors, The need for adaptive strategies from hotels to maintain event services, such as offering savings packages, developing hybrid services, or establishing creative collaborations with local partners.



**Figure 8. Percentage of the influence of the volume of demand for event eligibility due to a decrease in hotel occupancy**

As many as 39.2% of respondents stated that corporate events (MICE) were the most affected during periods of low occupancy. This includes activities such as: Corporate meetings, Seminars and workshops, Exhibitions, Conventions and business conferences.

The impact is felt on hotels that rely on revenue from meeting room rentals, F&B, and event technical services, as well as on Event Organizer (EO) partners who usually handle the implementation of MICE activities.

As many as 33.3% of respondents stated that all types of events were affected equally. These findings signal that no event segment is completely safe, and the decline in demand is systemic.

Social and Entertainment Events are Declining, but Relatively Smaller. The categories of social events (weddings, birthdays) and entertainment events were chosen by only a small number of respondents, respectively. This could indicate two possibilities: The decline is still happening, but not as bad as MICE. Some hotels can still hold social events on a small or intimate scale, in accordance with the relaxation of local regulations and the adaptation of the private event model.

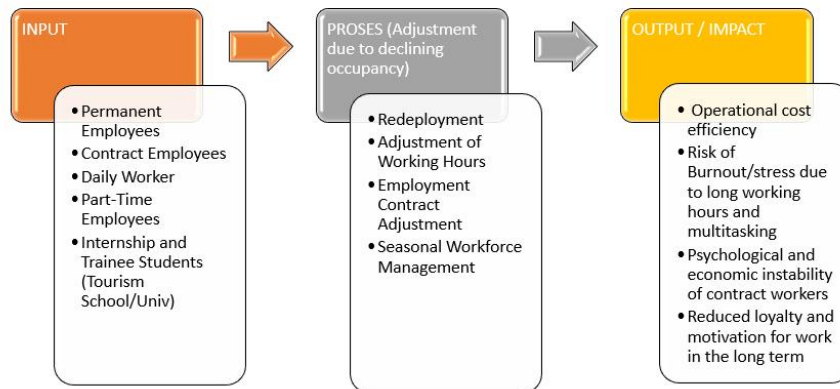
There are a small number of answers related to government events, but they are not dominant enough. This indicates that events organized by government agencies will continue to run limited or be diverted to virtual platforms, depending on regional policies.

Data shows that corporate events (MICE) was the hardest hit segment during periods of declining occupancy, followed by an overall decline in all types of events. This has important implications for: Hotel revenue from non-room services (especially space rental and catering), Business sustainability of EO and event service vendors, Hotel diversification strategy, especially in developing hybrid events, intimate gatherings, or community-based creative collaborations.

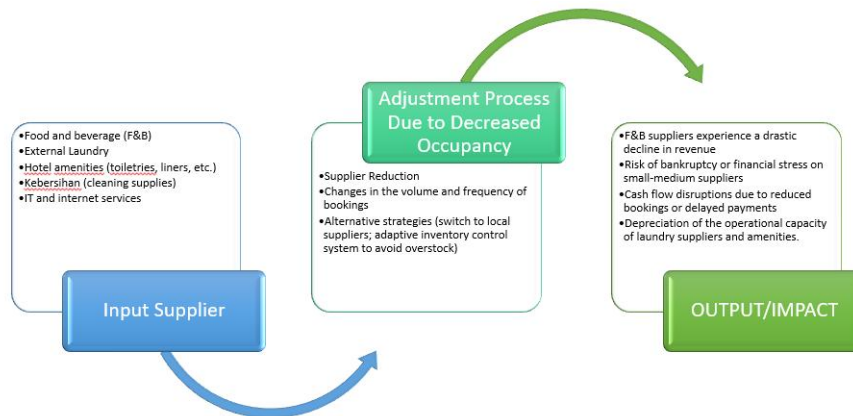
These findings support the argument that event supply chains in the hospitality sector are highly vulnerable to external disruptions, and underscore the need for innovation in event management as well as strengthening partnerships with local creative industry players to survive demand uncertainty.

#### D. CONCLUSION

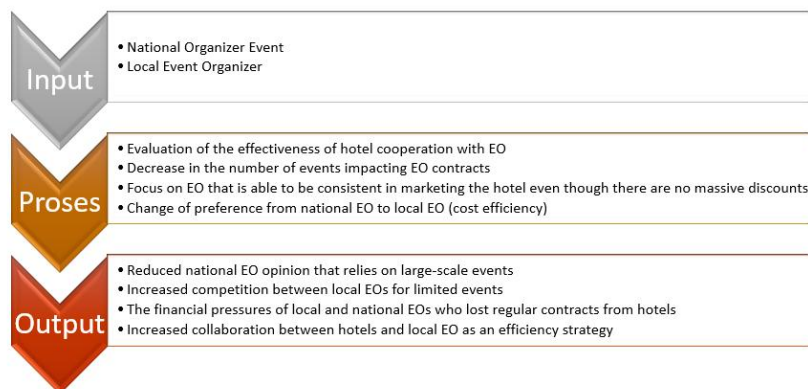
Based on the results and analysis of the data above, the conclusions made in the mapping of the supply chain (labor, suppliers and event organizers) in hotels in South Sulawesi can be as follows:



**Figure 9. Labor supply chain map**



**Figure 10. Supplier supply chain map**



**Figure 11. Event organizer supply chain map**

The decline in hotel occupancy in South Sulawesi has led to significant changes to the supply chain, creating significant pressure on hotel operations, workforce, suppliers, and EO. Hotel management is required to be adaptive by implementing various efficiency strategies, but this step also has a negative impact, especially on financial stability, employee loyalty, and business continuity of suppliers and EOs. A collaborative and integrative approach between hotels,

workforce, suppliers, and EOs is needed to strengthen the resilience of the supply chain in the future.

This map will be useful for policy makers, hotel management, and other stakeholders in understanding the dynamics of the impact of declining occupancy and developing strategic policies and risk mitigation in the hospitality supply chain in South Sulawesi.

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### **Source from the Central Bureau of Statistics**

1. Berita Resmi Statistik No. 07/04/7371/Th.X, 8 April 2025: Perkembangan Pariwisata Kota Makassar Januari 2025.
2. Berita Resmi Statistik No. 08/04/7371/Th.X, 8 April 2025: Perkembangan Pariwisata Kota Makassar Februari 2025
3. Berita Resmi Statistik No. 10/05/7371/Th.X, 2 Mei 2025: Perkembangan Pariwisata Kota Makassar Maret 2025