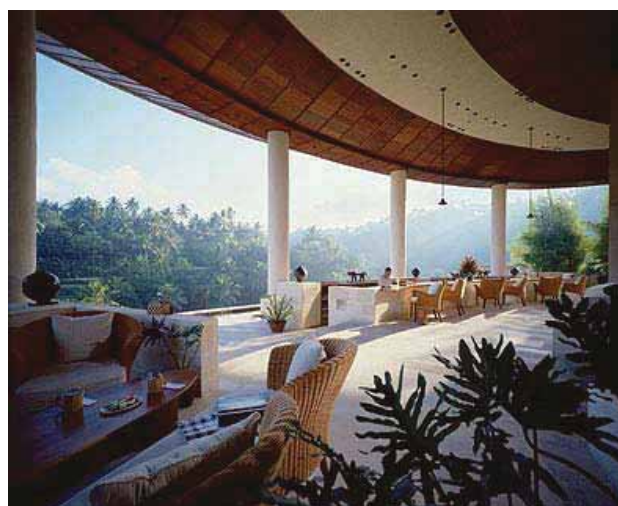


INCLUSIVE TOURISM

BUILDING LOCAL CAPACITY FOR THE TOURISM JOB MARKET



INCLUSIVE TOURISM

BUILDING LOCAL CAPACITY FOR
THE TOURISM JOB MARKET

Abstract for trade information services

ID=41630

2010

S-15.09 INC

International Trade Centre (ITC)

Inclusive Tourism: Building Local Capacity for the Tourism Job Market

Geneva: ITC, 2010. xiv, 131 p.

Doc. No. SC-10r-183.E

Training module intended for trainers training employees in the area of hotel and hospitality management - covers hospitality products and services, guest and customer relationship management, hospitality structure, reception, floors, linen, communication, human resources management, internal marketing, finance and food and beverage management; allows trainers to transfer knowledge and to monitor employees with the objective of improving their skills and their effectiveness in their tasks; applies to all categories of establishments in developing countries.

Descriptors: **Tourism and Travel Services, Training, Manuals.**

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English

The International Trade Centre (ITC) is the joint agency of the World Trade Organization and the United Nations.

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Reprint 2012

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About the International Trade Centre and its Inclusive Tourism Programme



The International Trade Centre (ITC) is the joint agency of the World Trade Organization and the United Nations. ITC's mission is to enable small business export success in developing and transition-economy countries, by providing, with partners, sustainable and inclusive development solutions to the private sector, trade support institutions and policymakers.

The Inclusive Tourism Programme was established to foster the tourism industry's potential to contribute to development and poverty reduction. It aims to reduce the negative impact of tourism and instead enhance linkages between local vulnerable men and women living in and adjacent to tourism destinations and the tourism sector. The programme promotes interventions that create inclusive tourism business models, promoting stakeholder partnerships and the inclusion of local producers and service providers into tourism supply chains. It enables local producers and service providers to supply the required goods and services and provides buyers with the skills to develop sustainable partnerships with local producers. The programme assesses potential local supply capacity and facilitates access to markets, thus reducing the amount of products and services imported from external suppliers.

The Programme emerged from the Export-led Poverty Reduction Programme (EPRP) that was initiated in 2002 and has been implemented in 27 countries in three main sectors: agriculture, crafts, and tourism. EPRP assisted vulnerable producer communities in developing countries in gaining access to international and tourist markets so as to increase pro-poor income, create jobs and contribute to improving livelihoods.

The potential value chains are numerous and relate to all the products and services that an international tourist may require while enjoying holidays. By matching labour-intensive products and services in demand with the capacities of poor communities, the Programme creates new job and income opportunities, develops a basis for the accumulation of capital and technology and provides the foundations for fostering other dimensions of economic and social development in the beneficiary communities.

Adopting a local approach to economic development, it works directly with the poor to integrate them into the tourism value chains. In this context it has a focus on 'mainstreaming', that is, to link poor communities to major tourism destinations in contrast to community-based tourism (CBT) that tend to deal with isolated rural communities which have little or no prior tourism development. Economies of scale indicate that such 'mainstreaming' has a greater capacity to reduce poverty than the pro poor tourism approach of much rural CBT development.

The **Inclusive Tourism Opportunity Study Guidelines** are used to guide counterparts and consultants to reveal suitable inclusive tourism project opportunities, using a value chain approach to identify linkages with tourism stakeholders and to integrate key sectors such as agriculture, crafts, artistic performance and services into the tourism value chain.

The **Inclusive Tourism Training Modules** are used in a train-the-trainer scheme at the implementation stage of projects to capacitate project stakeholders in the areas of agriculture, hospitality services and creative industries product development and linkages to the tourism industry as well as managing environmental impact.

This **Core Training Module** provides an introduction to the tourism sector, and how it can contribute to poverty reduction. It provides an overview of the potential involvement of local people and ways to expand the tourism supply chains, while recognising socially and environmentally sustainable practices.

The **Opportunity Study**, which will be undertaken in potential project areas, will determine where the training modules should be implemented, which of the modules (if not all) should be implemented, and to whom the training should be offered.

The Opportunity Study Guidelines and the training modules help facilitators in different project phases:

Project design

- **Opportunity study guidelines**

Facilitated by:

- National and international ITC consultants
- Government and/or project partner

Project implementation

- **Training modules**

Facilitated by:

- ITC project coordinator
- Project partner(s)
- National and international ITC consultants
- Resource persons

Project expansion/replication

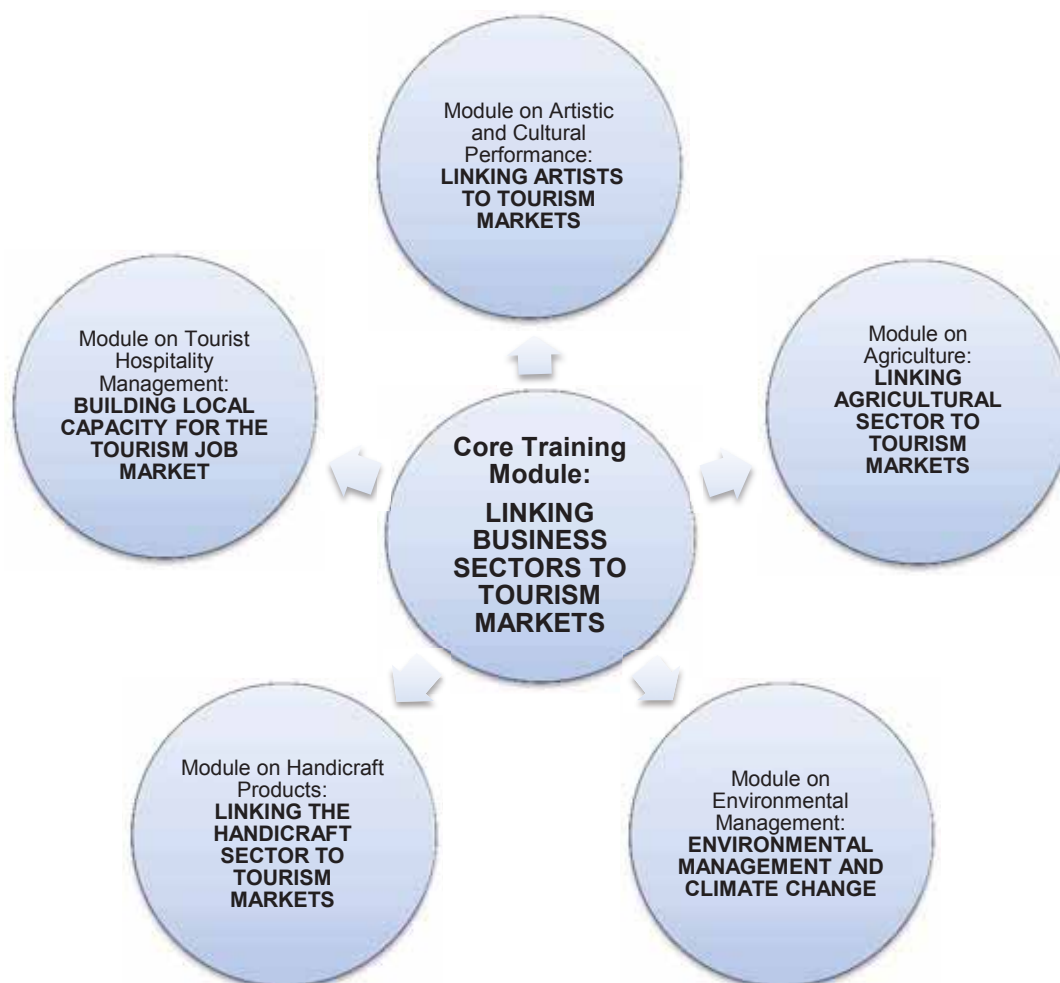
Facilitated by:

- Government
- Project partner(s)
- Trade promotion organizations

The target audience includes micro, small and medium-sized enterprises (MSME's), producer groups, association representatives, governmental bodies, community institutions and non-governmental organizations (NGOs) and the tourism industry (tour operators, Hotels, Restaurants) who will find useful information for developing their businesses.

For further information about the Inclusive Tourism Programme, please visit:
<http://www.intracen.org/exporters/tourism/>

Inclusive Tourism Programme Modules



The **Core Training Module** provides an introduction to the tourism sector, and how it can contribute to poverty reduction. It provides an overview of the potential involvement of local people and ways to expand the tourism supply chains, while recognising socially and environmentally sustainable practices.

The **Module on Agriculture** uses international examples to provide a realistic account of what interventions and partnerships are possible between agro products and the tourism industry, including the challenges that both producers and buyers may face. The aim of the module is to provide farmers and fishermen with the tools they need to assess the viability of accessing tourism markets, and buyers with the skills to develop sustainable partnerships with local producers.

The **Module on Environmental Management** is a tool on how to manage tourism developments optimally in terms of the environment, especially in the context of climate change and global warming, with the need for governments, businesses, communities and people to 'act locally while thinking globally'.

The **Module on Handicraft Products** indicates ways for handicraft producers in developing countries on how to become better integrated in the tourism value chain in order to increase their income, and to provide facilitators with the know-how to develop sustainable business linkages between handicraft producers and tourism markets.

The **Module on Tourist Hospitality Management** is a tool to train employees in the hospitality sector. It describes how the hospitality and catering industry operates optimally while fulfilling guest expectations and needs.

The **Module on Artistic and Cultural Performance** shows ways to develop local artistic and cultural talents as well as trade services in developing countries through the tourism value chain.

Acknowledgements

The International Trade Centre (ITC) wishes to acknowledge with deep gratitude the dedication of all contributors to this guide.

The present guide is the work of the École Hôtelière de Lausanne (Lausanne Hotel School).

Special thanks to the teachers of the École Hôtelière de Lausanne, Mr. Louis Lim, Mr. Pierre-Alain Lopes, Mr. Ray Iunius, Mr. Stéphane Fraenkel and Mr. Jean Curat, for their patience, assistance and advice and more particularly for the support, with which they provided at the time of undertaking this Student Business Project (SBP). The authors' also thank all of the commissioning parties Iris Bokhorst, Svetoslav Balthadzhiev, Pablo Lo Moro who were able to give them the time and patience, and provided information and good advice at the time of the various visits and who also allowed us to refer to them in the course of this study and most particularly Mr. Fabrice Leclercq for being available, kind and professional. Finally, thanks to Mr. Daniel Charbonnier who revised this module with the assistance from Mrs. Samira Singhvi.

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Symbols



Briefly stating the goals and **objective** of the following segment. Pointing out the knowledge that should be obtained at the end of the session.



Indicating the **heading**; how will the subject be covered and the links between this subject and others.



Providing **key definitions** and **reference** of issues.



Providing the “**recipe**” of concepts or instruments. Listing the different steps to be taken in the implementation of the concept.



Giving **examples** to illustrate statements and showing experiences, or introducing **exercises** for the practical application of subject.



Formulating a **summary** of the principal statements having been covered in a session in an effort to stress the most important facts in a checklist format.



Module outline

Nowadays, training is indispensable and must conform to the categories of establishments concerned. In effect, developing countries are faced with an absence of training in the hospitality industry, including hotels, inns, restaurants and other tourist establishments. It is essential for developing countries to adopt suitable training given that their gross domestic product (GDP) depends critically on this industry. To increase the benefits derived from tourism, the ITC is collaborating with these countries to promote local and international tourism by proposing training modules to the main sectors of the industry.

So as to improve guest satisfaction, employee performance and ensure the smooth operation of the organization within establishments, the “Hospitality Management” manual is coming into effect.

This manual is divided into several organizational and functional sections: hospitality products and services, guest and customer relationship management, hospitality structure, reception, floors, linen, communication, human resources management, internal marketing, finance and food and beverage management. This manual allows trainers to transfer knowledge and to monitor employees with the objective of improving their skills and their effectiveness in their tasks. The module applies to all categories of establishments existing in developing countries and makes a valuable contribution to all business structures. It provides considerable support to effective management, whilst respecting the culture and strategies of the businesses concerned.

1. Training

The “Hospitality Management” manual is intended to be a tool to teach trainers on how to train hospitality employees. Trainers will need to communicate how the hospitality and catering industry operates optimally while fulfilling guest expectations and needs. The main objective is to establish a teaching method, which is both appealing and suited to tourist establishments in developing countries. This module will allow trainers to focus on gaps existing in the development of the tourist sector of developing countries.

Training has in part changed in nature since its principal objective is no longer just the acquisition of knowledge or the adaptation of behaviour but also includes broader objectives and content with a focus on intangible aspects, including behaviour, logical reasoning, general and professional culture and values.

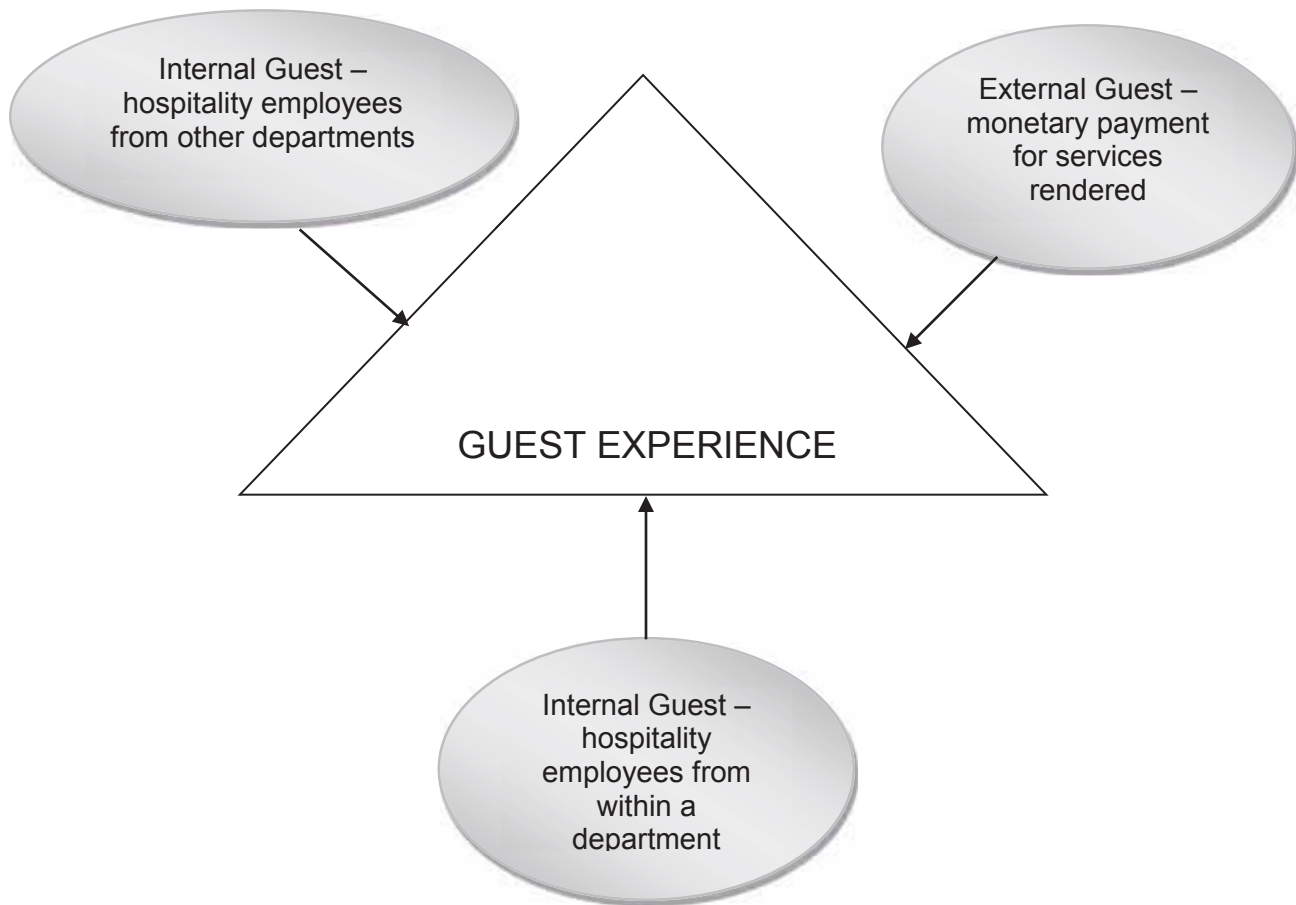
2. Internal and external guests

Both internal and external guests are central to the success of a hospitality establishment. The “internal guest” consists of the employees within a department as well as employees from other departments in the hospitality business. Each “internal guest” has a specific role, which is task-oriented and ensures efficient and seamless operations of the hospitality business on a daily basis.

The “external guest” is the domestic or international traveller who contributes to the financial success of a hospitality establishment by paying for the services rendered in monetary terms. Each “external guest” assesses the value of the stay through a holistic approach which is translated into the overall guest experience. The regular inflow of the “external guest” ensures that the hospitality business is financially profitable.

Each entity is co-dependant and contributes towards the long-term success of a healthy and profitable hospitality business.

Thus the hospitality industry has to continuously tailor its internal processes and training objectives to remain profitable while ensuring that evolving “external guest” expectations are met in an efficient manner.

Figure 1 Guest experience pyramid

3. Summary of module

This module is a tool to train the trainers in the framework of “Residence management”. It is divided into several chapters each of which focuses on an organizational or functional department of a hotel, restaurant or other establishment related to the hotel industry using guest experience and satisfaction as driving forces.

This module first analyses and defines the **hospitality products and services** in the hotel sector.

The chapter on **guest and customer relationship management (CRM)** analyses the current and future guest expectations and needs. It also introduces and presents the basic customer relationship management principles.

The chapter focusing on **hospitality structure** introduces and explains the main functions and purposes of a hospitality business.

The chapter on **reception** explains the different activities, which must be performed from the time of arrival through to the departure of a guest, so that guests receive high quality service, while maximising the productivity of the employees.

The section concerning the management of **the floors** explains how to organize and carry out maintenance work in all parts of the establishment along with the equipment to be used and necessary precautions.

The chapter on **linen** explains the use of different methods for cleaning linen. It also explains how to calculate the linen stock necessary for the proper operation of the establishment.

The section on **communication** explains how to improve the quality of the communication and how to facilitate understanding between guests and employees.

In the section focusing on **human resources management**, the trainer is provided with the methods and criteria necessary for the proper management of staff based on capacity and occupancy.

The chapter about **internal marketing** lists strategies to efficiently communicate and reinforce the hotel's overall sales message.

The **finance** section aims to build capacity to evaluate costs, set appropriate prices and monitor the flow of money within businesses.

And finally, the **food and beverage** section explains the criteria for food management and organization. This section introduces the key methods and points in order to arrive at smooth operations.



Section 1 Hospitality products and services

1. Particularities of hospitality products and services

Products and services in the hospitality industry have the following particularities:

- Their production cannot be outsourced;
- Hospitality offerings are both tangible and intangible;
- Production and consumption are simultaneous;
- Mistakes can only be discovered upon delivery to guest;
- Level of service quality evaluated on guest perception based on portfolio of products and services;
- They cannot be stored;
- Difficulty to predict demand as demand is influenced by international and local factors;
- Guest is part of the production and service delivery process.

2. The hotel products



An hotelier is a person, whose main role is to receive guests and travellers. He or she is in the business of providing lodgings and/or food in return for payment.

A hotel is a commercial establishment designed to offer rooms or furnished apartments available to a travelling guest for a fee. It provides the following services:

- Sleep and rest:
 - A place for rest and relaxation and also a meeting place. The guest thus assesses the quality and cleanliness of the bedroom, bathroom and communal areas. The guest assesses the quality and cleanliness of the equipment.
- Leisure:
 - This involves the external and internal fittings, information relating to local, cultural and tourist activities of the site location.
- Security and comfort:
 - The establishment must be attractive and inviting both externally (entrance, design and decoration) and internally (access to the various services).
 - The premises must be organized in a thoughtful manner so that guests can find their way around easily.
 - The quality of the hospitality and services provided: hospitality and communication are predominant elements in the perception of the establishment.
 - Access must be controlled for persons and personal belongings. It is important that all employees are familiar with evacuation procedures.

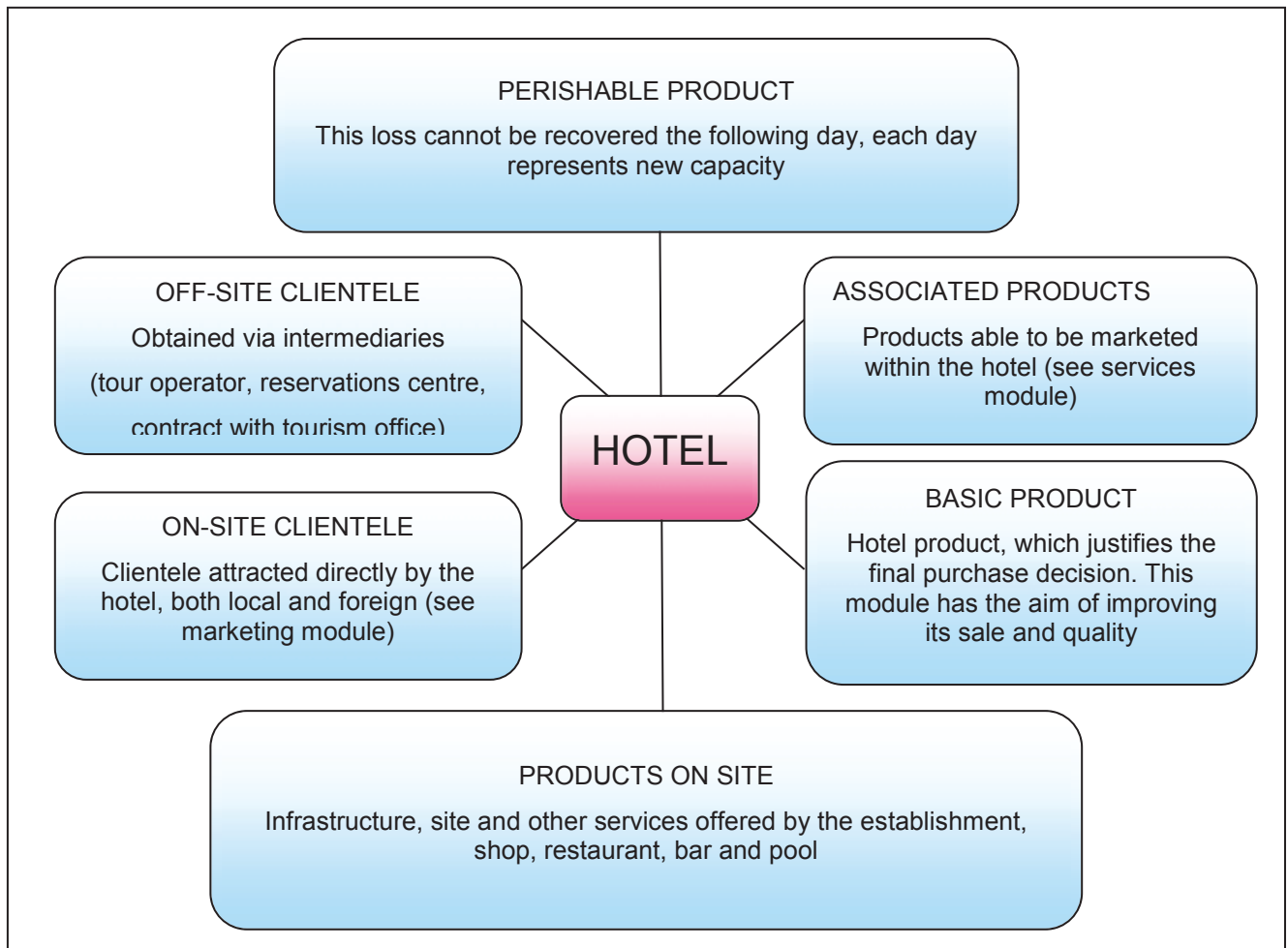
In this module, the term hotel is used in the broad sense, since the training offered may be used equally in the following structures:

- Commercial hotel businesses:
 - Hotels, motels and tourist complexes;
 - Furnished houses;
 - Rooms to rent.

- Hotel business of a social character:
- Inns and country cottages;
 - Farm accommodation;
 - Mountain hostels;
 - Bed and breakfasts;
 - Holiday villages, clubs and centres;
 - Camping and caravan sites;
 - Residential leisure parks.

It is necessary to specify, however, that the training offered must be adapted to the hospitality structure. For reception training, for example, certain procedures are not applicable for accommodation of a mountain hostel or caravan business. It is up to the host or the trainer to decide the sections that suit his or her type of establishment and may be of use in improving its quality and profitability.

Figure 2 The components of the hotel product



3. The food and beverage products

Food and beverage products are an integral part of the hotel offering and are provided through different point of sales or outlets depending on guest expectations and needs.

Food and beverage production is labour intensive and requires an efficient management of perishable inventories, which make the financial profitability of the department difficult to optimize.

- Eat, drink and meet:
 - The food and beverage outlets are public places where hotel and non-hotel guests can eat and drink while engaging in social or business activity.
- Security and comfort:
 - The food and beverage outlets must be attractive and inviting both externally (entrance, design and decoration) and internally (access to the various services).
 - The food and beverage production processes must comply with hygiene and safety regulations.
 - The food and beverage products and services must be tailored to meet the expectations of the different targeted customers such as international, business, leisure or local while incorporating the socio-cultural environment.
- The different food and beverage product categories:
 - Food;
 - Beer and wine;
 - Spirit and hard liquor;
 - Non-alcoholic beverages.
- The different food and beverage outlets:
 - Casual dining room;
 - Fine dining restaurant;
 - Room service or In-room dining;
 - Minibar or Private bar;
 - Catering and banquet;
 - Bar and lounge;
 - Nightclub.



Section 2 The guest: customer relationship management (CRM)

1. The guest

The guest and the environment are at the centre of all the decision making process in terms of standard operating procedures (SOP's), training objectives and products and services selection.

The guest expectation and needs have dramatically evolved in the last decade because of the following reasons:

- Travel habits and booking processes (distribution channels);
- Ecological and environmental responsibilities;
- Safety and security concerns;
- Economical challenges and priorities;
- Technological evolution;
- Globalization and socio-cultural evolution.

In order to better cater to the guest, it is important to understand the various generation gaps. The current main guest base belongs to the following two generations:

- **The Baby Boomers (1946 – 1963)**
 - They represent the larger generation in the last century
 - They are portrayed as a generation of optimism, exploration and achievement
 - They represent an important economic force and spending power
 - They claim and defend their socio-economic role beyond their retirement age
 - Safety and security are important factors in their choices and decision making-process
- **Generation X (1964 – 1981)**
 - They demonstrate high adaptation capacities
 - They are comfortable with technology evolution
 - They represent the core of today business and economical world
 - They are adventurous and have the sense of entrepreneurship
 - They have the responsibility to be actively involved in finding sustainable solutions to today's world challenges and crisis

To better understand tomorrow's guests, the following are the characteristics of the latest generation known as "**Generation Y**" (1982 – 2000):

- Positive attitude, happy and sociable
- Confident, inclusive and open-minded
- Sceptical and impatient
- Team-workers, collaborative and civic-minded
- Creative, technology savvy and always looking for the next best thing
- Multi-tasking and high level of data processing
- Strong need to group belonging but does not want to be labelled or segmented
- Lack of loyalty for organizations and brands
- Lack skills for dealing with different kinds of people but are very effective at collaborative working

Beyond the above analysis, we traditionally segment the customer base in the following categories:

- **Individual business traveller**
 - Efficiency, privacy, good value and consistency
 - Check in/check out and billing processing
 - Safety and security
 - Connectivity and business centre
 - Guest relations
 - Shopping, networking and leisure
- **Individual leisure traveller**
 - Good value, tailored products and services, consistency
 - Safety and security
 - Local activities and tourist attractions
 - Guest relations
 - Shopping, socializing and leisure
 - Connectivity and information technology
- **Group business traveller**
 - Efficiency, privacy, good value and consistency
 - Check in/check out and billing processing
 - Safety and security
 - Connectivity and information technology
 - Catering and business facilities
 - Guest relations, networking and shopping
- **Group leisure traveller**
 - Good value, efficiency and safety and security
 - Check in/check out and billing processing
 - Products and services diversity and choices
 - Hotel facilities and amenities
 - Local activities and tourist attractions
 - Connectivity and information technology
 - Guest relations, networking and shopping

The social, ethnical and cultural customs must be integrated into this segmentation model to ensure efficient execution of satisfying guest needs.

2. The basics principles to successfully fulfil guest expectations and needs

Basic principles form the foundation of the culture and mind-set expected from all hospitality employees in delivering positive guest experiences:

- Teamwork - treat each other the way you would like to be treated
- Punctuality – on time every time
- Communication – increase awareness and follow-up
- Honesty – situation recovery when mistakes are made
- Pride – responsibility for actions
- Dedication – perfection and excellence
- Loyalty – towards hospitality employees and establishment
- Cleanliness – work environment and personal grooming

3. The basics principles of customer relationship management

Service and details are the foundation of basic working behaviour expected when completing all tasks in creating a positive guest experience.

SERVICE:

| | |
|-------------------|--|
| SMILE | SMILE – we are on stage |
| EYE | EYE contact, even in passing, as an acknowledgement |
| RECOGNIZE | We RECOGNIZE by using the guest's name, if known, or appropriate greeting such as "Sir" or "Madam" in a natural manner |
| VOICE | We speak in a clear and confident VOICE |
| INFORMED | We are INFORMED about our establishment and take ownership |
| CARE | We CARE about our internal and external guests |
| EXPERIENCE | We make every effort to provide a positive guest EXPERIENCE |

DETAILS:

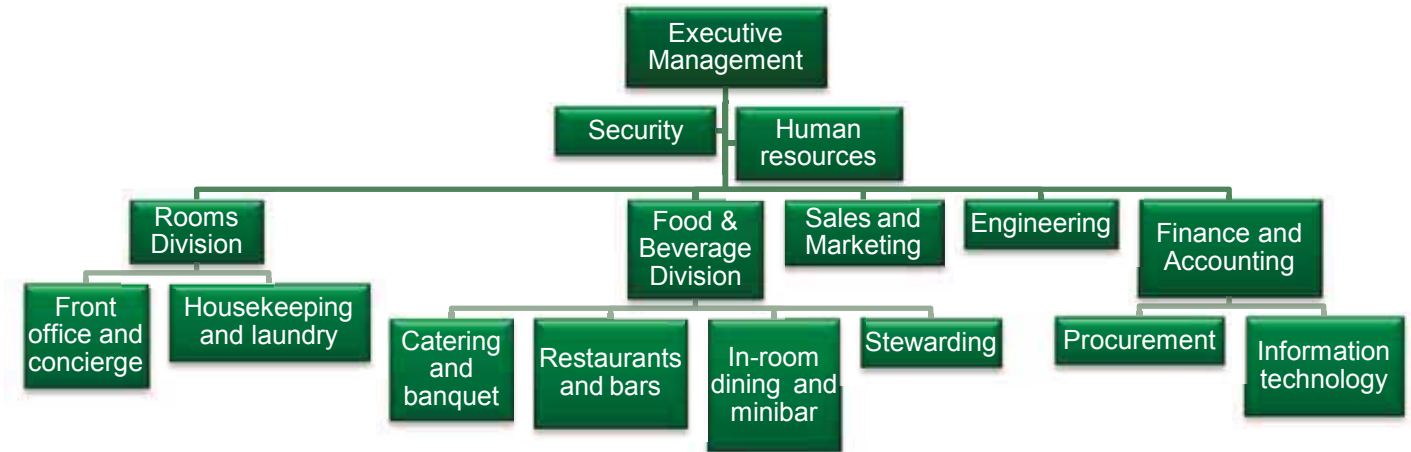
| | |
|-------------------|--|
| DO | We take action and DO whatever we can for our internal and external guests |
| EXAMPLE | We set an EXAMPLE |
| TIMELY | We complete our tasks in a TIMELY manner |
| ANTICIPATE | We ANTICIPATE guest needs |
| INSPECT | We INSPECT to re-check our work |
| LISTEN | We LISTEN to internal and external guest requests |
| SUPPORT | We SUPPORT one goal, which is to provide a positive guest experience |



Section 3 Hotel structure

1. Hotel departments and organizational chart

A hotel operation is composed of several key departments that are exceedingly interdependent. The standards hotel structure is broken down as follows:





Section 4 Potential problems of community-based tourism

1. Cleanliness

Although aware of the importance of cleanliness, the hospitality structures of developing countries do not always meet the expectations of tourists. Several reasons may explain this dissatisfaction:

Problems:

- Lack of knowledge of hygiene standards;
- Frequency and choice of cleaning times;
- Lack of personnel;
- Lack of method in the organization;
- Use of inappropriate products;
- Loss of time associated with poor organization;
- Absence of inspection.

Training:

- Cleaning procedures for rooms;
- Cleaning procedures for communal and bathroom areas;
- Organization of periodic cleaning;
- Organization of inventories;
- Coordination of the floor and linen departments;
- Respect for hygiene standards in catering;
- Method of inspection, housekeeper training.

2. Security

The hospitality structures must create a climate of confidence to reassure and satisfy their guests.

Problems:

- Freedom to come and go at the establishment;
- Lack of respect for basic security standards to both infrastructure and employees;
- Number of people with access to the rooms;
- Lack of space for guests' personal belongings.

Training:

- Security assurance procedure;
- Setting up of procedures to lend keys to open safe-deposit boxes.

3. Price

The notion of value and buying power are different for the local communities and tourists.

Problems:

- Heterogeneity of the guest and perception of the quality/price relationship;
- Poor management of margins;
- Lack of knowledge of guest's "willingness to pay".

Training:

- Lack of training in price methods (based on costs, differential pricing).

4. Finance

Problems:

- Poor management of costs and revenues;
- Poor allocation of resources;
- Non-systematic payment of salaries;
- Revenue leaks.

Training:

- Production of provisional budgets;
- Profitability forecasting;
- Bookkeeping and ledger.

5. Welcome and reception

Problems:

- Poor management of arrivals and departures;
- Lack of flexibility in the event of problems;
- Lack of forecasts of the level of occupancy and poor management of revenue maximization.

Training:

- Development of guest files and the reservation log;
- Training in check-in procedures through the creation of standard procedures to be applied at the time of the guest's arrival;
- Organization of reservations by establishing a standard basis for making reservations with general and specific criteria.



Section 5 Reception

1. Reception training



The reception is often the first point of physical contact for the guest at a hotel. The department not only serves to welcome the guest but plays a central role in sharing vital information with internal departments, which in turn allows for efficient organization and seamless operations.



Objective for participants

At the end of the training, participants shall be capable of:

- Satisfying guests through welcoming and allocating rooms;
- Increasing the effectiveness and organization;
- Managing knowledge on guests so as to respond better to their expectations;
- Making optimum use of the hotel's capacity.



Objective for trainers

- To enable employees to organize their workstation;
- To improve the perception of reception by the guest;
- To teach receptionists to produce a reservation schedule;
- To introduce check-in, check-out and invoicing standards.

1.1. Content

- Specification sheets;
- Presentation of the concept of reception.

1.2. Recommended methods

- Depending on the time and the resources necessary, the trainers must give priority to training managers and then adapt themselves to the various skills of the employees. Taking account of the large number of specification sheets, simulation seems to be the most suitable means of training. Moreover, in the reception department, the division of work is relatively easy.
- So as to introduce the procedures, the current circumstances of the establishment must be evaluated. Moreover, certain resources must be adapted to the specific requirements of the establishment.

2. Introduction to reception work

Management of the reception department is fairly complex and the employees, who work there, must demonstrate ability in terms of internal organization and flexibility in order to understand and adapt themselves to the demands of the guests.

As a result of its situation, this department plays a major role in the formation of the guests' perception for the following reasons:

- **Communication:** the first guest contact, at the time of the reservation, has an influence on the guest's intention to buy. It is up to the reception department to orientate guests, to inform them of the available activities as well as to serve them;
- **Reception desk:** at the time of the guest's arrival, this is the first service that he or she utilises and the last at the time of departure;
- **Services:** this is the preferred location for information for the guest, who wishes to take advantage of the various services on- or off-site;
- **Management:** rigour in the organization of the reception allows forecasting of occupancy, management of the floors department, management of the guest's stay, optimum distribution of rooms and accuracy of payments;
- **Supervision:** owing to its central role and its proximity to the main entrance, the employees of the reception department must supervise access to the grounds of the hotel.

2.1. Infrastructure

In order to facilitate management of this department, it is recommended to have a large bench or table. If the size of the hotel or number of employees allows, it is recommended to have a front office for communication with the guest and a back office for internal communications.

2.2. Implication

A reception employee must be identifiable by the guest through a distinctive sign, which allows the guest to know who he or she is talking to. If training programmes are organized in foreign languages, it is preferable to prioritize training receptionists, since they are the people approached most frequently by guests.

The priority of each receptionist must be to serve the guest. His or her administrative tasks can be shared out as a function of the skills of each employee.

The skills required for this post require good general knowledge, capability to organize and anticipate as well as knowledge of the region.

2.3. Receptionists



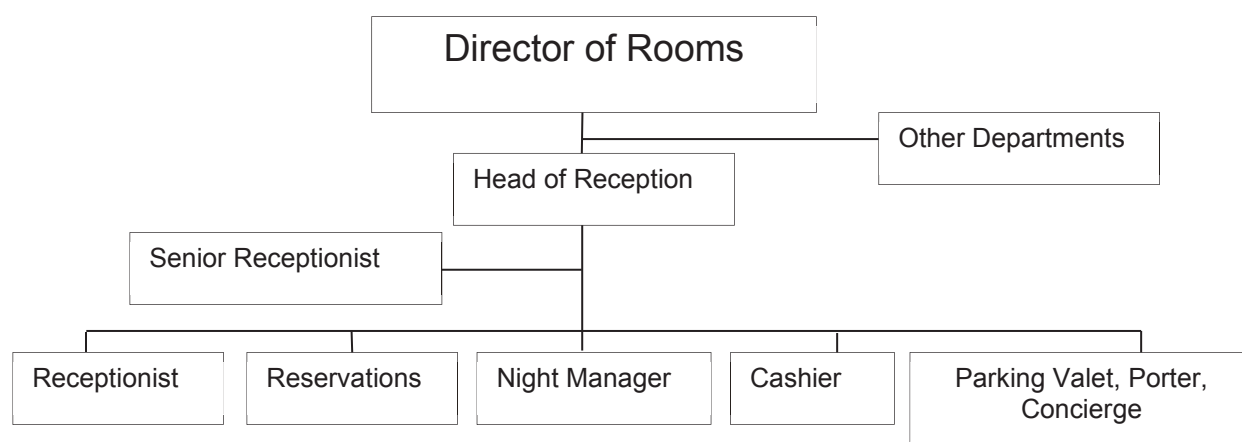
The **receptionist** provides contact with guests and the services associated with this. During the stay the receptionist provides the services requested.

The reception post is multi-purpose since the tasks change according to the type of establishment.

| | | |
|---------------------------------|--|---|
| Before the guest arrives | <ul style="list-style-type: none"> • Set up the workstation. • Check availability. • Sell rooms. • Take and register reservations. • Produce letter of confirmation. • Update occupancy plans. • Sort the reservation dossiers. | <p>Appendices X, XV, XVI, and XXIV</p> <p>Appendix I</p> <p>Appendix II</p> |
| Upon arrival | <ul style="list-style-type: none"> • Greet and welcome guests. • Locate reservation. • Confirm preferences. • Register arrivals. • Update guest dossiers. • Hand over the keys. • Provide luggage assistance. | <p>Appendices XVI, XVII, XVIII, XIX, XX, XI, and XXIII</p> |
| During the stay | <ul style="list-style-type: none"> • Inform and sell the various services of the hotel. • Update documents. • Inform guests about outside services. • Reserve requested services with service providers. • Pass on messages to guest. • Manage guest telecommunications. | <p>See chapter on internal marketing training</p> <p>Appendix VIII</p> <p>Appendix IX</p> |
| Upon departure | <ul style="list-style-type: none"> • Greet guests. • Confirm charges • Inquire about incidental charges and process invoice • Provide assistance with luggage and ask for feedback • Finalize the check out procedure and collect payments. • Bid the guest farewell | <p>Appendices XXV, XXVI, XXVII, XXVIII, and XXXI</p> |
| After the guest leaves | <ul style="list-style-type: none"> • Follow up any outstanding guest payments. • Close the guest folio • Communicate feedback received | <p>Appendices XXIX, XXX, XXXII, and XXXIII</p> |

2.3.1. Adjustment for large structures or high end establishments

For a large-scale establishment, the number of receptionists will be higher and it is therefore necessary to set up a more distinct hierarchy to divide the work as a function of the aptitudes and level of qualification of each employee.

Figure 3 Hierarchy of the rooms department

In addition, a major infrastructure allows the hotelier to offer a wider number of services, such as receiving groups or organizing seminars. Room changes in a large structure are also greater in number and it is therefore necessary to deal more rigorously with occupancy in large structures (appendix XXII).

2.4. Reservations

2.4.1. Why reserve?

The reservations function is the starting point for all activities in the accommodation facility. It meets a need for security:

- For the guest, the assurance of being able to have accommodation;
- For the hotel, the certainty of maximum occupancy of its rooms.

Reservation management enables:

- Giving satisfaction to guests;
- Selling rooms in an optimum manner;
- Planning the activity of various departments of the enterprise.

All these reasons justify the importance of reservations in hotels, whatever their capacity or category.

2.4.2. Who reserves?

In order to reserve a room, the guest himself or herself may deal with the matter personally through an intermediary.

2.4.3. Intermediaries

This category includes principally:

- Tour operators
- Travel agents (on-line or physical)
- Airline companies
- Reservation centres

Changing a reservation with an intermediary by telephone (appendix XIII).

2.4.4. How to reserve?

Contacts between the guest and the hotel may take place orally or in writing. Here are the methods most commonly used:

➤ **In person**

The guest turns up at the hotel. This contact makes it possible to give him or her all the information desired. The hotel may obtain a written confirmation directly from the guest.

➤ **Telephone**

This is the easiest means currently in use but the hotel does not obtain any direct guarantee (appendices III, VIII, IX and XI).

➤ **Letter and fax**

This is a good means of communication for the guest as well as represents a guarantee for the hotel.

➤ **Internet and e-mail**

This method is used with increasing frequency. It can be carried out directly by the guest or via an intermediary.

2.5. The reservation procedure

The aim of the reservation procedure is:

- Evaluating availability;
- Making the reservation with the aid of appendix I.

This form is used equally to make a reservation, to change the previous reservation (see appendix XII) or make a cancellation. It contains:

- Details of the stay (arrival and departure dates, number of people, room category, etc.);
- Guest contact information (name, address, telephone, etc.);
- Reservation conditions (guarantee, etc.);
- Special requests and observations.

This reservation-making sheet must include the date, name of the guest and the staff member.

In order to avoid omissions and to accelerate the procedure, it is necessary to follow the logical process of the reservation.

Note: The hotelier must produce an acknowledgement of receipt for the reservation summarising all the details of the stay and confirming it to the guest. It has become increasingly common to produce the acknowledgement in the form of a confirmation e-mail. Additionally, pertinent information for the guest such as hotel address, contact information and contact name may also be communicated in the same e-mail.

2.5.1. The greeting

Whatever the type of hotel business, the guest must be received with respect. The rules of common courtesy must be applied whatever the class of establishment. Nevertheless, the information provided will guide employees to the behaviour expected when faced with situations encountered in a traditional commercial hotel business (appendix XIV).

2.5.2. The notion of a host

A good host and a sale based on the guest's requirements are essential for the proper working of the hotel. The guest assesses the quality of the room and of the services. A good host is one who knows how to create an atmosphere of comfort.



For the guest: you are the establishment!

A hotel is composed of a hierarchy and rules. The guest/employee contact is continuous. These rules facilitate discipline, courtesy and also harmony between employees.

2.5.3. Grooming and professionalism

➤ Physical hygiene

- **Odour.** It is important not to impose an odour of perspiration or bad breath on guests.
- **Nails.** Being directly in contact with the guest via reception, hands are often visible, which is why it is important to have clean nails and discreet varnish.
- **Hair.** Men must have a neat haircut. In cases of a beard or moustache, it shall be tolerated, if it is well trimmed. Women must also have a neat hairstyle and long hair must be tied up.
- **Makeup.** Makeup must be discreet and attractive. Any touching up must be performed out of sight of guests.

➤ Dress code

This is generally supplied in large hotels. If this is not the case, there are several rules to be respected:

| Men | Women |
|--|---|
| <ul style="list-style-type: none"> • Traditional polished shoes. • Plain black socks (if black trousers) or plain beige (if beige trousers). The aim is not to draw attention to the feet. • Trousers and jacket according to practice in the hotel. • Tie according to practice in the hotel. | <ul style="list-style-type: none"> • Polished shoes with normal heels or in hot countries sandals are tolerated with clean nails and a discreet varnish. • Skin colour stockings if necessary • Skirt below the knee or trousers • Traditional blouse without excessively low neckline • Scarf according to the practice in the hotel. |

➤ Jewellery

Generally, guests must not be shocked by an excess of jewels, bracelets, rings, or tie-pins.

➤ General behaviour

The service is intangible meaning the guest will only take a memory of the hotel. All employees must make the guest experience as smooth and enjoyable as possible for the guest to leave with a positive memory of the hotel and the employees. The guest pays all his or her attention to the attitudes adopted, the language chosen and the gestures used toward him or her.

While impatience by the guest can be sensed in his or her attitude and his or her expression, the employee must never reveal his or her own and must smile naturally. The guest can also sense when the employees are not treating each other with respect, which can also form negative memories for the guest.

It happens that certain guests have a superior attitude towards employees. Such an attitude must not be shown in return.



Keep your cool and know how to stay discreet!



Section 6 The floors and public areas

1. Definition and objective

The housekeeping department is responsible for the organization, cleaning and maintenance of the entire premises including hotel rooms and public areas.



At the end of the training, the housekeeping management team shall:

- Manage a team and check the work of other housekeepers;
- Monitor the work performed.



At the end of the training, the room attendant shall be able to:

- Choose the cleaning materials;
- Follow cleaning procedures as outlined by the establishment.

Servicing of the floors covers four phases:

- Preparation before the guest arrives;
- Servicing of the room during his or her stay;
- Organization of room attendants in their work;
- Managing personnel, their work and the general report to the head housekeeper.

Contents:

- Specification sheets;
- Descriptions of tasks and procedures to be carried out.

Methods recommended:

- Simulation appears to be the most appropriate method, given the large number of technical actions to be performed in this department of the hotel.

2. Housekeeping

Housekeeping is provided whatever the category and capacity of the establishment. The tasks may be performed by the accommodation personnel of the hotel or by a subcontracted firm. In addition to cleaning of the rooms, it is necessary to service the public areas, linens and undertake administrative responsibilities to assist the supervisor of the service.

3. Description of the positions

3.1. The housekeeping management team must

- Recruit the personnel for the department and train them;
- Oversee a team of employees;
- Communicate with all the departments;

- Plan deliveries of linen, equipment, materials and products according to the department requirements;
- Check the quality of the premises and rooms;
- Respond to guest requests;
- Manage lost property.

3.2. The room attendants must

- Implement the instructions of the housekeeping management team;
- Make the beds, dust and vacuum (appendix XXXIV);
- Fit out the rooms with linen and courtesy products;
- Empty the bins and change the bins. Clean and disinfect the rooms;
- Tidy the furniture and any belongings of the guest.
- Interact on a daily basis with guests and attend to their requests

3.3. Organization of the floors department

3.3.1. Beginning of shift

At the beginning of the shift, housekeeping management team shall receive the floor reports from the reception desk indicating the status of each room and the planned arrivals for the day. The management team may then distribute to each member of staff a timetable for the day and courtesy products, servicing products, clean linens and passes.

3.3.2. During the shift

The room attendants must regularly inform the housekeeping management regarding the work performed. The latter shall then announce to reception the clean rooms, which may thus be provided to guests. The room attendants must report any lost property (appendices IV and V) as well as any malfunction (appendix VII) to the housekeeping management and complete the form provided for this purpose.

3.3.3. End of the shift

At the end of their shift, the room attendants shall present themselves to the housekeeping management office to complete the report on the day, hand in dirty linen and return their passes.

The housekeeping management processes all returned documents.

3.4. Working procedures

The floor departments operate throughout the establishment contrary to the other departments of the hotel. The housekeeping management cannot therefore check or monitor the quality of work performed at all times. It is therefore necessary to follow procedure sheets, which allow room attendants to perform their work more or less independently, whilst following the established quality standards.

3.4.1. Definitions

➤ Blank room (appendix XXXV)



This is the complete restoration of the room after the departure of a guest, so that it is ready for the next guest.

➤ **Remaking the room (see appendix XXXVI)**



This corresponds to the cleaning and preparation of the room of a guest staying at the hotel, as a function of the status of the hotel and changing of the linen (every day, every 2 days or every 3 days).

➤ **Checking of the room**



This involves checking the room so as to prepare the room ready to sell to a guest. This check is generally performed by the housekeeping management or his or her deputies but may also be performed by another head of department or member of management.

The objective of this inspection is to ensure the quality of the work in the room by the room attendants. The person who performs this check must put himself or herself in the place of the guest and imagine the expectations of the guest. His or her remarks are recorded on the check sheet (appendix VI).

The room may be let only if all the hygiene and cleanliness criteria are met.



Comments:

- Each item, which is found in the room, must be checked;
- No item may be untidy or dirty during the check so that the room can be rented immediately;
- If the quality of the checked room does not meet the criteria, the room attendant must perform the tasks again;
- Each hotel has its own inspection checklist according to the establishment's criteria.

➤ **Room inspection**



The room inspection is a complete check. Its objective is to determine the general condition so as to perform renovation works or replace equipment.
This inspection is performed by the housekeeping management once or twice a year so that the hotel maintains its quality.

As for the inspection checklist, the inspector must check the condition of each item of the room and bathroom and record his or her comments. It is then the executive management that will decide on the works to be performed and replacements to be made for each room in order to the establishment's quality criteria.

➤ **Repair request**

This procedure is performed following the room check, when the cleaning and inspection have been completed.

The person making the repair request must complete a form to this effect (appendix VII) indicating what must be repaired. The sheet must be sent to the maintenance department and a copy must be kept by the housekeeping management or by front desk management.

So as not to block the room for too long, the repair must be performed as quickly as possible. Once this is completed, the housekeeping management must be notified, in order to clean it again and then in turn, can inform front desk that the room can be let.

➤ **Cleaning**



General principle

Cleaning is the act of removing obvious dirt and reducing micro-organisms, visible and invisible, so as to preserve the health and well-being of individuals while creating an attractive appearance.

3.5. The servicing materials

➤ **Servicing product**

In making a choice of servicing product, it is necessary to:

- Choose multipurpose products responding to several needs in order to avoid a surplus of products;
- Favour products not requiring rinsing;
- Provide distribution and dosage guidelines for room attendants;
- Pay attention that the products are not noxious or too odorous for personnel and guest;
- Never use highly inflammable products such as methylated spirits;
- Avoid the use of bleach, since a combination with another cleaning product may release toxic vapours and create discolouration marks;
- Select products that fulfil environmental and ecological regulations.

➤ **Characteristics of the cleaning materials**

The room attendants must never be without cleaning materials. These must be:

- Accessible and easy to transport;
- Adapted to only one use and function for reasons of hygiene. For example, a dusting cloth should not be used to clean the bathroom.

There are two types of large equipment:

- Vacuum cleaners, which are suitable for cleaning floor coverings, or fitted carpets;
- Carts, which are the ideal partner to accompany the room attendant and facilitate transport. They must be robust, easy to handle, quiet, clean and well organized.



Section 7 Linen department

1. Purpose

The purpose of the linen department is to educate employees in the cleanliness of the linen and also to manage their linen stock to optimize the cost and quality relationship.



At the end of the training, participants shall be capable of:

- Choosing an investment policy and laundry system;
- Managing and distributing linen stock;
- Understanding the linen requirements in all parts of the hotel;
- Choosing a method of linen cleaning appropriate to the needs of the establishment;
- Establishing the stock of linen necessary for the proper operation of the establishment.

Content:

- The different linen possibilities that are offered to the manager;
- Their advantages and disadvantages;
- Calculation of the necessary stock.

2. Linen

Linen represents a substantial expense in the cost of overnight stays and food and beverage.

Linen management depends on the management and services operating in the business.

Before any purchase or installation, the management must:

- Determine the establishment's linen requirements.
- Select an investment policy: purchase or hire the linen;
- Select a laundry system: on site or external.

3. Investment policy

The purchasing of linen represents a major investment. Two solutions are possible:

- The linen stock belongs to the hotel;
- The linen is hired from a specialist company.

3.1. Purchasing the linen

- Advantages:
 - Choice of quality, which corresponds to the status of the establishment;
 - Personalization of the linen with a logo or the name of the hotel.
- Disadvantages:
 - Major investment;
 - Regular renewal of the stock.

3.2. Hiring the linen

- Advantages:
 - Cost suited to the occupancy rate;
 - No major cash sunk cost;
 - No maintenance, which lightens the linen department workload.
- Disadvantages:
 - Difficulty in choosing a specific quality of cloth for the linen;
 - In the case of personalized linen: higher cost and longer contract period.

3.3. Laundry system

The hotel has three solutions: when it is the owner, it can service its linen in the establishment or entrust it to an external company. In the event that it is not the owner, it can call on the services of a company that hires and services the linen itself.

3.3.1. Cleaning in the hotel

- Advantages:
 - Reduced stock;
 - Reduced losses;
 - Extension of the life of the linen.
- Disadvantages:
 - High installation and servicing costs of the laundry room;
 - Very high cost of the cleaning due to the operating and depreciation costs of the linen and equipment;
 - High labour costs.

3.3.2. Outside cleaning

- Advantages:
 - No installation, personnel or servicing costs;
 - No problem of recruitment and training of personnel.
- Disadvantages:
 - Requires major linen stock;
 - Delivery costs as a function of distance;
 - Need for constant monitoring of deliveries, depreciation and cleanliness of the linen.

3.3.3. Hiring of the linen

- Advantages:
 - Absence of stock at the establishment;
 - Not concerned with lifetime usage;
 - Linen ready to use.
- Disadvantages:
 - Need for monitoring of deliveries and cleanliness of the linen;
 - High cost.

4. Determination of linen requirements

Any hotel business manager must check the quantity of linen placed in service, so as not to lose any or have too large a stock. In the latter case, this would be wasted funds.

Factors to be taken into account

If the cleaning is performed externally, the stock must be higher due to the delivery periods.

The nature of the guest: short versus long-term guest.

If the hotel has many long-term residents, it shall be necessary to take into account the period for changing the sheets for a room.

Note: excessive stocks are useless and costly.

Composition of the stock

4.1. Hotel linen

Several points to be taken into account for good organization:

- Sheets:
 - Different dimensions, according to the size of the beds;
 - Plan two per bed.
- Pillow cases:
 - Provide either one or two pillows per person depending on the hotel category;
 - One or two pillowcases per single bed;
 - Two or four pillowcases per double bed.
- Towels:
 - Generally, provide two towels, two hand-towels per person and one bath mat.
- Mattress cover and bedspread:
 - One per bed.

4.2. Restaurant linen

Several points to be taken into account for good organization:

- Tablecloths:
 - One tablecloth for each sitting (breakfast, lunch and dinner) for each table;
 - Underliner can be used depending on the hotel category.
- Serviettes:
 - To be counted as a function of the maximum number of places in the restaurant and sittings in the day;
 - Need to take in consideration the needs for the service staff (i.e. bread folds, glass and flatware polishing, etc.)

4.2.1. Evaluation of the stock

The stock is difficult to establish in that it must cover the periods of high occupancy.



One set of linen includes all of the linen necessary each day for each of the sittings in a period of maximum occupancy. A safety margin of 10% must be maintained.

4.2.2. For cleaning of the linen, it is necessary to count

- In the course of use: 2 sets
- Out of service in laundry room: 1 set
- Waiting in the linen room: 2 sets
- TOTAL: 5 sets

4.2.3. For external cleaning, it is necessary to count

- In the course of use: 2 sets
- Out of service at laundry: 2 sets
- Waiting in the linen room: 3 sets
- TOTAL: 7 sets

Note: it is necessary to take into account the number of laundry deliveries per week.

5. Distribution of the stock**5.1. In the rooms department, it is necessary to count**

- In rooms:
 - One basic set to equip the beds and bathrooms.
- In pantries:
 - One spare set for exchanging of the each guest room in the establishment.
- In laundry room:
 - One or more sets of dirty linen awaiting cleaning;
 - At least two clean sets to resupply the departments.

Note: In the floor storerooms, the set may be adjusted as a function of the average level of occupancy.

5.2. In the food and beverage department, it is necessary to count

- 1 basic set:
 - To set the outlets.
- 1 spare set:
 - To deal with serving incidents;
 - To re-set the tables;
 - To set the tables for the following meal period sitting.

5.3. Special linen and fabrics

- Special linen and fabrics can be necessary for the following:
 - Buffet set up and decoration;
 - Banquet set up and decoration;
 - Special holidays and celebrations;
 - Themed promotions or functions.



Section 8 Communication

1. Training in communication

The importance of quality communication results in increased understanding amongst employees as well as between employees and guests. Effective communication better addresses and fulfils guest needs and contributes to smooth internal operations.



At the end of the training, participants shall be able to:

- Manage any type of situation, at the time of problems with guests;
- Know the rules for signposting, the services offered and maintenance problems;
- Understand verbal and non-verbal communication.



At the end of the training, participants will be able to:

- Improve guest's perception of the hospitality;
- Correct language shortcomings;
- Facilitate the exchange of information, both verbal and non verbal;
- Make employees aware of the advantages of appropriate communication.

Content:

- Reference points;
- Typical phrases;
- Rules for signs.

Recommended methods:

- Production of “basics”: small booklets for each department, which serve as a memo to employees and allow them to get started;
- Display a tear-off calendar, which shows an important idea concerning the quality of communication, so that the employee absorbs it subtly;
- Example: 2 January “Do I systematically thank the guest when he or she leaves?”

Programme:

- Training as a priority for all guest interactions in more than one language if possible.

2. Principal elements of communication

Communication may be verbal or non-verbal. Approximately 55% of communication takes place at the non-verbal level through facial expressions and unconscious gestures. Verbal communication plays only a part in the impression that others form of us.

As regards to **verbal communication**, 10% of messages pass via the words and 35% via the tone. This communication is expressed via smiles, facial expressions, gestures, voice, vocabulary, physical behaviour and dress.

2.1. The smile

The smile is of prime importance in the hotel and food and beverage business, as this old Chinese proverb bears witness: “The man, who does not know how to smile should not keep a shop”.

- The smile is a silent sign of welcome.
- The smile calms and values the guest.
- It signifies:
 - “ ... I am happy to receive you ...”
 - “ ... Welcome ...”
 - “ ... Thank you for having chosen our establishment ...”
 - “ ... I am happy to be of service to you ...”
- The smile also generates a climate of relaxation, which allows the creation of a climate of trust resulting in a positive guest experience.
- Employees who also smile at each other also work to create a positive working environment.

A fake and strained commercial smile does not give the same result. It must be natural and spontaneous.

2.2. Eye contact

It enables:

- Establishment of contact between two people;
- Creation of a first impression;
- Recognition of a guest;
- Acknowledgement of other guests waiting for attention and service. In this case, to say “... I have seen you, I will do my best to serve you as quickly as possible...”.

2.3. Gestures

They facilitate:

- Translation of the messages expressed;
- Natural and spontaneous interactions so as to express hospitality;
- Demonstration of openness of spirit and availability to be of service.

In the presence of guests, employees must not:

- Cross their arms, because this gesture indicates a closed attitude;
- Shrug their shoulders or slouch because this conveys a careless and un-professional approach;
- Clench their fists, because this signals irritation and anger.

2.4. The voice

The voice and the tone must:

- Be natural and un-hurried
- Be adapted to the circumstances;
- Endeavour to be warm and amicable when welcoming the guest;
- Be enthusiastic to maintain a climate of trust;
- Be calm and clear.

2.5. Vocabulary

Certain rules of politeness apply to all personnel: in the receiving of guests, the first ten words are more important than the ten thousand that follow:

2.6. Negative words

They create a tense and negative climate for the guest. Do not say:

- “No..., do not ...”;
- “Not at all ...”;
- “Impossible...”;
- “Never in my life”.

It is preferable to pose questions to better understand the guest and to lead him or her to say “yes”:

- “Do you think it would be possible...”;
- “Would you prefer a room with a shower?...”
- “If I have understood you correctly, you would like a wake-up call for 6.30 am?”

2.7. Aggressive words

The only way of achieving a victory in a discussion is to avoid a negative tone, since someone who seeks to convince someone else against their will cannot generally change an opinion.

The following phrases must not be used:

- “Personally, I consider...”;
- “Believe me, in my experience ...”;
- “I will prove to you that ...”;
- “You are wrong..., that is not true”;
- “No, I am sure you said...”.

2.8. Jargon

The guest will have difficulty in understanding and will find it difficult to make a choice, if excessively technical terms are used. This generally leads to interminable discussions. One should not say, for example: “Would you prefer a Twin or a Double?”

The quality of expression by employees has an influence on the perception of the guest with regard to the professionalism of the hotel.



| | |
|------------------------------------|------------------------------------|
| The 6 most important words: | “What can I do to be of service?”; |
| The 5 most important words: | “Have I made a mistake?” |
| The 4 most important words: | “What is your opinion?” |
| The 3 most important words: | “Please...” |
| The 2 most important words: | “Thank you” |
| The most important word: | “YOU” |



The least important word: “ME”

2.9. Use appropriate language

| Instead of saying | Say in careful language |
|---|---|
| "Scuse" | "Excuse me please", "I beg your pardon" |
| What? Uh? | Pardon |
| You know me, don't you? | Do you remember me? |
| I know that face... | I recognize you... |
| This lunchtime... [<i>does not translate</i>] | At lunchtime ... |
| I'm going to eat... | I'm going to lunch/dinner ... |
| On top of that... | In addition... |
| A call... | A telephone call... |
| A bonus... | An advantage... |
| Alright... | Yes, of-course, naturally |
| See you..., bye... | Goodbye |
| Where's the loo? | Where are the toilets? Where is the bathroom? |

2.10. Avoid saying "NO" and suggesting options

Employees may receive guest requests that are not possible to fulfil due to hotel policy, hotel facilities or lack of available resources. In this case, employees must avoid saying "No" and suggest alternatives for the guest in the form of options.

Employees must be careful to ensure that the options proposed are as similar as possible to the original guest request. Sample phrases include:

| |
|--|
| _____ is unavailable today. What I can offer you is either _____ or _____. |
| Please let me check for you and I will be back with an answer. |
| Unfortunately I am unable to fulfil your request. I have other options. |
| I apologize that we cannot provide you with _____. If you would like, I will try to make it available tomorrow. Would you be interested? |
| I would like to fulfil your request. Unfortunately I am unable to at this time. |
| I understand you would like to have _____. What I can offer you is _____. |
| It will take me some time to arrange for your request. For the moment I am able to provide you with _____. |
| Let me help you find another venue that can accommodate your request. |
| Have you tried _____. It is quite similar to what you are requesting. |
| May I suggest an alternative for you? |

2.11. Internal communications

Communication amongst and within departments is as important as communicating to the guest. An open and honest communication flow can assist employees organize workflow in preparation to better respond to guest requests. Some guidelines include:

| |
|---|
| There's no such thing as over-communicating. It is better to express changes and concerns prior to guest arrival. |
| Think ahead as to how your actions may impact your fellow colleagues and managers. |
| Ensure that your message is received and understood by the receiving party |
| Don't assume that just because you asked someone to do something that it will be done. |
| Always follow-up and take ownership of the subject, situation, problem, etc. |
| Respect guest privacy and security by ensuring personal information is kept confidential. |

3. Some phrases for the telephone



Welcoming

- "Hello, Hotel X"
- "Welcome to Hotel X"
- "Hello, Hotel X, Sophie speaking, how may I help you?"
- "Good morning/afternoon/evening, Hotel X"

Requesting patience

- "Would you like to hold a moment, please?"
- "Thank you for holding"
- "Would you prefer to hold or call back in a little while?"
- "I am sorry, Mr. Meiro is busy at the moment, what number can we reach you at?"
- "I am putting you through to Mr. Callié"
- "My pleasure to connect you to Mr. Meiro"

Informing

- "What is it regarding?"
- "In what way can I be of assistance?"
- "Can I take a message?"
- "Can I make a note of anything?"
- "What is your address, may I send this document to you?"
- "Mr. Rikesa is unavailable at the moment, would you like to leave a message?"
- "All our rooms are taken this evening, would you like to make a reservation for another date?"

Asking a name

- "Under what name should I make the reservation?"
- "I have your name as Mr. Smith, spelt *s-m-i-t-h* is that correct?"
- "I would not like to make a mistake with your name. Could you spell it please?"
- "Who should I say is speaking?"

Ending a conversation

- “Please rely on me to organize that for you”
- “Thank you for calling. Have a good day”
- “Thank you for your reservation, we look forward to seeing you”
- “Thank you for choosing HOTEL X, we look forward to welcoming you”

Ending a conversation

- “Would you like to leave a message?”
- “Would you like someone to return your call?”
- “What number can you be reached at?”
- “Rest assured, we will take care of it”
- “He will receive your message as soon as he returns”

4. Dealing with guest complaints

Is the guest always right?

Not always, of course, but the real question does not lie there. What is important is that the guest feels that he or she is right even if the employee does not think so. It is necessary in that case to:

➤ **Remain calm**

- Smile and retain self-control so as to calm guests;
- Ask the guest sit down – it is more difficult to become angry while seated.

➤ **Listen**

- Above all, do not interrupt;
- Begin with a positive attitude and empathize;
- Show genuine sympathy and allow the guest to unburden himself: “I can appreciate your position...” and “You have done the right thing in drawing our attention to this point ...”.
- Acknowledge that guest concerns are being heard with an occasional “yes”, “I see” or “I understand” throughout the conversation.

➤ **Ask questions**

- To help the guest to convey the message: “What is the problem?”, “May I help you?”; “Have you already voiced your concern to any other member of staff?”.

Rephrase

To make the guest feel that his or her complaint has been taken on board: “I understand, the coffee with your breakfast was not good”.

➤ **Explain**

- Acknowledge responsibility of the establishment;
- Present reasoned explanations;
- Recognize wrongs, do not be afraid to tell a guest: “You are right...”, “Your criticism is justified, I am sorry” and “I am sorry, if I offended you...”;
- Do not seek to justify oneself and blame another department or colleague;
- Do not challenge a guest.

➤ **Propose a solution**

- Ask the guest for his or her solution and seek an amicable arrangement with him or her when possible;
- Do not make promises which you cannot keep;
- Formulate an agreement on the solution adopted.

➤ **Conclude amicably**

- Thank the guest for having notified you of the problem, which he or she encountered;
- Follow-up that the guest is satisfied.

➤ **Involve manager**

If the employee does not feel comfortable directly dealing with a guest concern, then a manager or equivalent must be notified and asked to address the guest concern.

Even if the employee feels comfortable dealing with the guest concern, his or her manager should be informed and made aware of the situation as well as the resolution and outcome.

5. The need for information in the hospitality industry



Distribution of information is required both inside and outside of the hotel so that guests are properly informed about the various services and products offered. It is especially important that all information presented is clear, consistent and delivers one message throughout the hotel so as to avoid confusion for guests and employees alike.

5.1. Compulsory information

➤ **Nature and content of the information:**

Minimum and maximum price for each category of room:

- Room only;
- Full board and half board;
- Price of breakfast;
- Details on high and low season periods with corresponding tariffs.

➤ **Placement of the information:**

- Signage outside of the hotel;
- At reception;
- At the cashier's desk.

➤ **Rule to be respected:**

- Letters and figures of one centimetre minimum for display outside and at reception;
- Notice of 12 cm by 8 cm minimum in the rooms.

5.2. Internal signs within the hotel

The signs are particularly important when the hotel receives guests and employees who are multilingual. Good signposting avoids wasted time, misunderstandings and facilitates non-verbal communication.

➤ **Nature and objective of the information:**

- To orientate guests towards the various services and rooms of the establishment: restaurants, bars, rooms, public toilets, reception, and lifts.

➤ **Location of the information:**

- In the lobby or entrance hall;
- In the public areas.

➤ **Rule to be respected:**

- Icons, pictograms, signs which constitute universal language.

5.3. Information on services

➤ **Nature and objective of the information:**

- To promote the hotel's services such as the restaurant and bar;

➤ **Location of the information:**

- Generally in the room.

➤ **Means utilized:**

- Brochure or hardback document produced in several languages.

5.4. Communication via products and maintenance materials

To ensure ease of use by personnel, manufacturers today make available colour-coded products and materials.



Section 9 Human resource management

1. Purpose

For recruiting and hiring the appropriate employees to service the guest as well as providing a motivating and satisfying work environment for employees through professional projects, career objectives and fields of realization.



At the end of the training, participants shall be able to:

- Know and use current legislation in human resources;
- Understand the aims of the department;
- Be familiar with the different management models of this sector and put one into practice;
- Define different organizational positions in terms of roles and posts;
- Plan the department through categories of personnel and their respective elements;
- Remunerate personnel and evaluate the need to increase personnel.



At the end of the training, participants will be able to:

- Establish the criteria necessary for good organization of the human resources department;
- Manage human resources, whilst considering the culture and strategy of the establishment.

Content:

- Work and employment legislation concerning developing countries;
- Introduction to the concepts of human resources;
- Human resource management goals and models;
- Definitions of management and other positions;
- Human resource planning;
- Salary and pay system.

Recommended methods:

- Communicate openly and explicitly to provide a sound management strategy of human resources to colleagues;
- Place the emphasis on the culture and strategy of the company so as to sensitize employees to the smooth operation of human resources;
- Create assessment sheets to be able to evaluate employees and demonstrate the effectiveness of the training manual.

Programme:

- Perform the training over an extended period, so as to succeed in creating a stable organization within the human resources department.
- Organize the human resources department to facilitate sound general management of a hotel.

2. Legislation

2.1. Administration and employment inspection

The application of the provisions relating to employment inspection is far from being complete in the hotel sector of numerous developing countries. This is due to the existence of an informal and non-structured sector, which to a large extent falls outside regulation and control but also the multiplicity within the known sector of small businesses, which are unlikely to attract the attention of the employment inspectorate. Workers in these businesses are generally not unionized and often accept a *de facto* consensus with the employer with regard to pay and working conditions in order to ensure the survival of the business. They also fear the loss of their livelihood for themselves and their family.

It is therefore important to note that hotels of an international nature, which normally do not represent the most prevalent ventures, are where regulations seem to be applied with the greatest rigour. For other parts of the sector, the problem of the application of employment standards remains unresolved.

2.2. Government action in the field of employment

In general, this occurs through legal employment codes and regulatory means (decrees, orders). Governments of developing countries act on the labour and employment market in various manners.



Policies to adopt in developing countries in terms of labour legislation

1. Helping to clarify and standardize the situation of workers:
 - Setting the cycle of career progression with a definition of scales;
 - Detailing any legislation covering the corresponding work.
2. Organizing the workforce to overcome immediate employment problems.
3. Endeavouring to plan the workforce over the medium and long term.

2.3. Introduction to human resource concepts



The human resources department includes all employees, who contribute to the establishment of multiple departments within an organization.

2.4. Development of the human resources department

The management of human resources is a managerial necessity, which is based on various principles: Personnel is the most important resource within an organization and the efficiency of its management is the key to the organizational success;

Human resources policy and procedures must be strongly linked and contribute to the achievement of organizational objectives and strategic plans;

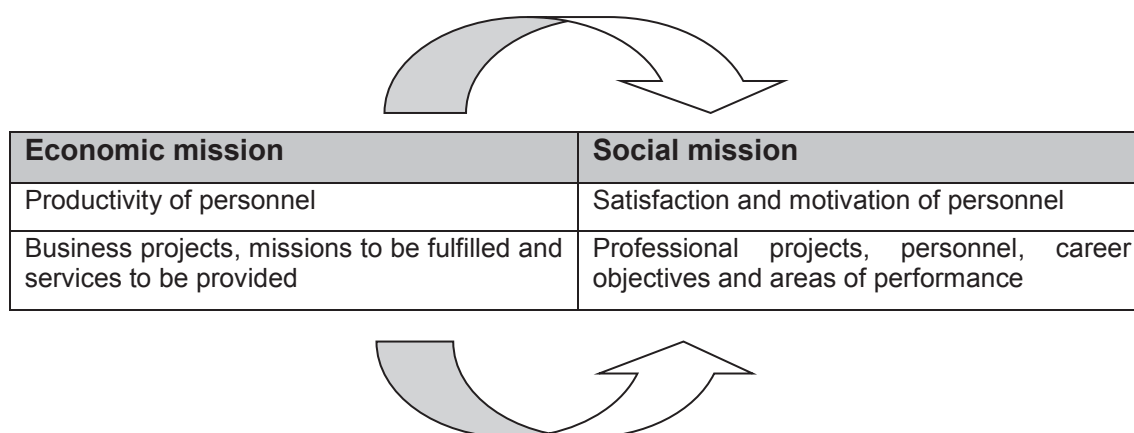
The culture of the business must value human resources and monitor the company from top-down, so that all members of the organization collaborate together with a common purpose. All managers are responsible for good management of human resources within their establishment.

The management of human resources can be considered a key component in the integration of human resources and strategic policy principles within a business. Good management depends entirely on the relationship existing between employees and human resource requirements as well as between the employees and the quality of the work performed.



In conclusion, human resource management and its development must be considered closely linked to the policy and strategy of the organization. The organizational policy constitutes in part the mission targeted by the company and the principles of human resources.

Figure 4 Aims of the human resources department



2.5. Human resource management models



The cyclical models correspond to all of the personnel management activities according to a chronological order, which is based on the analysis of personnel requirements in terms of recruitment, maintenance, development and redundancy of personnel.



The managerial orientation models contribute to the management of human resources. This model places emphasis on the strategy of the organization, on the organization of the work, on the overall quality and on the involvement of personnel through communication.



The thematic models are based on performance management, motivation, development, training, organizational development, overall remuneration, relations with social partners, culture, and organizational training.

2.6. Definitions of management grades and other posts

2.6.1. Definition

The main function of the human resources department is to: recruit, plan, organize, guide, coordinate and monitor people.

2.6.2. Description of role or job description

This is the most valuable tool for defining the tasks, responsibilities and competencies of a position and aims to:

- Facilitate the introduction of new staff;
- Assist in hiring the “right person for the right job”;
- Serve as a basis for assessment.

When the profile of the holder of the position is added to the job description, the “job profile” is created. The profile of the holder of the position combines the personal characteristics required from the candidate including:

- Basic training;
- Type of knowledge;
- Required professional aptitudes;
- Desired human qualities;
- Key leadership qualities;
- Minimum professional experience to take up the post;
- Age limits;
- Salary range;
- Possible development of the post or promotion prospects.

The above criteria can be tailored to fit cultural norms and social customs of the country.

2.6.3. Role of the human resources department

The human resources department is assigned various roles which guide all of the key processes described in the following table:

| |
|---|
| Strategic role |
| To participate in the definition of the personnel policies, to participate in the process of steering the human resources management from an overall organizational level. |
| Technical role |
| To suggest and implement key human resources management processes while monitoring the quality of the outcome. |
| Partner and coaching role |
| To provide technical and logistical support to executives for the management of their human resources as well as coaching all staff members within the organization. |
| Monitoring role |
| To ensure adherence to the declared principles, to coordinate and monitor the defined policies and procedures. |
| Internal consultant role |
| The human resources department may act in the capacity of internal consultant, combining expertise and knowledge of the organization. |
| Role of pioneer, change facilitator |
| To adapt the human resources management policies and practices to new approaches in this area. To contribute towards making the institution, its structures, processes, and values capable of incorporating change. |

Sample responsibilities of a human resources coordinator include:



Human resource coordinator

- Manages the mail for the department;
- Welcomes, informs and orientates personnel;
- Designs and formulates letters, documents and dossiers;
- Manages the equipment necessary for the functioning of the department;
- Establishes and monitors invoices on behalf of the department;
- Provides the secretarial services necessary for the performance of the missions assigned to the representatives;
- Assists personnel in the framework of his or her actions and services;
- Organizes and leads training sessions;
- Performs the administrative measures associated with personnel management;
- Keeps the department accounts.

2.6.4. Planning of the human resources department

The planning of the human resources department must comply with the organizational structure and the principal strategy of the company.



Planning of the department

| <u>Category of personnel</u> | <u>Elements of planning</u> |
|------------------------------|--|
| Existing employees | <ul style="list-style-type: none"> • Analysis of skills. • Performance measurements. • Payment and compensation • Training and career development. • Succession planning. • Promotion and retirement • Turnover of personnel. • Layoffs and dismissal. |
| Potential of employees | <ul style="list-style-type: none"> • Analysis of skills. • Management description. • Recruitment. • Specific characteristics of the position. • Selection method. • Payment and compensation. |
| New employees | <ul style="list-style-type: none"> • Terms of contract. • Induction programmes. • Training and career development. |



The human resource plan must show:

- How many new people are necessary and in what way these staff members will be recruited and trained;
- Training and development of programmes for existing personnel;
- Development of career programs;
- Person responsible for training, development and evaluation;
- Planning of personnel assistance and recruitment programmes along with preparation for retirement.

2.7. Salaries and pay

2.7.1. The modern salary structure

The following salary summary diagram must be read from the centre outwards, i.e. start at compulsory minimum salary.

Figure 5 Salary summary

| SALARY EXPENSES | PAY | Depending on the person | Profit sharing | Individual bonuses | | Visible remuneration | Unforeseeable aspects |
|-----------------|-----------------|-------------------------|-------------------|---|--|----------------------|----------------------------|
| | | | Seniority bonuses | | | | +/- |
| | | | Basic salary | Supplement on the basis of work appraisal | | | |
| | | Depending on the post | | Supplement on the basis of position appraisal | | | Foreseeable salary charges |
| | | | | COMPULSORY MINIMUM SALARY | | | |
| | SOCIAL SECURITY | Depend. On the need | Family allowance | | | Invisible charges | |
| | | Employer's share | compulsory | AVS/AI/accident health fund | | | |
| | | | | Pension fund | | | |
| | | | voluntary | Other | | | |

With these various elements set for each employee, it will be easy to establish a salary budget and to anticipate costs developing in the future. The personnel expenses include not only the gross salary and the social security payments but also include the training and departmental expenses.

2.7.2. The growth of pay

The structure proposed above does not necessarily have to be applied in its entirety. It is possible to abstract the loyalty bonuses or a system of personnel evaluation associated with the salary.



Tomorrow's salaries will have to:

- Cease to be stagnant and become dynamic.
- Unite instead of divide.
- Reassure and guarantee.
- Connect employees with their company.

2.7.3. Absenteeism

A sheet is proposed in appendix XXXVII for recording absenteeism. In the hotel business, personnel expenses are very important and absenteeism is a cost source to be controlled. Moreover, an analysis of absenteeism can alert the organization about the satisfaction and motivation of personnel. This also allows more accurate employee planning. Adequate pay and the corresponding profitability of a department depend on full attendance by personnel.

2.7.4. Staff planning

The actual number of staff present in service is different from the total number of staff in the workforce of an establishment. This is because the following factors need to be accounted for:

- Leave days;
- Absences through sickness;
- Accidents at work;
- Maternity leave.

2.7.5. Working hours

Taking account of the legislation in force applied to the profession, the working hours established must be displayed in the department.

The time of meals taken on site is not included in the working hours. The schedule of meal times is set in advance; it is displayed in the departments.



Section 10 Internal marketing

1. Purpose



Internal marketing is the group of activities performed to efficiently communicate and reinforce the hotel's strategic messages. The objective is to optimize the appropriate medial channels such as intranet, newsletter or in-house promotional material according to the audience. Internal marketing has two main functions:

- To ensure an efficient, consistent and accurate communication flow;
- To promote and increase the sales of the hotel products and services.



At the end of the training, participants shall be able to:

- Understand the internal marketing involvement in maintaining a constant communication flow aligned with the current market needs and hotel objectives;
- Monitor and apply all sales and promotional procedures and policies according to the situation and channel used (food and beverage menus, rooms and retail price-list or sales-force training).

Audience: internal guests, external guests and stakeholders

2. Roles of internal marketing

- Ensure the efficiency, consistency and accuracy of the hotel communication flow through the following:
 - Intranet and network capabilities;
 - Newsletters, press releases and blogs;
 - Employee surveys and feedback analysis;
 - Guest surveys and feedback analysis;
 - Stakeholder surveys and feedback analysis;
 - Daily briefings and staff relations management;
 - Monitor information exchange procedures (bulletin board, mailing or suggestion box);
 - Communicate and reinforce hotel values and believes;
 - Continuous creative process to develop sustainable and objective-driven strategy.
- Stimulate sales within the hotel by promoting related products and services through the following:
 - Communication and promotion throughout publics spaces;
 - Promotional material in guest rooms;
 - Promotional material in food and beverage outlets;
 - Hotel product and service portfolio and price lists;
 - Incentive and up-selling programs;
 - Daily briefings and sales forces training.

This training module focuses on the second role which consists of applying the appropriate sales and promotional techniques in the right environments. In the hotel and food and beverage trade, part of the

selling is performed at the locations, where the services are provided. These have the power to stimulate sales. There are many promotion tools within a hotel establishment.

The promotion of sales within a hotel or restaurant is directly oriented towards the guest. It starts with the training of employees, who have direct contacts with guests either by word of mouth or in writing.

3. How to transform staff members into sales force

- Guest inter-action and basics guidelines
 - Be enthusiastic, available and establish eye contact;
 - Be familiar with the products and services available for guests;
 - Take ownership in all guest requests or needs;
 - Always use professional vocabulary and behaviour;
 - Always greet the guest before he/she greets you.
- The art of selling
 - Very good knowledge of the products and services you sell;
 - Make sure you have all the tools and information you need to conduct the selling process;
 - Listen to the guest and make sure you understand his needs and priorities;
 - Take notes and repeat the information back if necessary;
 - Always be positive and monitor poise and composure;
 - Call for assistance to help close the deal.
- Selling at the reception
 - Very good knowledge of the room categories, rate and upgrade policies and hotel amenities;
 - Establish the guest needs and budget;
 - Apply suggestive selling techniques;
 - Find the best solution for the guest given the hotel availability;
 - Repeat the reservation back including room type, duration of stay and room rate;
 - Finalize the reservation process and provide the guest with confirmation.
- Selling at the restaurant
 - Very good knowledge of all food and beverage products and services and their price lists;
 - Establish the guest needs and purpose of visit;
 - Be ready to describe all dishes while applying suggestive selling techniques;
 - Repeat the order back to ensure accuracy;
 - Find the right balance between guest relations and active selling techniques.

4. Merchandising and internal promotion in guest rooms and food and beverage outlets



Locations

Five locations within the establishment facilitate internal promotion:

- In the room;
- In the restaurant;
- At the bar;
- Public places (gift shop, lobby, driveway, etc.).

4.1. In the room



The welcome file provides information to the guests, which may persuade them to participate, order or consume.

- Welcome files should be placed in each room in a folder or wallet with the logo and name of the hotel on top. Inside, 5 dividers must contain the following titles and information:
 - **Information on the hotel:** hotel address, site, and means of transport;
 - **Telephones:** with all numbers to connect the guest with the various departments of the hotel but also to reach an outside line;
 - **Food and beverage:** this section presents all the menus of the food and beverage outlets and the room service offering with prices. It is important to specify whether service is included. If yes, write the rate at the foot of each page;
 - **Excursions and activities:** details should include dates, places, times, activities, and the telephone number of the person in charge of the organization;
 - **Shop:** with its opening times and the type of goods for sale.

In addition, in an inside flap, it is important to insert writing paper along with envelopes with the name and logo of the hotel and, if possible, postcards with a photograph of the hotel. The guest sends his or her impressions to family or friends using these letters/postcards and thus provides free publicity.

4.2. Welcome message

In the welcome message from reception (see welcome/reception training), it is possible to include the menu for the day or a future themed food and beverage event.

4.3. Television

If the hotel has a television in each room, it is possible to pass on information on the activities via the hotel's internal television channel. In order to do so, it is necessary to have a large structure, since the financial burden is great.

- The television broadcasts:
- The activities for the day;
- Food and beverage outlets;
- Retail outlets, such as the shop, for example;
- Activities for the evening, including manager's cocktail evening or special buffet.

4.4. Minibar or private bar

The minibar or private bar menu has to be easily available and needs to attractively present the products and their price.

4.5. In the restaurant

4.5.1. Menus

It is important to have a double-sided frame with the menus and theme evenings for the week on each table of the restaurant.

4.5.2. Children's menus

The children's menus must end with a small gift, a typical sweet dish or a local toy, which gives the children the desire to return and familiarize them with the place in a playful way. This small gesture can also generate the idea in adults of taking the gift home for the family and thus benefit local craftsmen.

4.5.3. Table tents and similar promotional materials

These types of promotional tools are very efficient as they are not only easy to update and change but also promote specific products or daily specials.

4.5.4. Themed evenings

Themed evenings introduce and expose guests to local customs and folklore. Not only do these evenings familiarize guests with the way of local life but also positively impact the guest's perception of the image of the host country.

4.5.5. Presentation of meals and drinks

The presentation and style of serving meals and drinks is highly dependent on local customs and culture as well as the profile of the guest who frequents the establishment. The establishment must take these factors into account to offer the most suitable style of service.

If the level of occupancy of the establishment is high, a buffet may be a good marketing tool, in that it offers a range of products. The buffet saves time for the waiter, who does not have to explain each dish. Problems of communication are also resolved since the visual presentation allows the guest to make a clear choice. Moreover, the chef can be present at the time of serving and present the products, which he or she has created. This resonates with the guest, who at the time of excursions will perhaps be more open towards local specialities.

4.5.6. End of the meal/bar

If the bar of the establishment allows it, it is possible to offer the guest to finish the meal with a coffee in the bar. The aim of this approach is for him or her to discover a new point of sale. The bar should highlight the various local alcoholic and non-alcoholic specialty drinks. This visual technique replaces a complicated drinks menu and allows guests to discover new tastes, if they so desire. The bar must also hold certain classic alcoholic drinks.


4.6. The notice board



The notice board is the visual means of communication in communal spaces and should be clearly visible to all present. It shall feature a specific service of the day, which shall change periodically, always with the aim of making guests aware of the various services at the hotel.



Example of notice on the notice board

| | |
|---|---|
| <p>Excursion: Visit to the blue waterfall</p> <p>Departure: 10:00</p> <p>Return: 19:00</p> <p>Sign up at: Reception</p> | <p>Description of the activity: _____</p> <p>_____</p> <p>_____</p> <div style="text-align: right;">  </div> |
|---|---|

4.7. At the gift shop

If the establishment has a gift shop, the establishment can offer products from local craftsmen, in addition to basic products that the guest may require. The convenience of a gift shop allows the establishment to charge prices slightly higher than normal.



Section 11 Finance

1. Training in accounts and financial decisions



The aim of this section is to allow establishments better evaluate their costs, to set suitable prices and to control the flow of money within the enterprise.



At the end of the training, participants shall be able to:

- Develop prices;
- Evaluate the various operating costs;
- Develop inventories;
- Keep accounts;
- Manage the finances of departments of the enterprise.



At the end of the training, participants will be able to:

- Keep accounts;
- Understand the importance of rigorous keeping of accounts and inventories;
- Learn the parameters to be taken into account in setting prices;
- Initiate a cost control procedure in the organizational departments.

Content:

- Specifications sheets;
- Explanation of the basics of accounting;
- List of tools necessary for financial activities.

Recommended methods:

- Apply the step by step procedures for accounts;
- Set prices at the time of the quarterly meeting between managers;
- Control costs by appointing and training at least one employee per department. For example, in the kitchen, train the chef and his or her deputy so as to avoid waste in this department.

2. Management of finances

Each department within the establishment must manage its finances. The importance of financial management within each of the departments in the hospitality sector is often neglected in favour of only those operational departments, which represent the profit centres within the establishment. However, good financial management enables an establishment to prosper, to avoid bankruptcy and to take advantage of revenue previously achieved.



The finance department is a control and decision centre. The profitability of the interaction between profit centres (sales, restaurant) and cost centres (kitchen) depends on their activity.

3. Activities in relation to those of the cost centres



Costing is the evaluation of all of the costs generated for the production of a finished product or service.

In certain departments, the costs serve as a reference for price setting, whilst in others the costs are fixed in advance and must not be exceeded. The allocation of costs is a difficult task to perform, since certain departments of the establishment share the benefit from an activity.



“Costing in food and beverage”

- Choose suppliers not as a function of prices alone but the price/quality relationship between the various providers;
- Plan the quantities to be ordered for each dish precisely (see specifications appendix XL);
- Evaluate the time and labour cost necessary to produce and serve the dish;
- Distribute the general expenses as a function of the total use by the restaurant.

Food Cost: the cost of overall food and is monitored under “food cost”. This is then expressed as a percentage of total food sales only. Food cost analysis can be further broken down to the different segments such as meat, dairy, vegetables and dry goods, which encompass the overall food cost.

Beverage Cost: the cost of overall beverage and is usually monitored under “beverage cost”. This is then expressed as a percentage of total beverage sales only. Beverage cost analysis can be further broken down to the different segments such as wine, beer, non-alcoholic and liquor to calculate individual costs, which encompass the overall beverage cost.

The calculation has two parts as shown below:

Part 1

$(\text{Opening Inventory} + \text{Purchase}) - \text{Purchases} = \text{Consumption}$

Opening Inventory: is the amount of stock (either in currency or the actual number of units) on hand at the **beginning** of the accounting period, which varies between daily to monthly depending on the type of establishment and management decision.

Closing Inventory: is the amount of stock (either in currency or the actual number of units) at the **end** of the accounting period, which varies between daily to monthly depending on the type of establishment and management decision.

Purchases: is the amount of stock purchased (either in currency or the actual number of units) **during** the aforementioned accounting period.

Part 2

$\frac{\text{Food consumption}}{\text{Food revenue}} \times 100 = \text{Food cost percentage (\%)}$

Food revenue

Beverage consumption x 100 = Beverage cost percentage (%)

Beverage revenue

How to reduce costs:

- Order a larger quantity of products, which can then be stored;
- Group together with other establishments for deliveries so as to benefit from economies of scale;
- Avoid wasting water and electricity as far often as possible;
- Set a portion size per plate and keep to it;
- Train employees in preparing dishes;
- Monitor and evaluate the budgeted versus actual cost.



The direct, variable or marginal costs are the costs directly linked to the activity of the department, when there is no activity, these costs are zero. For example, one can look at the costs of merchandise sold, the costs of changing sheets, or telephone use by a guest.

3.1. Direct costs of operational departments

In the majority of operational departments, the cost depends principally on the materials and labour used. Besides food and beverages, it is important to control the costs of the housekeeping and reception departments.

- In **housekeeping**, it is necessary to control the amount and use of cleaning products as cleaning products are the single most expensive item in the housekeeping department. Additionally, laundry costs are also a measure of the proper management of the linen stock. Recording and analysing actual versus budgeted costs also make it possible to check that there is no theft occurring within the establishment. The courtesy products are often a temptation of petty theft.
- Cost control is also important for the **reception** department. Certain costs, such as telephone costs must be carefully recorded, so as to check whether they are correctly charged to the guests and to ensure that there is no abuse on the part of employees.

3.2. Activities in relation to those of the profit centres



Pricing is the method of setting prices

The difference in lifestyles between the host countries and their guests results in a different perception of the value of money and the cost of living. It often occurs that the prices displayed in developing countries are lower than those that the guest expects to pay. Inappropriate “pricing” methods or intuitive price setting leads to a reduction in the profits.

The importance of price setting is all the more critical, since the services offered in the hospitality industry are perishable and demand fluctuates seasonally.

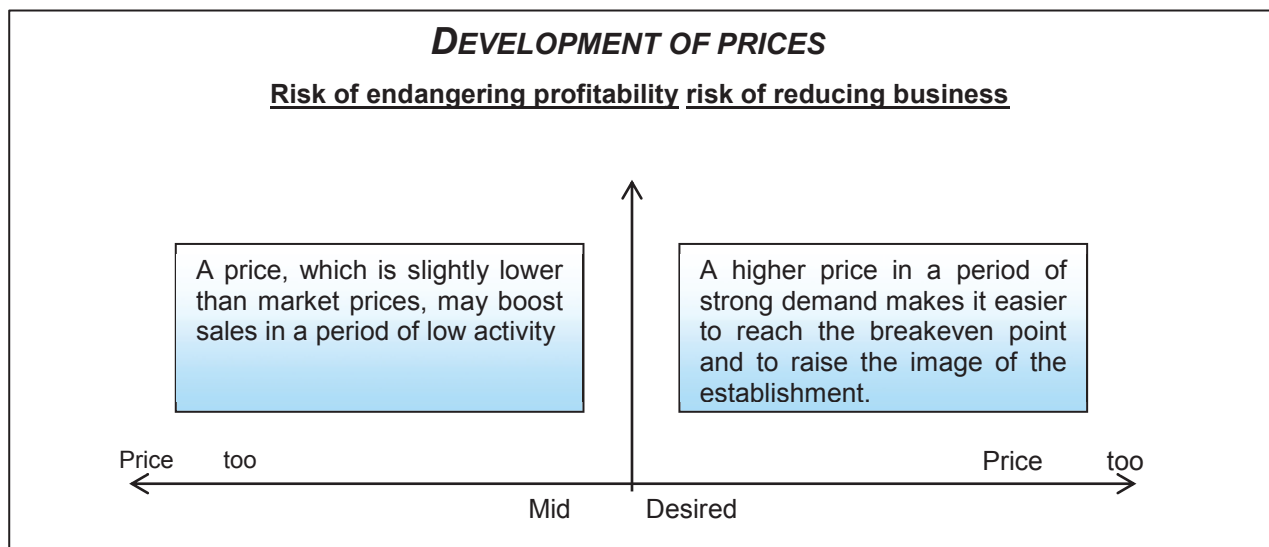


In order to set its prices, an establishment must take into account three factors:

- Costs;
- Competition;
- Demand.

- Costs: are the first price indicator, which allows a hotelier, restaurateur or landlord to set prices. In effect, the costs establish a base price, below which the sale is no longer profitable. One method of price setting is therefore to determine the cost associated with the sale (variable cost) and to add a margin to it, to cover the unit fixed costs and make a profit.
- Competition: the price of an establishment also depends on the price of its competitors. In the framework of community tourism, it would be more appropriate, however, if the prices are set by common accord, so as to avoid excessively fierce competition leading to the failure of the small establishments to the benefit of the large international chains.
- Demand: the level of occupancy of a service enterprise influences the price. In effect, the number of guests determines the price. Moreover, fluctuations in demand, which characterize the market, allow for different prices in high and low season, so as to maximize the profitability of the enterprise.

Figure 6 Development of prices



The three above-mentioned factors do not individually enable setting of an appropriate price. In reality, it is necessary to take these three factors into account but the key to success is offering the price that the guest is prepared to pay. Segmentation of the guests plays a critical role in price setting.

- At the time of the high season, different types of guests display varying degrees of buying power. Since guest price sensitivity is different, guests may be more willing to pay tariffs higher than the average price, without harming the image of the establishment. It is in the course of this period that the establishment will generate the majority of its annual revenue and realize its profit.
- In the low season period, in order to maximize its sales, the prices will have to be more flexible to allow a range of guests to frequent the establishment. The offering of tariffs may be below the average price, allowing the establishment to achieve adequate volume of sales and thus to cover its fixed operating costs. However, a price lower than the variable costs should not be applied as this would result in the establishment operating at a loss.



In addition to the external considerations handled by the CBT marketing module, an appropriate price must:

- Always be greater than the variable costs;
- Take guest price sensitivity into account;
- Vary around the reference price or the breakeven point; (appendix XXXVIII)
- Be in line with the prices of the direct competition;
- Be regularly re-evaluated.

3.3. Keeping accounts

Accounting principles reflect the economic image of the business. The description of the operations and situations must be adequate, consistent, clear, precise and complete. This report enables economic reality to take precedence over appearance. It allows an analysis of the evolution of the profitability of the business, its ability to generate a profit in the years to come and the financial impact of previous decisions.



Accounts demand a great deal of rigour, they must be clear, easy to consult and tangible.

3.4. Inventories

In order to keep accounts, it is essential to produce inventories. Inventories provide knowledge on the financial health of the establishment. Depending on the type of inventory, the hotelier shall proceed in different ways:

- Statement of value:
 - Debtors (guests) as a function of hotel bills invoiced and not settled;
 - Creditors (suppliers) as a function of purchases received and not settled.
- Count:
 - Cash;
 - Stock of raw materials (kitchen, cellar);
 - Estimation;
 - Plant, equipments, buildings.

Inventories also allow management of stock. In order to do so, they must be recorded, for example by means of appendix XXXIX.



Stock management is a crucial activity for hotel and food and beverage businesses, which manage perishable products. The use of the FIFO method (first in; first out) is strongly recommended.

After having produced inventories, the hotelier has a detailed list of the existing stock, which allows him or her to have a clear and detailed vision of the business. Based on a summary of the inventories, the latter can produce a **summary statement** of the situation of his or her establishment at a specific point in time, called **the balance sheet**.



THE BALANCE SHEET

Assets

Current assets

- ✓ Cash
- ✓ Bank accounts

Assets realisable in short term

- ✓ Merchandise stock, cellar
- ✓ Debtor guests

Fixed assets

- ✓ Movables & Equipment
- ✓ Land
- ✓ Buildings

Liabilities

Short-term debts

- ✓ Banks
- ✓ Suppliers

Long-term debts

- ✓ Any bank loans

Capital stock

- ✓ Capital (owned or shares)
- ✓ Profit carried forward

Assets = Liabilities!

The items of the balance sheet are classified as a function of the availability of the funds. The example above is a summary, where only the main items are given. For a small hotel, it is possible to group together the various items of the balance sheet by category, whilst for a large hotel, it is recommended to obtain the accounting plan in force, in order to detail the items and to do so in the interests of transparency.

The initial balance sheet is produced through the production of inventories; however the balance sheet thus established is not fixed. From one financial year to the next, the items of the balance sheet will vary as a function of the activity and decisions of the company.

In order to update the balance sheet, it is preferable to break down the balance sheet by creating accounts corresponding to the various items. In these accounts, only facts of a monetary nature will be recorded. **The accounts are the dynamics of accounting.** The set of accounts constitutes the ledger.

3.5. The accounts of the balance sheet

The account is composed of two columns, debits on the left and credits on the right.



Opening an account is the business action to update a balance sheet following the activities for the financial year (purchases, sales, loan, expense payment). When an account is opened, one starts with a blank account, on which the name of the account is written and the initial balance appearing in the balance sheet is brought forward.



Closing an account, this is when the various operations of the financial year affecting the account have all been recorded, the account is balanced and the amount is carried forward to the new balance sheet.



Balancing an account is the action of accounting for all the operations appearing in the account, initial balance, debits and credits.

- **Asset-side account:** the asset-side accounts are utilization of the funds and are opened in debit. The money received is noted as a debit from the account, whilst the payments appear as credits.
- **Liability-side account:** the liability-side accounts are a source of funds and are opened in credit. The money owed to suppliers, banks and other creditors increases these accounts, and the sum payable appears as a credit in the account, with the repayments recorded as debits.



Example of an asset-side account

| NAME OF ACCOUNT: (cash) | | | | |
|-------------------------|---------------------------|-----------------|--------|-----------------|
| DATE | DESCRIPTION | DEBIT | CREDIT | BALANCE |
| 01.01.03 | Balance carr. forw. 31.12 | 2 630.00 | | |
| 10.01.03 | Payment to bank | 1 105.00 | 210.00 | |
| 20.01.03 | Guest payment in cash | | 605.00 | |
| 27.01.03 | Payment of expenses | | | |
| | | | | B. 3 735 |

Carry over to
balance sheet

3.6. The profit and loss account (income statement)

This is the account, where the expenses and income associated with the operation are shown. It is linked to the balance sheet by its balance. The profit or loss from the activity in the income statement is carried over into the capital stock of the balance sheet.

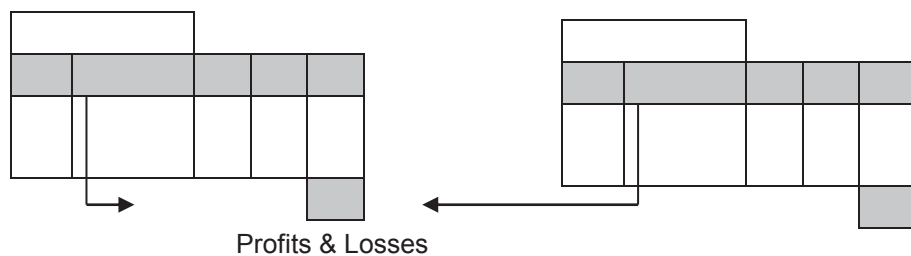
The expense accounts function in an identical manner to the asset-side accounts and the profit accounts as the liability-side accounts.



Functioning of the profit and loss account

Expenses account:
(Merchandise, pay, management...)

Income account:
(Accom. income, various merchandise)



3.7. Double entry bookkeeping

Since each amount is accounted for twice, on the one hand as a use of funds and on the other hand as a source of funds, the balance sheet always remains balanced.



Why does the balance sheet remain balanced?

Example 1: The payment of a supplier in cash affects two accounts. It creates a reduction in the balance of the cash account on the asset side and an equivalent reduction in the amount owed to suppliers on the liabilities side. The assets and liabilities of the balance sheet reduce by the same amount: Assets still equal liabilities.

Example 2: The sale of a piece of furniture reduces the amount of the furniture account but increases the balance of the cash account. The asset-side of the balance sheet remains unchanged and still equal to the liabilities.

If the accounting period is annual, it is recommended to check periodically that the operations have been recorded correctly by adding up all the credits and debits. The amounts found must be identical. A computer system performs the check automatically.



In order to set up accounts, it is necessary to:

1. Produce all the inventories;
2. Assess the initial outlays;
3. Carry the inventories and capital over into the balance sheet;
4. Produce an account book;
5. Record the monetary variations in the accounts;
6. Balance the accounts and carry them over into the balance sheet;
7. Record the operating results in the profit and loss account;
8. Distribute the profit and carry forward the profit into the capital stock of the balance sheet;
9. Check the balancing of the balance sheet;
10. Check periodically the correspondence between the actual inventories and the theoretical inventory, which appears in the balance sheet.



Section 12 The food and beverage (F&B) department

1. Purpose

The food and beverage division plays a crucial role in the hotel operation and the guest experience. Its size and importance are in relation to the hotel category, the market and the guest expectation. The department is composed of different outlets. With the exception of room service (also known as in-room dining) and catering, all the outlets are public places where people meet for business or leisure while eating and drinking.



This chapter will explain the overall functioning of the F&B department while focusing on the day-to-day outlet operations.



After reading this module, the participants shall be capable of:

- Understanding the role and structure of the F&B department;
- Organizing and delivering guest service for various meal periods;
- Applying methods and techniques for efficient service delivery;
- Understanding the link between the back and front of the house.

2. The different F&B outlets and departments

- Casual restaurant or all day dining
 - Breakfast, lunch and dinner
 - Variety of dishes to meet different expectations
 - Needs to be fast, convenient and value oriented
 - Hotel and outside guests
- Fine dining restaurant
 - Lunch and dinner
 - Exclusive and upscale atmosphere
 - Tailored products and services
 - Hotel and outside guests
- Lounge and bar
 - Cocktail hour and evening
 - Offers mainly non-alcoholic beverages, beer, wine, and cocktails
 - Small selection of appetizers, snacks or tapas
 - Hotel and outside guests
- Room service or in-room dining
 - Breakfast, lunch and dinner
 - Hours of operations vary according to hotel category
 - Hotel guests

- Catering or banquet
 - Breakfast, lunch, dinner and coffee break
 - Private function for business or leisure
 - Hotel and outside guests
- Stewarding
 - Responsible for the F&B logistic, materiel and equipment
 - Waste management, hygiene and safety
 - Manage and maintain all equipment and material inventories

3. The food and beverage products and services

The F&B product and services are tangible and intangible such as:

- Tangible
 - Food
 - Non-alcoholic beverages
 - Beer and wine
 - Cocktails, spirits and liquors
 - Glassware, cutlery, décor and props
 - Hygiene and safety
- Intangible
 - Atmosphere and ambiance
 - Guest service
 - Self esteem and image

4. Personnel

The personnel are the image of the department and moreover charged with connecting guests to the kitchen through the meals ordered and then served.



The team: includes all employees working within the same unit. The number of employees in the department must be determined by the size and style of service practiced by the establishment. The higher the status of the service, the more complex the serving procedures are and the greater the number of employees per guest is required.



Department Head or Assistant Manager: He or she is charged with ensuring the smooth functioning of service, supervising the team, producing the room plan depending on the expected number of guests and the availability of personnel, whilst taking into account local requirements. It is he or she, who is responsible for training the staff.

So that the service runs most smoothly, the management team must:

| | |
|------------------|---|
| Before serving | <ul style="list-style-type: none"> ➤ Check the status of the reservations, if he or she is not the only one authorized to make them. ➤ Ensure sufficient number of staff to serve the expected number of guests. ➤ Check all back up operating equipment such as extra tablecloth, napkins, cutlery, glassware, etc. ➤ Hold a quick briefing with the staff to explain the planned service. The briefing allows the manager to inform the staff regarding any changes to the menu, the dish of the day, reservations, features of service and updates on the establishment as whole. ➤ Check the place settings. |
| Whilst serving | <ul style="list-style-type: none"> ➤ Deal with guest concerns and complaints. ➤ Prepare the bills, if there is no cashier or if the staff is not trained to do so. ➤ Ensure the accurate settlement of all bills. |
| After serving | <ul style="list-style-type: none"> ➤ Fill in a “log book” where the details of the serving period are noted along with guest and staff comments. ➤ Organize the cleaning and check the sidework. ➤ Ensure proper set up for the following meal period ➤ Close the outlet. |
| Responsibilities | <ul style="list-style-type: none"> ➤ Check the status of the stocks, supplement and reorder if necessary. ➤ Be in constant contact with the chef to inform him or her of guest requests, compliments and complaints. This communication allows the balancing of supply and demand. ➤ Report to the general manager. |

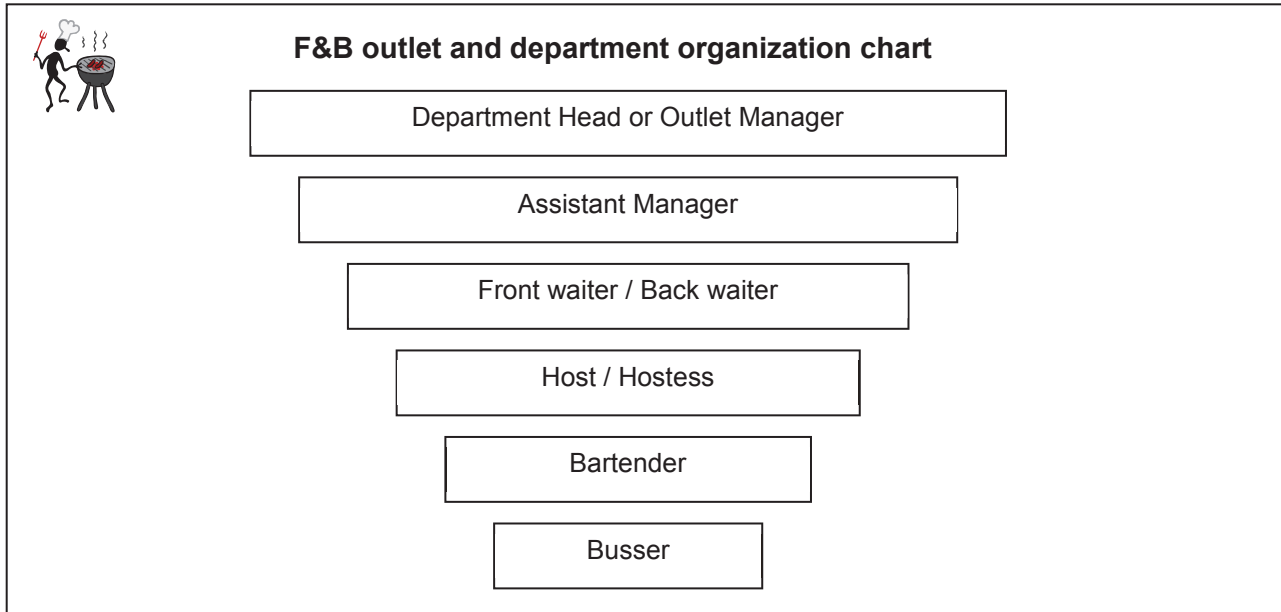
The tasks of employees vary depending on the type of outlet. Sidework duties which, are performed back of the house prior to guest arrival as well as the sequence of services performed front-of-the-house in the presence of the guest are shown in the following pages. However, for an outlet to run smoothly, it is recommended to produce job descriptions so that everyone knows what is expected of him or her.



As a general rule, the waiter must:

- Know the content of the dishes on the menu and set menu and be able to respond to any questions from the guest regarding method of preparation, knowledge of the ingredients and service timings.
- Be able to help the guest in choosing his or her meal.
- Advise on dishes recommended by the chef.
- Know how to perform preparation, cuts and flambé, if necessary.
- Remind guests of the dishes intended for more than one person.
- Know whether the dishes are available.
- Be familiar with the cooking of meats and ask how the guest prefers the preparation
- Be familiar with wines.

For a large serving team, it is possible to place various positions in a hierarchy in the following way. However, it is recommended to limit the number of levels as much as possible.



5. The waiter

The person who has the longest contact with the guest in a restaurant is the waiter. He or she can influence the guest impression in a positive or negative way from the time of arrival to time of departure.

5.1. His or her qualities

The waiter must be:

- Helpful;
- Polite;
- Able to communicate clearly;
- Good with guest recognition;
- Punctual;
- Enthusiastic, calm and patient.

5.2. His or her characteristics



The waiter must be:

- Loyal;
- Perceptive;
- Team Player;
- Flexible;
- Disciplined;
- Quick minded.

5.3. Tools of the trade

The waiter must have certain pieces of equipment:

- A clean serving cloth at all times;
- A notebook or pad to write guest orders;
- A ballpoint pen to take down orders and to lend to guests for signing credit card slips;
- A corkscrew and bottle opener;
- Matches;
- Sufficient change, if necessary.

5.4. What not to do

Do not:

- Lean against the furniture or against the walls;
- Sit in the presence of guests;
- Do accounts or paperwork on a table in the restaurant in direct sight of guests;
- Give the impression of being tired;
- Yawn or sigh;
- Smoke in front of guests;
- Eat or drink in front of guests
- Chew gum;
- Put hands in pockets;
- Stand up or walk with hands behind back;
- Look at the time;
- Talk loudly;
- Make comments or criticize;
- Lean over to talk to guests;
- Respond negatively to a guest who calls, talks or is seated in a different section;
- Run in the restaurant;
- Scratch;
- Pass hands through hair or comb hair;
- Clean in front of guests;
- Put chairs on the tables before all the guests have left;
- Turn up the lights while guests are still seated;

- Bring the bill if the guest has not asked for it (depending of the custom of the country);
- Clean the dishes or glasses in front of guests;
- Put back on the table a piece of crockery, serviette or accessory, which has fallen on the ground;
- Touch the inside of plates, glasses or dishes with fingers;
- Clutter up a guest's table with dirty dishes;
- Return to the pantry or kitchen empty handed when clearing up remains to be done;
- Put arms or hands in front of the guest's face;
- Touch guests
- Hold any cutlery on the side that is used by the guest to eat;
- Hold a glass at the top or place fingers inside to carry it;
- Hold a bottle by the neck (always hold it by the centre of the body of the bottle);
- Ask the guest for a tip;
- Wait alongside the guest when he or she is paying or signing the slip;
- Receive private telephone calls while serving.

- **Reservations**

Reservations are made with the aim of planning in advance and improving the quality of the service.

They are also useful for the kitchen to know how much guests to expect, to ensure sufficient stock of food items and to plan appropriate labour.



Reservations should always be noted in a book or diary in the following way:

- Day;
- Date;
- Month;
- Time;
- Number of guests in party;
- Name of guest;
- Telephone number;
- Special guest requests.

To make sure all the information is correct, it is important to repeat the reservation back to the guest as well as request the guest to spell his or her name if necessary.

For dinner reservations, it is recommended to call the guests in the afternoon to reconfirm their attendance and number of guests.

- **Food and beverage (F&B) outlets**

Food and beverage outlets consist of casual dining, fine dining, lounges and bars. Typically these outlets are public places catering to in-house and outside guests.

The following are key players present within an F&B outlet:

The guest, who receives the finished product and is the final judge of the quality.

The front of house serving employees;

The kitchen employees, who prepare the meals;

The stewarding employees who support the front of the house and kitchen employees

In order for the F&B outlet to be profitable, the revenue generated from the outlet must be able to cover the cost of merchandise as well as various operating expenses including labour. The pricing policy to cover all costs is handled in greater detail in the finance section.



These are the rules, which waiters must respect:

- The outlet's success is dependant on the guest satisfaction;
- Guests have individual needs that must be attended to;
- Behaviour towards guests must be professional at all times.

• **Taking a food and beverage order**

The order taking process plays a crucial role in a flawless guest dining experience. A professional server needs to possess strong product knowledge and technical skills combined with efficient sales techniques.

Taking pre-meal drink order

Upon seating guest will be offered a choice of an aperitif, cocktail, beer or wine as well as bottled water. The waiter needs to have perfect knowledge of the beverage selection in order to up sell efficiently and answer any questions.

Avoid limiting phrases such as:

- “Would you like something from the bar?” or “Can I get you something to drink?”

Rather give choices to the guest by using open ended questions:

- “Would you care for a cocktail, a beer or a glass of wine?”

Order needs to be clearly and professionally written down and communicated to the bartender and served in a timely manner with no confusion with each guest's choice of drink. A second round of beverages is actively offered usually right before initial drinks are empty.

Taking wine or second beverage order

When taking the food order the waiter offers wine (or second) beverage with the meal. After selecting the menu the waiter may assist the guest in choosing an appropriate wine to match the food selection.

- “May I help you in suggesting a wine to complement your dinner?”

The waiter should always repeat the name and vintage of the wine selected to avoid all misunderstanding. When describing wine, use descriptive and accurate phrases including favourable evaluations.



Examples of classical terms and expressions used to describe wine:

- General character of wine: mouth-filling, full, robust, powerful, vigorous, rich, warm, elegant, velvety, soft, generous, explosive;
- Wine colour: straw-yellow, deep-purple, clear, brilliant, sumptuous, ruby, amber;
- Wine and food pairing: compatible, perfect match, pairs well, perfect complement and forms an excellent accompaniment.

Taking the food order

When approaching the table, the waiter must describe the daily specials if applicable and to mention items that might be unavailable. Waiter needs to determine if the guest is ready to order by using questions such as:

- “May I answer any questions about the menu?”
- “May I make a few recommendations for you?”
- “May I recommend a few items from the menu?”

Waiter takes food order beginning with a lady, continuing in a clockwise movement around the table. The waiter must position him or herself to the right side of the guest so the guest can easily see him or her.

Waiter will take the first and second course selection at the same time, before starting taking the order from the next guest.

If the guest only orders a main course, encourage and use sales techniques to suggest an appetizer.

Make sure to repeat the order back to the guest to clear any misunderstanding or confusion. In addition to the food order, the following information needs to be recorded on the waiter pad as well: table number, waiter name and the time the order was taken.

**All recommendations must sound positive by using phrases such as:**

- “We take pride in our...”
- “Have you tried our...?”
- “Have you thought about...?”
- “Two items of special attention...”
- “The daily special is receiving many compliments...”
- “A very popular item is the...”

In order to describe accurately and efficiently any food items, the waiter needs to be perfectly knowledgeable about the menu. Good adjectives to use are:

- Creamy;
- Smooth;
- Crisp;
- Freshly-Baked;
- Delicate;
- Tender;
- Fresh;
- Juicy;
- Rich;
- Moist;
- Light;
- Crusty;
- Fluffy.

All food or drinks may be delivered via an order note sent to the kitchen or the pantry. This document is an account and audit document and avoids any misunderstanding. Based on this ticket, guest disputes are limited as all guest orders are recorded.

The notes or tickets will be totalled, accounted for and then combined by the general department dealing with the accounts. These notes can be balanced against the invoices issued to the restaurant. Any output (product) is justified by an entry (invoice and payment).

The notes are always made in duplicate, one for the guest and the other for the cashier of the establishment.

The person who produces an order note for the kitchen or for the pantry must write:

- The date;
- His or her name to know who is responsible for this order;
- Details of the number of guests at the table as well as corresponding items ordered;
- The table number;
- The sequence in which the dishes were ordered.

Details of preparations, including cooking for meats, sauces, salt, ingredients to be omitted or added, shall be noted simply and visibly in the same way so as to be understood by all parties concerned.

5.4.1. Sidework duties

In order to prepare for efficient service, each outlet is required to complete a list of daily tasks also known as sidework duties:



Depending on the hotel category, the checklist includes:

- Set-up tables for each meal period;
- Cut lemon, lime (wedges and slices) and butter;
- Restock and recycle jams and condiments from side station;
- Restock condiments (ketchup, mayonnaise, mustard, etc.);
- Clean and refill salt and pepper shakers, sugar bowls, flower vases and milk and juice dispensers;
- Clean coffee, espresso and iced tea machine;
- Clean guest check presenters;
- Clean fruit and cereal breakfast station;
- Polish and restock cutlery, glassware, saucers and cups;
- Polish and restock condiments dishes, creamers and other items;
- Pick-up and put away linen, daily, beverage and bread requisition;
- Maintain and organize kitchen pick-up and pantry area;
- Organize glass racks, bring empty one back to breakdown area;
- Set-up side stations and clean breakdown station.

5.4.2. The menu

The menu is very important, in that it sets out the choice of dishes offered depending on the category of the establishment. Some rules to be followed at the level of the menu and its cover:



The menu must be:

- Understandable;
- Clean;
- Presentable;
- Accurate;
- Attractive;
- Eligible.

The presentation of the menu is important and so it must not be stained, dog-eared or torn since this gives a bad impression.

The menu may be modified regularly according to new consignments and seasons. It may include “dishes of the day” or “chef’s special”, which change from one day to the next. The basic menu of dishes may remain the same for several weeks or sometimes differ depending on the type of establishment, its size, its geographical situation and its clientele.

It is important to follow a certain sequence in the menu of dishes (see appendix XLI).

• The set menu or prix fixe menu

The set menu or prix fixe menu represents a complete meal usually composed of a minimum of three courses: a starter, a main dish and a dessert and is served quickly if the guest desires.

The set menu can be presented in two ways. The first is where the guest has no choice and opts for a pre-prepared suggestion as a starter, main dish and dessert. The second is where the guest has a choice between different starters, main dish and dessert.



Set up for serving a set menu:

The table setting is performed before each new course that the guest has ordered is served at the table. The presentation of the dishes served *à la carte* is different: the quantities are larger than for a set meal and the preparation for the most part takes longer.

A separate dessert menu may be produced, specifying those that require advance preparation time.

The set menu may:

- Change every day;
- Rotate;
- Be constant for much longer, even several months.

In certain establishments, set menus are added for an indefinite period, whether this is for:

- Vegetable promotions;
- Fish;
- Meat;
- Fruits;

- Or other dishes;
- Wines or drinks;
- Local, regional or ethnic promotions.

The entire menu should be changed at least every season to convey a positive message to the guest and maintain a creative reputation for the establishment.



Good presentation and content of the menu are imperative in promoting a positive and professional guest experience.

- **The wine list**



The wine list must specify:

- The name of the wine if different from producer's name;
- The origin;
- The grape variety;
- The bottle size;
- The vineyard;
- The classification, if applicable;
- The vintage;
- The name of the producer;
- The price.



The wine list contains only wines while other beverages are presented on a separate drinks or beverage menu.

- **The drinks or beverage menu**



The following is the suggested lay-out for the beverage menu:

1. Wines and champagne by the glass.
2. Aperitifs and mixed drinks: vermouths, bitters and aniseed-flavoured beverages, cocktails.
3. Beers.
4. The spirits: with those from grains, berries, fruits, plants and those from the distillation of wine.
5. Liqueurs and cordials.
6. The dessert wines: with ports, Sherries, Madeira, Malaga, Marsala and Samos.
7. Non-alcoholic drinks: with mineral water, sparkling water, fizzy drinks, sweet ciders, fruit juices, hot and cold milky drinks, mixed milk drinks, coffees, teas and infusions.

- **The spelling of menus**

It is imperative that the spelling is correct on a menu, since it gives an impression of the rigour of the establishment.



Each of the following points must be followed:

- Consult a dictionary when writing the menu.
- Use a professional book of culinary terminology so that the dish written in the menu describes the offerings and corresponds well to the way in which it is cooked.
- Start each sentence with a capital letter and use capitals for proper nouns and invented nouns, the names of countries or regions. Write everything else in lower case, including adjectives describing a place, region or country.
- For words of foreign origin, it is important to write them correctly and not based on local pronunciation. Select the correct translation of the word whenever possible.

- **The set up and lay-out of food and beverage outlets**



All food and beverage outlets should be:

- Clean and maintained;
- Well ventilated;
- Well lit;
- Tidy;
- Arranged to facilitate service;
- Tastefully decorated.

The form and layout of the outlet must be consistent and presentable at all times even when the outlet is closed. Additionally, excess and unpleasant noises should be controlled and kept to a minimum within all outlets. Some outlets may use soft background music if appropriate.



The side station: This is a very important piece of furniture in the F&B outlet as it assists service staff to provide efficient service within the guests' line of sight. The side station must be practical, logical, suitable, attractive and above all easy and quiet to use. This is a piece of organizational furniture, which must be kept continually in order.

The following is a short but detailed checklist to be completed prior to the start of service for any meal period:



- The alignment of the settings and glasses;
- The tidiness and cleanliness of all condiments and accessories;
- The candles or flowers, if applicable;
- Trolley tables: cleanliness, tidiness and positioning;
- The buffet, if applicable;

- The appearance, cleanliness and updated menus;
- Drinks fridges, restocking and setting out of drinks;
- The cleanliness of carafes for water and wine;
- The coffee machine is in working order and clean;
- Coffee pots, teapots and water and milk containers are polished and set out;
- Spare serving serviettes;
- Spare order pads;
- Ballpoint pens for each member of the serving staff;
- The stock of matches and publicity accessories;
- Knowledge by the employees of the menus and set menus of the day, along with dishes of the day and chef's specials;
- The reservations book;
- The starting up of cash registers and bill printers.

Several techniques for the order of serving are used and remain universal despite cultural differences. It is necessary for the restaurant to respect the following points:



Several rules of serving:

- In general, women must be served before men with attention to serving the eldest guest first if the country culture so dictates;
- The waiter must move clockwise around the table;
- Around the table, the waiter must always walk forward and never backwards to avoid accidents;
- Plates bearing the establishment logo must always be placed at the top and so that the guest can easily see and read;
- The waiter must always serve the drinks before serving the food dishes.

• **The different meals**

Breakfast

Breakfast may be served in one or more outlets in the establishment depending on the hotel category (appendix XLII).

There are different types of breakfasts, of which, Continental, English or American breakfast are the most popular.



Typical components of a **continental breakfast**:

- A hot drink: coffee, tea, chocolate or infusion;
- Butter;
- Jams, marmalade and honey;
- Croissants;
- Rolls and toast;
- Fruit juices.

Depending on the country, specialities such as cheeses, figs and sweet pastries may be added to the different types of breakfast.



Typical components of an **American or English breakfast:**

- A hot drink;
- Cold water;
- Fresh or concentrated fruit juices;
- Cereal;
- Various types of bread;
- Pancakes;
- Dry bread or French toast;
- Whole fresh fruits;
- Eggs prepared to order;
- Delicatessen meats;
- Cured or fresh fish;
- Cheeses;
- Dairy products and yoghurts;
- Stewed fruit and dry fruits;
- Fruit salads.



Sequences of service for breakfast

1. Greet guest and ascertain reservation, if applicable
2. Offer Newspaper
3. Escort guest and assist with seating
4. Present menu and Offer morning beverages (juice, water, hot drinks)
5. Remove extra setting
6. Prepare and serve beverages
7. Take food order
8. Write food order on pad and distribute copies appropriately (kitchen, bar, etc.)
9. Prepare table or mise en place
10. Serve food and condiment
11. Ensure initial satisfaction and completion
12. Clear all dishes and all used items
13. Review and present check when appropriate
14. Settle check
15. Follow up and continue service
16. Assist with leaving and bid farewell
17. Clear table and reset for next guest

Ensure the pad to write down orders is numbered and in sequence to avoid confusion with mixing guest orders as well as necessary for reconciliation for the finance department.

Appendices XLIII and XLIV outline breakfast service in the outlets and in the room respectively.

Lunch and Dinner

After setting the room, staff may take a break if all the work has been completed. All the staff must have returned before the guests arrive.

Serving in the evening shall run in the same way as at lunchtime, from the arrival of the first guest in the restaurant through the last guest's departure.

Before leaving, the waiters must clear all the tables and the floor, as well as lay the tables for the next meal period

The pantry must also be cleaned and tidied.



Sequences of service for lunch and dinner

1. Greet guest at entrance
2. Ascertain reservation
3. Escort guest and assist with seating
4. Present menu and offer beverages
5. Explain daily specials
6. Remove extra place setting, if necessary
7. Serve water, if necessary
8. Serve bread and butter, if applicable
9. Write drinks order on pad and distribute to bar
10. Pick up and serve beverages
11. Make recommendation and or answer questions
12. Take food order
13. Add to food order to drinks order previously taken and distribute to kitchen
14. Set table with appropriate silverware
15. Offer second beverages and/or wine
16. Serve food and condiment
17. Ensure initial satisfaction and completion
18. Clear table and remove all unused items
19. If having second course, repeat step 14 – 18
20. Crumb table if applicable
21. Remove salt and pepper and extra condiment
22. Present dessert menu and take dessert order
23. Take hot drink order
24. Set table for dessert
25. Serve dessert
26. Ensure initial satisfaction and completion
27. Serve hot drinks
28. Clear dessert and all unused items
29. Review and present bill
30. Process payment
31. Follow up and continue service
32. Assist with leaving
33. Bid farewell
34. Clear table and reset for next guest

Other meals

➤ Snacks

Snacks can be served all day but are usually served in the morning or afternoon. They are not considered a meal and may comprise of either savoury or sweet foods. Cakes, tarts and pastries are the most common and often accompanied by hot and cold drinks, principally non-alcoholic.

➤ Picnic hamper

Availability of picnic hampers adds a special touch for hotels located in cities as well as in resort destinations. It is practical for the guest as he or she is assured of the quality of the product while generating additional revenue for the hotel.

The picnic hamper consists of a cold meal prepared at the request of the guest, who wishes to eat the hotel's food outside the hotel premises.



Rules to be respected:

- The different dishes are packed separately and combined in a hamper or bag;
- Choice of items to reflect the fact that food may remain un-refrigerated for some time;
- This meal must be made so that there is no additional preparation for the guest. Products that are easy to eat and handle with plastic plates, cutlery and glasses are ideal;
- Don't forget paper serviettes;
- Put in screw-top drinks or lend a bottle opener;
- Provide rubbish bags to respect the environment.

• **The buffet**

The buffet is an arrangement of various prepared hot and cold dishes. Floral decorations are often associated with a buffet. A complete meal may be presented on a buffet. This system of serving may be used for a breakfast, lunch and dinner, as we have seen previously, but also for cocktails and light meals (appendix XLV).

• **The lounge or bar**

Certain establishments have a bar where guests can:

- Consume drinks, alcoholic or otherwise.
- Possibly eating a light meal.

As part of the décor, some establishment may display beverage bottles on the shelves of the bar, but not food. The barman must have a working knowledge of non-alcoholic and alcoholic drinks. His or her aim is therefore to prepare drinks and serve them. It is recommended that the bar is in close proximity to an ice-machine and a dishwasher for washing glasses only.

At the time of serving, it is important to place some appetizers alongside the beverage served. If the drink is hot chocolate, for example, one could place some sweet biscuits.



The bartender should ensure sufficient supply of the following:

- Slices of lime, lemon and orange;
- Advertising coasters and paper serviettes, large cocktail spoons or toothpicks;
- Olive sticks;
- Glasses;
- Savoury appetizers: peanuts, olives, crisps, etc.;
- Ice cube tongs and ice bucket;
- Chopping board and knife;
- Shakers;
- Drinks measures, a cocktail strainer, tea strainers, a bottle opener, an electric mixer, a citrus press and sugar cane syrup;
- Salt, pepper, Tabasco, celery salt, Worcestershire sauce, fresh eggs and fresh fruits;
- Spare carbon dioxide for draught drinks.

• **Tablecloths**

It is important to iron and fold tablecloths in the same way, so that all the tables look the same. Having been placed on the table impeccably, the central crease of the tablecloth must be in the centre of the table, the crease of the fold facing down to the table and with the tablecloth hanging equally on each side.

Certain rules are not insignificant concerning the unfolding of the tablecloth, whether it is when setting out the restaurant or in front of the guest:

- Place the tablecloth on top of the table, with the crease as an inverted V, upwards, i.e. directed towards the centre of the table;
- Unfold the tablecloth along its full length, with the central lengthwise crease presented in front of waiter. The waiter should have:
 - A “V” crease in the centre of the table
 - An inverted “V” crease towards the left of the table
 - A “V” crease towards the right of the table
- Take the central crease placed in front of the waiter, between the thumb and index finger;
- Take the first fold between the index finger and middle finger;
- Drop the second fold of the tablecloth on the side of the table, so that the crease in an inverted V, which is in front of the waiter, is on top of the table, several centimetres from the edge;
- Square up the tablecloth to the right and left;
- Loosen the central crease;
- Pull with the index finger and middle finger so that the tablecloth covers the table totally. The opening of the central crease will be facing the table with the crease opposite to where the waiter is standing will be facing the table. The crease should be in front of the waiter, the near the edge of the table will be open facing waiter, 3 or 4 centimetres from the edge of the tabletop. The surface of the tablecloth will also be several centimetres from there.

• **The chairs**

Once the tablecloths have been placed on the tables, it is necessary to reset the chairs, in order to simplify movement around the tables, but also to guide the waiter in laying the cutlery.

You should count around 60 cm per person, so that the guest feels at ease.

- Place the chairs under the table so that half the chair seat is tucked under the table.
- The edge of the tablecloth shall just brush against the seat of the chair.

- **The basic place setting**

At the time of laying the tables of a restaurant it is not possible to know what the guest will order. It is therefore necessary to set a basic setting, which could suit every circumstance, regardless what the guest orders.

Lay in sequence:

- The serviette;
- The dinner knife;
- The dinner fork;
- The water glass;
- The red wine glass;
- Condiments (salt and pepper);
- The ashtray;
- A bouquet of flowers or equivalent to provide decoration on the table.

All soiled cutlery and glassware should be removed. Ashtrays should be emptied and replaced. Condiments should always be full and clean. The flowers should look fresh and healthy.

- **Glasses**

- Polish the glasses, passing them over steam and wiping them;
- Place the small glass to the right, which is used for wines and the large glass to the left, which is for water.

- **Additional services**

If guests come with children of a young age, always have available:

- A children's menu;
- One or two highchairs or children's seats;
- A bottle warmer;
- Children's games.

During the meal, the guest may request additional services of the establishment, such as:

- Cigarettes;
- Cigars;
- Matches;
- Magazines and newspapers;
- Postcards;
- Publicity brochures on the region.

Check every day that all the additional items are in stock.

- **Holding plates to serve guests**

- Hold the first plate between the thumb and index finger of the left hand;
- Place the second plate above the first on the forearm, against the index finger and hold the plate with the three other fingers of the left hand;
- Take the third plate with the right hand;
- The waiter must be positioned to the right of the guest;
- The plate must be placed in front of the guest between the knife and fork.

• Clearing soiled food plates

- The waiter must first clear away guest plates and then remove serving dishes, sauce boats, salad bowls;
- In order to clear away the plates, the waiter must be positioned to the right of the guest and use his or her right hand to remove the plate, he or she shall then move to the left, going forwards;
- If the cutlery is not on the plate pick up first the plate with your right hand, transfer it to your left hand and then pick up the cutlery;
- The first cleared away plate is placed on the left hand, placing the thumb and left little finger above the plate;
- Hold on to the handle of the fork, sliding it between the thumb and the edge of the plate. The teeth of the fork must be turned towards the outside of the plate, in the air;
- Pass the knife under the middle of the fork, in order to avoid it sliding down the plate;
- The second plate is placed on the palm, the forearm, the thumb and little finger of the left hand;
- Place the knife of the second plate under the fork of the first plate, alongside the first knife;
- With the second fork, slide into the first plate the waste from the second plate. The waiter must have his or her back facing the guest;
- Next place the second fork alongside the first;
- Pile the other plates on the second, proceeding in the same way for the cutlery and waste;
- Do not make piles, which are too heavy to be safe.

• Clearing glasses

- Empty glasses, except the water glass are removed just before serving the coffee;
- The glasses are cleared away with the aid of a tray, held in the left hand;
- The waiter shall take the glass using the right hand and place it on the tray;
- Water glasses are only cleared after the guest has left the table.

6. Room Service or in-room dining

The extent of the room service department activities and responsibilities depend on the hotel category. For luxury establishments, in-room dining is available 24hours but in lower categories, room service usually has limited hours of operation.

The choice of dishes and items offered also depends on the hotel category. Luxury hotels have an extensive selection of products while lower categories offer a limited choice. Regardless, respecting the quoted delivery time to the guest is crucial to meeting guest expectations.

Breakfast remains the main meal period served through room service (appendix XLIV). Meals and drinks can be delivered on a tray or on a room service table equipped with a hot box to keep hot dishes at the right temperature.



General responsibilities of room service:

- Take the order on the phone;
- Set up and prepare the order for delivery;
- Deliver the order on time;
- Assist the guest in the room to set up the order;
- Retrieve the table or the tray after the guest is finished;
- Manage and deliver welcome in-room amenities, if applicable;
- Control and restock minibars, if applicable.

Room service is also responsible for delivery of in-room amenities and works closely with housekeeping and front desk departments to receive constant and updated room status. Room service department efficiency relies on strong logistics, organization and communication.

- **Catering or banquets**

The Catering or banquets is charged with organizing functions within the establishment which are too large in expected number of guests to accommodate in any of the F&B outlets. A dedicated member of staff liaises with guest requests such as menu, beverages, décor, theme etc. to ensure that the function runs smoothly. The functions may be for leisure or business purposes.



General responsibilities of catering or banquets:

- Accurate communication with guest to ensure that all requests can be accommodated;
- Notify appropriate departments such as kitchen about function details;
- Set up of room including placement of tables, chairs, buffet, dance floor, stage, bar, etc.;
- Function space is impeccably clean at all times;
- Equipment such as lighting, ventilation system (HVAC), telephones, etc. are in good working order;
- Staff is informed and trained for function;
- Efficient and timely execution of service to ensure flow;
- Re-set function space to original lay-out

All operating equipment required for a function should be coordinated with the stewarding department in advance.

- **Stewarding**

The stewarding department is charged with distributing and maintaining all the operating equipment required at the establishment while maintaining the highest standards of cleanliness and hygiene. As the backbone of the entire F&B operation, if the stewarding department does not function properly, it will affect every outlet and kitchen within the F&B department.

The stewarding department runs a 24 hour operation and is in charge of the following duties:

- Flawless cleanliness of all kitchens at all times;
- Perfect cleanliness of all service areas in F&B outlets which are not the responsibility housekeeping department;
- Spotless washing of all operating F&B equipment;
- Immaculate washing of all kitchen equipment and utensils;
- Impeccable polishing of all silverware, if applicable;
- Proficient and prepared storage of all operating equipment in circulation;
- Efficient and planned preparation of all operating equipment required for current and upcoming catering and banquets;
- Competent and organized inventories taken of all operating equipment ;
- Accurate and immediate reporting of all breakage, theft and loss of operating equipment.



General role and responsibilities of the Stewarding department:

- Ensure kitchen cleanliness;
- Ensure food and beverage operation equipment is clean and operational;
- Ensure operation and maintenance of dishwashing machine;
- Reduce operational equipment breakages;
- Maintain operating equipment inventory according to pre-set par levels;
- Wash cutlery, china and glassware;
- Clean working area regularly;
- Clean floor as required;
- Ensure all garbage is kept in order and sorted according to waste management policies such as re-cycling;
- Responsible to maintain pest-free environment;
- Follow operational procedures strictly;
- Staff should be trained before using equipment and cleaning chemicals;
- Handle machines, furniture, equipment and utensils in the proper manner.

7. The kitchen

• Organization

The kitchen department is placed under the responsibility of the Executive Chef. Tasks and responsibilities must be allocated depending on the skills of the cooks. Besides the skills of the staff, the distribution of roles must take account the composition of the menu, the time to prepare dishes and the popularity of dishes.

• Safety, hygiene and sanitation

Safety, hygiene and sanitation in the kitchen are of utmost importance as most products used are perishable and sensitive to cross-contamination and subjects to carrying food related diseases.

The following are general guidelines to promote a healthy and safe environment in the food production areas:

- Ensure all employees wash hands on a regular basis;
- Mandatory hand washing after eating, sneezing, returning or smoking;
- Long hair must be covered with a hair net;
- Apron, dish cloth and towels must be clean;
- Raw meat must be stored and refrigerated at the appropriate temperature (between 1-3 °C) in a dedicated area separate from meat, vegetables and dairy;
- Raw fish must be stored and refrigerated at the appropriate temperature (between 1-3 °C) in a dedicated area separate from fish, vegetables and dairy;
- Dairy products must be stored and refrigerated at the appropriate temperature (between 1-3 °C) in a dedicated area separate from fish, vegetables and meat;
- Fresh produce must be stored and refrigerated at the appropriate temperature (between 3-4 °C) in a dedicated area separate from fish, dairy and meat;
- The same utensils must never be used for all food preparation unless sanitized prior to each use. For example a knife to cut chicken must never be used immediately after to cut beef unless the knife is cleaned and sanitized prior to cutting the beef. This rule applies across all food categories;
- The workstation as well as the surrounding floor area should be clear of rubbish and food product.

It is recommended that all kitchen personnel undergo certified safety and hygiene training according to country laws and regulations.

- **Development of menus**

The development of a menu is made complicated by several parameters:

- Balancing of the menu;
- The time to prepare and serve;
- Availability of the products;
- Cost of merchandise required for the preparation of the dish;
- The heterogeneity of the guest and diversity of their expectations.

- **Development of the dish**



**For consistent quality of dishes emerging from the kitchen,
it is important to have:**

- A list of the products and equipment necessary for the preparation of the dish;
- A recipe card, which defines the ingredients, preparation and garnish in details in details;
- Portions served in regular sizes;
- An optimum serving temperature defined in advance.

Depending on the requirements of the guest, the composition and presentation of the dish may vary. For example, a guest may ask for a spicier dish and not attach importance to presentation. It is recommended to foresee this eventuality and produce a second recipe card for this dish, with different method of preparation and garnish.

- **Prepping**

In the morning, the kitchen team must prepare the ingredients necessary to produce the dishes to be served. For certain perishable foods, prepping shall be performed at the time that the guest orders the dish and for others prepping may be completed in advance.



Do not forget $\text{order} + \text{speed} = \text{efficiency}$

Good preparation contributes to smooth operations.

- **Acknowledging a food order**

Following the placing of an order, the dishes must be announced to the cooks and the cook responsible for producing the dish must respond to show that he or she has acknowledged and understood the order. When the waiter is ready to pick up the dish for service, the chef must again ask the cook to “pick-up” the dish and the cook should take the dish to the handover point.

If a dish is available only in a limited quantity, it is of course necessary to notify the service staff about the remaining quantity of the dish in question.

- **Checking a food order**

Once the plate is placed at the handover point, also known as the “window”, it must be kept at the serving temperature, cold or hot. The chef must check the contents, dressing, garnish as well as the cleanliness of the plate.



Section 13 Conclusion

This training manual brings to hospitality establishments in developing markets a more in-depth approach and better understanding of hotel management which can be tailored to the audience and category of establishment. The manual encapsulates the key principles and processes to successfully operate a hospitality establishment. It provides the necessary insight to understand and overcome the main challenges encountered in sustaining a profitable business in today's changing world.

The hospitality industry continues to be highly competitive and vulnerable to environmental changes such as safety and security, economic downturns, ecological priorities and technological evolution. While the Standards Operating Procedures (SOPs) are essential to ensure guest satisfaction and profitability, it is crucial to underline that one of the most used skills is common sense. Guest expectations are evolving which require continuous adaptation to better address their needs and priorities.

While tangible products and services are becoming more standardized, key success factors lays in the ability of the staff to create a strong sense of welcome and guest recognition. The industry is a “people business”.

Community-based tourism programme offers a unique opportunity for emerging countries to develop and leverage the full potential of their hospitality industry while reducing the proportion of people living in extreme poverty.



Appendix I Reservation sheet

Reservation sheet

Date: _____

Surname: _____

First name: _____

Address: _____

Telephone: _____

Fax: _____

E-mail: _____

Date of arrival: _____

Time of arrival: _____

Date of departure: _____

Number of nights: _____

Number of people: _____

Number of rooms: _____

Tariff: _____

Arrangement: _____

Type of room: _____

Type of guarantee: _____

Credit card number: _____

Date of expiry: _____

Comments:

Name of receptionist: _____

Name of guest: _____

Signature of guest: _____



Appendix II Reservations book

| Type of guest | Name | Type of room | Room N° | Observations |
|------------------|---------------|--------------|---------|--------------|
| PLSCHED. ARRIVAL | González, T. | Double | 101 | VIP Guests |
| | | | 102 | |
| STAYING | Bachelier, R. | Double | 103 | Priority |
| STAYING | Flachon, T. | Double | 104 | Priority |
| STAYING | Mercure, H. | Double | 105 | Priority |
| STAYING | Minoute, L. | Double | 106 | Priority |
| | | | 107 | |
| OUT OF SERVICE | | | 108 | |
| OUT OF SERVICE | | | 109 | |
| | | | 110 | |
| | | | 111 | |
| | | | 112 | |
| | | | 113 | |
| OUT OF SERVICE | | | 114 | |
| LEAVING | Tourné, A. | Single | 302 | |
| STAYING | Labeur, F. | Single | 303 | Priority |
| STAYING | Mora, X. | Single | 304 | Priority |



Appendix III Telephone communication

Example of a reservation made by telephone:

Reservations clerk: Good morning. Reservations, John speaking.

Guest: Hello. I would like to reserve a room for tomorrow, Tuesday the 16th.

Reservations clerk: Yes Sir, for how many nights will you be needing the room?

Guest: Two nights.

Reservations clerk: Two nights. And what type of room would you like?

Guest: A twin room please.

Reservations clerk: I can offer you a standard twin for \$75 a night or a deluxe twin for the special price of \$95 a night.

Guest: I will take the deluxe twin please.

Reservations clerk: May I have your surname and initials please?

Guest: Yes, my name is Mr. A. González.

Reservations clerk: Will the room be for you and your wife?

Guest: No, I am making a reservation for someone else.

Reservations clerk: May I have the name of the guest?

Guest: Yes, Mr. and Mrs. Carter.

Reservations clerk: May I have your telephone number, Mr. González?

Guest: Yes, it's 5833842, a local number.

Reservations clerk: Are you making a reservation for a company?

Guest: No, the guests are friends of mine.

Reservations clerk: How are they going to arrive, Mr. González.

Guest: By plane.

Reservations clerk: Do you know the flight number and the time of arrival for Mr. and Mrs. Carter?

Guest: No, not yet.

Reservations clerk: Could you give us the details of the flight, when you receive them, please, Mr. González.

Guest: Yes, I'll do that.

Reservations clerk: Let me confirm the details. You have asked for a deluxe twin room for Friday [sic] the 16th. The check out will be on the 18th. The room will be in the name of Mr. and Mrs. Carter. The price of the room is \$95 plus VAT. Your contact telephone number is 5833842.

Guest: Yes, that is all correct and I will call you once I have the flight details.

Reservations clerk: Yes, thank you Mr. González. Thank you for your reservation.

Guest: Thank you. Goodbye.

Reservations clerk: Goodbye, Mr. González.



Appendix IV

Lost property

| | |
|----------------------------------|--|
| NO. OF THE ITEM: | |
| DATE AND TIME: | |
| LOCATION: | |
| DESCRIPTION OF THE ITEM: | |
| PRINT NAME AND SIGNATURE: | |



Appendix VI

Inspection checklist

| INSPECTION CHECKLIST FOR ROOM No.: | | | |
|------------------------------------|----|-------|----------|
| PERFORMED BY: | | DATE: | |
| ELEMENTS | OK | REDO | COMMENTS |
| Entrance | | | |
| - Door | | | |
| - Closets | | | |
| - Lighting | | | |
| - Mirror | | | |
| Etc. | | | |
| Bathroom | | | |
| - Bath Tub | | | |
| - Basin | | | |
| - Toilet | | | |
| - Floor | | | |
| - Walls | | | |
| - Linen | | | |
| - Courtesy products | | | |
| Etc. | | | |
| Room | | | |
| - Bed | | | |
| - Bedside tables | | | |
| - Furniture | | | |
| - Drawers | | | |
| - Tv | | | |
| - Mini bar | | | |
| - Floor | | | |
| - Windows | | | |
| - Mirrors | | | |
| - Courtesy products | | | |
| Etc. | | | |



Appendix VII Repair sheet

| | |
|--|--|
| ROOM NO. OR LOCATION: | |
| DATE: | |
| ITEM TO BE REPAIRED: | |
| DESCRIPTION: | |
| PRINT NAME AND SIGNATURE: | |
| | |
| REPAIR PERFORMED BY: | |
| DATE: | |
| COMMENTS: | |
| PRINT NAME AND SIGNATURE OF PERSON COMPLETING REPAIR: | |



Appendix VIII How to take a message

| Basic steps | Approaches |
|--|---|
| <ol style="list-style-type: none"> 1. Make contact 2. Assume responsibility 3. Take next step 4. Complete task | <p>Greet the guest “Good morning, Hotel...”</p> <p>If it is not possible to pass on the communication to the guest, you can take a message.</p> <p>Do not accept a message intended for a guest whom it will be impossible to pass on the message.</p> <p>Never divulge the room number of a guest.</p> <ol style="list-style-type: none"> 1. Write: the date and time at which the message was taken, the name of the guest for whom the message is intended and the guest’s room number. 2. Ask: the name of the person to whom you are speaking, the contact number where to reach him or her and whether it is necessary to call back. 3. Take the message legibly. 4. Repeat the message. 5. Thank the person and wish them a good day. 6. Pass on the message to the concierge, who will take charge of passing it to the guest, via the messenger. 7. Enter the message, after having called up the function “message” on the phone system. An M will flash alongside the name of the guest until the message is passed on to the guest. A red light will illuminate the telephone in the guest’s room, indicating to him or her that there is a message. |



Appendix IX

Making a telephone call

| Basic steps | Approach |
|---|--|
| <ol style="list-style-type: none"> 1. Making a local domestic call 2. Making an international call 3. Finding codes to make an international call 4. Important numbers 5. Calculation of the amount to bill the guest 6. For a request to call collect in English | <ol style="list-style-type: none"> 1. Simply dial the number of the other person. It may be necessary to insert a prefix such as "9" to obtain an outside line. 2. It may be necessary to insert a prefix such as "9" to obtain an outside line. Dial the international code after the tone, the code of the country, followed by that of the town and finally the number of the other person. 3. Look up the corresponding codes in the appropriate directory. 4. Some important numbers: <ul style="list-style-type: none"> Police Fire brigade International operator Local information Ambulance 5. The price invoiced to the guest depends on the number of pulses (the duration of which varies according to distance), the price of the basic rate and the surcharge applied by the hotel to cover its costs, between 15% and 20%. Each call made shall be billed. Produce a bill to be sent to the cashier. Carry forward the amount on the daybook. 6. The guest asks to make a call, which shall be paid for by the called party, after the agreement of the latter. You put the guest directly in contact with the operator of the country. |



Appendix X

Setting-up the reservations department workstation

| Steps | Approach | Documents |
|---|---|-------------------------------------|
| <ol style="list-style-type: none"> 1. Take note of the planned arrivals and departures for the day 2. Record the reservations made during the night 3. Forward the documents to reception 4. Computerized records | <ol style="list-style-type: none"> 1. Consult the file for arrivals for the day. 2. Consult the provisional plan 3. Make changes as a function of morning instructions. 4. Record the arrivals, moves and departures planned. This work must be performed in consultation with reception. 5. Update the provisional list of movements along with the reservations file for the day. 6. Forward the group reservations dossiers. 7. Consultation of the plans and arrivals for the day shall be performed directly on the system. | Reservations book (see appendix II) |



Appendix XI

Making a reservation by telephone

| Approach | Documents |
|--|---|
| <p>"Good morning, reservations department, John speaking".</p> <p>Courtesy</p> <p>If the telephone rings, when you are talking with a guest, excuse yourself and reply. Allow the person to explain his or her problem to you. If you cannot reply immediately, do not allow that person to wait on the end of the line indefinitely. Take down his or her details, in order to call them back.</p> <p>Record the information, as and when it is given, in the reservations sheet.</p> <ol style="list-style-type: none"> Find out the information concerning the reservation: <ul style="list-style-type: none"> – Date of arrival. – Date of departure. – Type of room. – Number of people. Consult the availability list and find a room: <ul style="list-style-type: none"> – Which corresponds to the dates requested. – Corresponds to the guest's request. Ask for the name under which the reservation must be made. Block the room on the plan and note down the room number. Fill out the form, asking for a contact, type of billing and guarantee. Go over the conditions of the reservation. Ask for written confirmation. Say goodbye to the guest, thanking him or her for the call. Record details in the reservations book. | <p>Reservations sheet (see appendix I)</p> <p>Reservations book (see appendix II)</p> |



Appendix XII Changing a reservation

| Approach | Documents |
|--|---|
| <p>The information shall be reported on another reservations sheet with the note “change” in the “comments” section</p> <ol style="list-style-type: none"> 1. Ask for the reference 2. Find the guest's file 3. Check the accuracy of the references 4. Ask what changes are to be made 5. Use the same method as for making an ordinary reservation 6. Check if the other information given by the guest is still valid 7. Transfer the information and update the same reservation in the reservations book | <p>Reservations sheet Reservations book</p> |



Appendix XIII

Reservation with an intermediary on the telephone

| Steps | Approach |
|--|---|
| <ol style="list-style-type: none"> 1. Take charge 2. The next step 3. Take your leave | <ol style="list-style-type: none"> 1. The guest introduces himself or herself. Find the pricing conditions for that agency. For an agency, with which you do not usually work, ask a manager. 2. Find out the information. 3. Consult availability and find a room. 4. Ask for the name under which the reservation may be filed. 5. Block the room on the plan and note down the room number. 6. Fill out the reservations sheet and ask for: <ul style="list-style-type: none"> – The type of payment. – A contact. 7. Repeat the reservation conditions. 8. In all cases ask for a written confirmation or where to send a voucher. 9. Say goodbye to the guest, thanking them for the call. |



Appendix XIV

Welcoming in English

| | | | | |
|--------------|---|---------------------|---|------|
| Good Morning | } | may be followed by: | { | Mr. |
| Good Evening | | | | Sir |
| Good Night | | | | Mrs. |

Use the guest name if known and whenever possible. For example, “Yes, Mr. X” rather than “Yes, Sir”.

- Greet guest with appropriate greeting according to time of day. “Goodbye”, “have a nice day”, “have a good day”, “have a good afternoon” or “have a nice evening” may also be used when bidding farewell to the guest.
- Some observations:
 - Should be adapted to the cultural norms of the host country. An example includes “Madam” or “Ma’am” which are very respectful terms.
 - “Miss” is used with the surname, for un-married young ladies up to the age of 21 years. Again, cultural norms of the host country should be respected.



Appendix XV

Setting-up the reception counter at the start of the day

| Steps | Approach | Documents |
|--|--|--|
| 1. Take note of any comments | Familiarize yourself with any comments from the previous employee in the log | Instructions log |
| 2. Update the daily reservations book | Working from the movements list produced by the reservations department, indicate on the daily reservations book: <ul style="list-style-type: none"> • The guests expected to arrive: yellow • The guests leaving: blue • The guests remaining: green • The rooms out of service: red | Movements list Reservations sheet (see appendix II) |
| 3. Pass on instructions to the housekeeping manager | Complete the reservations book with departures and room moves for the day. File it in reception. | |
| 4. Produce the record files for planned guests | Based on the instructions forwarded by the receptionist and the first report of the housekeeper: <ul style="list-style-type: none"> • Forward to the daily reservations sheet with the following observations: <ul style="list-style-type: none"> – Priority rooms – VIP rooms • Ask him or her for: <ul style="list-style-type: none"> – Special instructions – Rooms to be placed out of service – Rooms not to be let (to facilitate work by room attendants) – Rooms to be reserved for groups | Housekeeping manager report |
| 5. Open the reception book | Enter the day's date Note those present from the previous day | |

Setting up the reception counter at the start of the day

- Instructions (or comments) log: produced by reception. A log with a page dedicated to each day. The member of staff who starts the day must read the log to find out the information or problems for the day.
- Group dossiers: passed on by the reservations department:
 - This contains all the details of the group stay.
 - Check the information of the dossier, in case you have to block rooms.
 - Inform the housekeeping manager of the rooms allocated in the dossier received, in order to avoid organizational problems.
 - Prepare the “rooming list” and welcome folders.
- Typical welcome letters produced by reception.

Personal welcome message:

“Dear Sir (and/or) Madam,¹

Welcome to our hotel. Please do not hesitate to contact us if we can make your stay more comfortable. Thank you for choosing “Hotel X” and we wish you a pleasant stay.

The Management”

Movements list:

Produced by the reservations department, then supplemented by reception.

This list gives details of all movements of guests for the day, arrivals, room moves and departures.

It should be noted that the reservations department makes an initial list with only the arrivals, following which reception supplements the list with room moves and departures.

- **Reception book:** produced by reception
- Once the movements list has been completed by reception, stick it in the book every day. Write down the people who will be remaining the evening of the following day.
- **Daily occupancy plan:** similar to the reservations sheet (see appendix II), this document is produced by reception
- It lists all departures, arrivals, remaining guests and rooms out of service.
- **Report of the housekeeping manager:** produced by housekeeping

The housekeeping manager shall produce a list with:

- Special instructions.
- Rooms to be placed out of service.
- Rooms not to be made available to facilitate the work of the room attendants.
- Rooms to be reserved for groups.

¹ It may be more appropriate to use the guest name. For example, “Dear Mr. / Mrs. Smith” to personalize the note.



Appendix XVI Welcoming a guest with planned arrival

| Approach | Documents |
|--|---|
| <p>Greet and welcome</p> <p>Note down his or her name</p> <p>Ask how the journey went, while you look for his or her name in the movements list.</p> <p>Summarize the main elements of the reservation: room type, departure date, particular notes, etc.</p> <p>Present the arrival form to the guest (completed in advance with information from the reservation form) and ask him or her to check and sign it.</p> <p>Take a guarantee (credit card imprint or deposit)</p> <p>The receptionist hands over any mail. Indicate but do not verbally announce room number to the bellman or porter, who is waiting not far from reception, to take the luggage to the room (via the service elevator, if there is one).</p> <p>The receptionist accompanies the guest to his or her room.</p> <p>Courtesy:</p> <p>You should be on the left of the guest, whilst accompanying him or her to the room; on staircases: go one step ahead of the person whilst going down and follow just behind when going up; in the elevator: the receptionist should let the guest enter first, holding the door for him or her, then enter and select the floor, allowing the guest to exit first, whilst holding the door and indicating the direction to take.</p> <p>Knock on the door of the room before entering. Turn on the lights and allow the guest first into the room, then follow him or her. Conduct a tour of the room to present the functions of the appliances and the special features of the room, whilst pointing out any special aspects.</p> <p>Hand over the key to the guest with the welcome booklet. Wish the guest a pleasant stay.</p> <p>Block the room definitively.</p> <p>Open the telephone line.</p> <p>Complete the arrivals sheet.</p> <p>Complete the reception book.</p> <p>Distribute the information: 1. to the switchboard, 2. to the cashier, 3. to housekeeping.</p> | <p>Reservations sheet (see appendix I)</p> <p>Reservations book (see appendix II)</p> <p>Hotel welcome booklet</p> <p>Key</p> <p>Mail</p> |

| Approach | Documents |
|--|--|
| Greet and welcome. Take a note of his or her name. Listen to the guest to get to know his or her requirements and expectations. Ask him or her to specify: name and room number. Paraphrase the guest's request to ensure understanding and to avoid any mistake. Take a guarantee. | |
| When the guest tells you, however, that the information is different, there are two possibilities, either there has been a mistake at the time of making the reservation and in that case, you should say sorry: "We are very sorry..."; or the guest has changed his or her mind. In all cases, quickly do what is necessary. | Hotel welcome booklet Key Mail |
| ➤ <u>The guest wants to bring forward his or her date of departure:</u> make a note of the new date and note change in the reservations book. ➤ <u>The guest wants to delay his or her departure:</u> consult the reservations book. In the event that the room is already reserved for another guest: allocate another room to this planned guest and offer the guest the same type of room and assure him or her that everything will be done to transfer his or her luggage. Record it in the instructions log. ➤ <u>In the event of overbooking:</u> tell the guest that you are truly sorry but that unfortunately, you are full. | Reservations book Update the reservations sheet |
| ➤ In the event of a dispute: alert the head of reception. ➤ The guest would like to change the type of room: if the guest makes the request when checking in, make the change immediately and continue the procedure; if not, carry out a room move. | |
| Assure the guest that you will do what is necessary and wish him or her a good day. | |
| Change the price (if there is a change in category, a room move, etc.), the provisional plan, the reception book and the bill. | |
| Alert the services concerned: the switchboard, the cashier, and housekeeping | Price Reception book Bill |



Appendix XVIII Checking in a VIP guest

Process as for receiving a planned guest arrival

The service must be performed quickly:

When you present the reservations sheet to the guest, his or her signature must be a mere formality.

The VIP guest is a known guest:

It is necessary therefore to know his or her habits. You must not hesitate to specify to him or her that individual requests have been scrupulously respected.

The room reserved for the guest has already been blocked at the time of allocating rooms for all planned arrivals for the day. Any special requests noted at the time of reservations have been implemented.

- Reception hands over any mail to the guest.
- Generally, the director or a manager receives the VIP so as to accompany him or her to the room. Hand over the key and the welcome booklet.
- Send up the appropriate amenity such as champagne and/or basket of fruit to the guest's room. It is important to carry out this service as close as possible to the guest's time of arrival, so as to conserve the maximum freshness of the fruits and to avoid ice melting. Other special features will have been taken up beforehand. During this time, block the room definitively.
- Distribute the information to all departments.



Appendix XIX Checking in a travel agency guest

| Approach | Documents |
|--|---|
| <p>Greet and welcome the guest.</p> <p>Ask for his or her name.</p> <p>Enquire as to whether it was a good journey, while you look for his or her name in the movements list</p> <p>Ask the guest for the voucher, which certifies the reservation by a travel agency.</p> <p>Check that it conforms to the copy sent by the agency: room type, arrival and departure dates, particular requests, tariffs and payment.</p> <p>Attach the voucher to the guest's dossier. Any change must be confirmed in writing by the issuing agency.</p> <p>Present the reservations sheet to the guest, asking him or her to check and sign it. During this time, block the room in the reservations book.</p> <p>Follow the procedures as a planned guest arrival. Regardless of how the reservation was made, a guest coming via a travel agency must benefit from the same privileges as a planned guest arrival.</p> | <p>Movements list</p> <p>Hotel welcome booklet</p> <p>Mail</p> <p>Key</p> |



Appendix XX

Checking in a guest from a company under contract

At the time of receiving a guest coming via a company, proceed as previously. The guest is generally used to large international hotels and knows the procedures to be followed. The check-in must therefore be quick. Offer to accompany him or her to the room.



Appendix XXI Checking in a “walk-in”

| Approach | Documents |
|---|-------------------------------------|
| <p>6. Make contact: greet and welcome the guest</p> <p>7. Take charge: Listen to the guest to find out his or her requirements. Ask the guest the number of people, the type of room and the date of departure. Paraphrase the guest's request to ensure understanding and to avoid mistakes in communication.</p> <p>8. Availability: Consult the reservations book to check the availability. Offer and allocate a room according to both availability and the desires of the guest.</p> <p>9. Registration and check-in: Complete the reservation sheet and have it signed by the guest. Ask for a guarantee and identity document. Block the room and input information in the reservations book. Alert the reservations department. Perform check-in procedures.</p> | Reservations book (see appendix II) |



Appendix XXII Moving rooms

| Approach |
|--|
| <ol style="list-style-type: none"> 1. Alert the guest: Agree on the new room with the guest. Agree a precise time for the move. 2. Precautions to be taken: Check that the tariffs and level of comfort do not change. If there will be a change, inform the guest. Check that the availability of the new room does not pose any problem. Carry out the room move in the presence of the guest, so as to avoid any problem. 3. Complete a move form: Write down the old and new room. Specify the reason for the move. Date and time. Sign. 4. Distribute the information: Inform the other departments of the establishment of the change (housekeeping, cashier...). 5. Changes: Make changes to the reservation book and the guest dossier. 6. Room moves: Prepare the new keys. Inform the guest that he or she may move rooms. |



Appendix XXIII Receiving a group

| Approach | Documents |
|--|--|
| <p>A reservation for a group is generally planned a long time in advance. This is a contract representing a joint agreement and is summarized in a group dossier. This dossier is put together in the following way: cover page with a summary of the information, list of each of the members of the group, guarantee for all or part of the costs and various information.</p> <ol style="list-style-type: none"> 1. Check on the dossier: problems, number of rooms necessary in relation to those available, arrangements with the catering departments for meals and any comments. 2. Produce a list of the rooms necessary with the time at which they should be available. 3. Communicate with the housekeeping department to produce the definitive list of necessary rooms. 4. Block the rooms 5. Produce the room allocation list 6. Prepare one envelope per room, indicating the name of the guest, the name of the group, the date of arrival and the date of departure. Insert an individual welcome card, meal coupons if applicable and the key. 7. Greet and welcome the accompanying representative. This is the main contact person acting on behalf of the group. Any questions or concerns should be addressed with the accompanying representative. | <p>Group dossier</p> <p>List of members</p> <p>Envelopes</p> <p>Welcome card</p> <p>Coupons</p> <p>Key</p> |

| Approach | Documents |
|---|---|
| <p>Procedure to follow for group check-in:</p> <ol style="list-style-type: none"> 1. Note down the name of the group. 2. Ask how the journey went, while you look for the group dossier. 3. Ask for any voucher and compare it with the reservation. 4. Summarize the main elements of the reservations (number of rooms and categories, date and time of departure, particular requests). 5. The room number is never changed, only the name of the guest(s). 6. Any change leading to an adjustment in the access to privileges must be accompanied by a handwritten confirmation and signed on the part of the organizing body, after all members of the group have returned to their rooms. 7. Any new assumptions of charges are approved by the organizing agency. 8. Hand over the list of members, the rooms and categories. Present it to the organizer and check it thoroughly. 9. If he or she is in agreement, make several copies of the list and forward it to the bell desk in charge of luggage delivery and the organizer. 10. The bellmen organize themselves to carry the luggage to the respective rooms. 11. Indicate to the organizer, where the meals will be taken and check the dates and times at which they will take place. 12. Ask for the times of any wake-up calls. 13. Pass on the envelopes with the keys and a copy of the list of rooms allocated to the members. 14. The receptionist takes the leader to the rooms, in order to ensure smooth running. 15. Wish them a good stay. 16. Make any changes if necessary and remain available for the organizer for any questions. 17. Register the group as an individual. The agency bill has already been opened at the time of collecting the guarantee. It shall cover all of the services assumed by the organizing agency. The other bills shall be individualized "extras" bills. 18. Print out the definitive list of members and distribute it to the restaurants, the switchboard, the concierge, housekeeping and the cashier. 19. Contact the food and beverage outlets in the event of any changes. | <p>Group dossier</p> <p>Reservations book (see appendix II)</p> <p>Rooming list</p> |



Appendix XXIV Setting up the workstation

1. Preparation: Familiarize yourself with the current situation by reading the reception log book and discussing with colleagues from the previous shift. Find out what work remains to be performed.
2. Setting up: Update the exchange rates for various currencies. Set up the work facilities (calculator, pen, various forms, etc.).
3. Collect the “float” which is a set sum of money provided by the accounting and finance department to make small change.
4. Always recount the float.



Appendix XXV Setting up a bill in cash

1. Calculate the total amount: produce the total for the guest's bill. Give the guest the slip with the total amount.
2. Checking: recount in front of the guest the bill amount, which he or she gives you. Leave the money on the counter visible to the guest.
3. Give any change: take out any change to be given from the till drawer or the float. Count the sum in front of the guest.
4. Collection: once the guest agrees with the sum given, arrange the sum given by the guest in the till drawer. Shut and lock the drawer.



Appendix XXVI Setting up a bill in foreign currency

| Approach |
|---|
| <ol style="list-style-type: none"> 1. Calculate the total amount: Produce the total of the guest's bill. Give the guest the slip with the total amount. 2. Calculate the exchange rate: Calculate the sum corresponding to the amount in the desired currency, according to the current exchange rate. Inform the guest of this sum. The foreign currency which the guest gives us must be only notes. 3. Checking: Recount the sum in front of the guest. Leave the money on the counter visible to the guest. 4. The exchange slip: Fill out the slip as a function of the sum given by the guest. 5. Give the change: Give any change to the guest in the currency of the host country. Count the money in front of the guest. 6. Collection: Once the guest agrees with the sum given, place the foreign currency in the till drawer with a copy of the slip. Shut and lock the drawer. |



Appendix XXVII Setting up a bill in travellers cheques

| Steps | Approach |
|-----------------------------------|--|
| 1. Indicate the amount | <ul style="list-style-type: none"> - Consult exchange rate table (produced by the hotel management as a function of the market) - Inform the guest of the amount discreetly. - Give the change corresponding to the amount of the traveller's cheque. |
| 2. Prior checking | <ol style="list-style-type: none"> 1) Make sure that the guest properly countersigns the traveller's cheque in front of you in the bottom left-hand corner <ul style="list-style-type: none"> - If you were not able to see him or her countersign, ask the guest to sign on the back. - If there are two people, who have signed the traveller's cheque, check both signatures. - Do not exchange traveller's cheques, which you do not know: there is the possibility of forgeries 2) Check the amount and ask guest for confirmation 3) Complete the order and date, if necessary. 4) Calculate the corresponding amount in the currency of the host country. |
| 3. Indications to be reported | <p>American Express guarantees payment without demanding presentation of an identity card.</p> <ol style="list-style-type: none"> 5) Complete the exchange slip |
| 4. Giving change | <ol style="list-style-type: none"> 6) Take out the change to be given from the float or drawer. 7) Count out the sum once on the counter 8) Repeat in front of the guest, out loud. |
| 5. Cashing the traveller's cheque | <ol style="list-style-type: none"> 9) Once the guest agrees with the amount given, attach the traveller's cheques to the exchange slips 10) Arrange the traveller's cheques in the drawer. 11) Attach the original copies of the exchange slips to the guest bill <p>Continue to settle the bill</p> |



Appendix XXVIII Setting up a bill by bank card

| Steps | Approaches |
|--|---|
| | <p>When the guest leaves a credit card as a guarantee:</p> <ul style="list-style-type: none"> • Take an imprint of the card. • Note the authorization number. |
| ➤ Notify the bill amount | <ul style="list-style-type: none"> • Say the amount discreetly to the guest. |
| ➤ The guest presents a payment card to you | <ul style="list-style-type: none"> • Check the card in relation to the photographs. <p><i>Note:</i></p> <ul style="list-style-type: none"> • Check that the country accepting the card is indicated above. • Check the card's expiry date (it is set for the last day of the month indicated). <p><u>Payment by "carte bleu" or Visa International:</u></p> <ul style="list-style-type: none"> • Using terminal system. • Pass the card through the machine. • Enter the total of the bill. • Confirm. • Ask the guest to enter his or her secret code. • Confirm. • When the amount exceeds the total payable amount, the terminal automatically calls the centre for an authorization number. • Check on the slip copy, the information which comes out of the machine. • Give the copy to the guest. • Place the original in the till drawer. |

| Steps | Approaches |
|-------------------------------------|---|
| | <p><u>Using a manual system:</u></p> <ul style="list-style-type: none"> • Check the registered date on the device. • Place the card on the device. • Place the coupon corresponding to the card on the machine. • Do not use the wrong type of coupon • Enter the amount (depending on the type of device, it might be entered by hand after the operation). • Pass the roller in both directions. • Withdraw the coupon and the card. • Ask the processing centre for an authorization number, if the sum exceeds the limit, write it on the coupon. • Ask the guest to sign in the relevant section. • Check the guest's signature in relation to that on the back of the card. • Return the card to the guest. • Attach the first copy to the guest's bill. • Keep the original and place the second copy in the till drawer. <p><u>Payment by American Express card:</u></p> <ul style="list-style-type: none"> • Proceed as for CB or Visa but pay attention to the limit, which is different. <p><u>Payment by Diners Club card:</u></p> <ul style="list-style-type: none"> • Proceed as for CB, Visa or American Express in the manual system, but pay attention to the limit, which is different. <p><u>Payment by JCB card:</u></p> <ul style="list-style-type: none"> • Proceed as for CB, Visa, American Express, Diners Club in the manual system, but pay attention to the limit, which is different. |
| ➤ Continue the settlement procedure | DO NOT FORGET TO RETURN THE CARD TO THE GUEST |
| Variant: for a quick departure | <p>Proceed in the same way as for a departure by bank card.</p> <p>The day before the departure, the guest's bill is placed under his or her door.</p> <p>The guest thus avoids the queue in the morning at the cashier's desk during the typical "busy time" for check-out.</p> <p>When the guest has left, proceed for settlement by using the manual system.</p> |



Appendix XXIX General structure and operation of the daybook

The daybook is a record of all the money transactions coming in and going out of the establishment. This is an important document for record-keeping and provides a daily snapshot of the revenue collected at the establishment.

- The column entitled “old balance” corresponds to the “total to be carried forward” from the daybook of the previous day.
- Each element to be subtracted must be accompanied by a “Deduction, Commission, Offered” form.
- The amount in the column “Total to be carried forward” must correspond to the total of the bills of the remaining guests.
- The corrected total must correspond to the general total excluding deductions.



Appendix XXX

Guest departure sheet

| Steps | Approach |
|--|---|
| <p>Making contact</p> <p>Take charge</p> <p>The next step</p> <p>Take your leave</p> <p>Register the departure</p> | <p>Greet the guest and ask him or her whether it has been a good stay.</p> <ol style="list-style-type: none"> 1. Ask for the room number. If the guest is a regular, do not hesitate to call him or her by last name. Check that the name of the guest corresponds to the room. 2. Look for the guest's bill in the tray. 3. Check the bill. 4. Close the telephone line and the mini bar. 5. Ask the guest: <ul style="list-style-type: none"> - Whether he or she has had breakfast. - Whether he or she has had any drinks from the mini-bar. - Whether he or she has made any telephone calls. 6. Make the final adjustments according to the guest's responses. It may be necessary to re-check with the individual departments. 7. Present the bill to the guest properly completed but not balanced, indicating the main points. 8. Wait for the guest to express agreement with the bill, then ask him or her how he or she wishes to pay. 9. Settle the amount. 10. Update the bill. 11. Attach the order notes and coupons to the guest's bill, before placing it all in an envelope. 12. Ask the bellman or porter to assist the guest. 13. Wish the guest a pleasant journey, hoping to see him or her again on a future stay. 14. Make the final checks before moving on to the next guest. 15. Report the various changes in the daybook along with the guest's departure. 16. File the record sheet in the tray for departed guests. <p>If you are already busy at the time of arrival of a guest, indicate to him or her that you have seen them, so that he or she understands that you will deal with them as quickly as possible. Depending on the degree of integration of the computer system, a certain number of operations will be performed automatically.</p> |



Appendix XXXI Handling guest departure if the bill is pre or post-paid

| Approach |
|--|
| <p>Follow the same procedure as in appendix XXX with the following changes in settlement procedures:</p> <ul style="list-style-type: none">- Being sure that the guest is in agreement, by asking him or her to check the address where the bill shall be sent and ask him or her to sign it- Do not balance the bill as this shall be done at the time of final settlement |



Appendix XXXII Handling the departure of an agency guest

| Steps | Approach |
|--|---|
| <p>Make contact</p> <p>Take charge</p> <p>The next step</p> <p>Recording the departure</p> | <p>Proceed as for the departure of a guest.</p> <p>Make final adjustments:</p> <p>Check the charges and draw attention to the additional charges which are not covered by the agency.</p> <ol style="list-style-type: none"> 1. Complete the guest's own "extras" bill and read out the details to him or her 2. Once the guest is in agreement, ask for the method of payment 3. Perform the settlement of "Extras" 4. Balance the "Extras" bill 5. Attach the notes and slips to the guest's bill, before placing it all in an envelope. 6. Ask a bellman or porter to help the guest 7. Wish the guest a good journey and tell him or her how you look forward to seeing him or her again. 8. Before handling the departure of the next guest, perform the final necessary calculations. 9. Place the record sheet in the departed guests tray 10. Remove the "agency" bill and make the final adjustments 11. Calculate the commission and deduct it from the bill. This will give the total, which the agency must send to the hotelier. The bill will be balanced only after the agency's payment. 12. All the changes must be reported on the two bills and in the daybook. 13. Attach the vouchers, and place them in the debtor tray. |



Appendix XXXIII Handling the departure of a group

| Basic steps | Approach |
|---|--|
| <ul style="list-style-type: none"> - Settlement of extras - Checking with the tour leader | <ol style="list-style-type: none"> 1. Check out each room of the group, following the departure procedure for an agency guest. 2. Perform a final check with the tour leader or agency representative, in order to ensure that all the extras have been paid. 3. Check out the tour leader last. 4. Check the master sheet, which will be sent to the organizing agency, after having made final corrections. <p>Following the procedures in force in the hotel, have the tour leader sign.</p> <p>The check-out of the master sheet shall be performed only once the agency has paid the balance.</p> |



Appendix XXXIV Making a bed

Unmaking the bed

- Stand at the foot of the bed
- Remove the bedspread, fold it and place it in a clean place
- Remove the blanket, fold it and place it in a clean place
- Remove the 2 sheets (top and bottom) and leave them on the bed
- Remove the pillow cases and place the pillows on the blanket



Removing all dirty products

- Take the dirty linen and put in the cart
- Empty the rubbish
- Take the opportunity to remove the dirty linen from the bathroom

Bringing clean linen into the room

- Put the linen in a clean place
- Reposition the mattress



Drawing the bed

- Stand in the middle, at the foot of the bed
- Bend down
- Pull the bed out about 40 cm

Placing the bottom sheet

Take a clean sheet

Unfold the sheet and throw it towards the head of the bed

Tuck in only the foot of the bed and make the corners



Placing the top sheet

Take a second sheet

Throw it towards the head of the bed and align it with the bottom sheet

Tuck in the foot of the bed and make the corners



Placing the blanket

- Place the blanket in the same way as the sheets
- The upper edge of the blanket must be level with the head of the bed
- Tuck in the foot and make the corners
- Fold back the sheet over the top of the blanket
- Tuck in the remaining sides of the bed

Placing the bedspread

- Take the bedspread and place it evenly on the bed (each side must have the same length)
- Unfold the bedspread towards the top of the bed
- Take the pillows into the hall

Fitting the pillow cases

- Unfold the pillow case and check that it is clean
- Take a pillow, fold it in 2 lengthwise and keep it folded
- Put the folded pillow into the case and push it down to the end
- Position the corners well and remove your hand



Finishing the bed

- Place the pillows on the bed
- Adjust the bedspread over the pillows
- Do not push the bed back





Appendix XXXV Servicing a bedroom upon departure

| No. | Stage | Description |
|-----|-------------------------------|---|
| 1 | Arrival in the room | <ul style="list-style-type: none"> Place the cart in front of the door, along the wall of the corridor. Knock 3 times to be sure that the guest is not present and enter while announcing in a loud and clear voice "Housekeeping". Check to make sure that the guest has not forgotten anything. Open the curtains and windows to air the room. Turn off the heating, air-conditioning and lights to save energy. |
| 2 | Remove anything that is dirty | <ul style="list-style-type: none"> Fold back the bedspread and blanket and place them to one side with the pillows. Remove the sheets, count them, put them in the dirty linen bag in the cart and record the number on the linen sheet. Follow the same procedure for the bathroom linen. Take the same number of clean sheets and towels from the cart and put them in the room. Empty the rubbish, the waste paper bin, the ashtrays and remove any used courtesy products. Put the breakfast tray in the corridor. |
| 3 | Cleaning the room | <ul style="list-style-type: none"> Pour the cleaning product down the toilet and allow it to work. Draw and make the bed (see appendix XXXIV). Clean the furniture, television, mini-bar, and telephone with suitable products and cloths. Dust the room, starting from the top downwards and check the proper operation of all appliances. Check the closet, drawers and bedside tables. Replace stationery provided for the guest. Replace the courtesy products. Close the window; draw the curtains, look under the bed, put the bed back in place. Vacuum the room. |
| 4 | Cleaning the bathroom | <ul style="list-style-type: none"> Soap all the surfaces with suitable products. Scrub the WC and rinse. Clean the rim and outside surfaces of the toilet. Rinse and wipe the wall surfaces. Clean the mirror and all other surfaces. Polish the taps, the handles and other accessories. Put in courtesy products, clean linen and toilet paper. Vacuum the bathroom and entrance hall. Wipe with floor cloth. Put all accessories back in place. Perform a self-check, ensuring that everything has been done according to quality standards. |



Appendix XXXVI Servicing and remaking a room

| N° | STAGES | DESCRIPTION |
|----|---|--|
| 1 | Arrival in the room | <ul style="list-style-type: none"> Place the cart in front of the door, along the wall in the corridor. Knock 3 times to be sure that the guest is not there and enter while announcing in a loud and clear voice "Housekeeping". Perform a general inspection tour, to make sure that the guest has not forgotten anything. Open the curtains and windows to air the room. Turn off the heating, air-conditioning and lights to save energy. |
| 2 | Remove anything, which is dirty and useless | <ul style="list-style-type: none"> Fold back the bedspread and blanket and place them to one side with the pillows. Check the condition of the sheets and pillow cases and remove and change them if necessary. Change the bathroom linen. Empty the rubbish, the waste paper bin, the ashtrays and remove any used courtesy products. Put the breakfast tray in the corridor. |
| 3 | Cleaning the room | <ul style="list-style-type: none"> Pour the cleaning product down the toilet and allow it to work. Make sure to disturb the guest's belongings as little as possible. Draw and make the bed (see appendix XXXIV). Clean the furniture, television, mini-bar, telephone, etc. with suitable products and cloths. Dust the room, starting from the top downwards and check the proper operation of all appliances. Check the closet, drawers and bedside tables. Replace stationery provided for the guest. Replace the courtesy products. Close the window, draw the curtains, look under the bed, and put it back in place. Vacuum the room. |
| 4 | Cleaning the bathroom | <ul style="list-style-type: none"> Soap all the surfaces with suitable products. Scrub the WC and rinse. Clean the rim and outside surfaces of the toilet. Rinse and wipe the wall surfaces. Clean the mirror and all other surfaces. Polish the taps, the handles and other accessories. Put in courtesy products, clean linen and toilet paper. Vacuum the bathroom and entrance hall. Wipe with floor cloth. Put all accessories back in place. Perform a self-check, ensuring that everything has been done according to quality standards. |



Appendix XXXVII Absence report

| ABSENCE REPORT | | | |
|---|---------------------|------------------------|--------|
| | EXPECTED: | | |
| | ACTUAL: | | |
| Name: | | First name: | |
| Department: | | Surname: | |
| | From | To | = days |
| Holidays | | | |
| Unpaid leave (only with the authorization of the general manager) | | | |
| Days off and paid public holidays (over 3 days) | | | |
| Illness (over 3 days request medical certificate) | | | |
| Accident (request accident report) | | | |
| Military service (copy of conscription order) | | | |
| Training college or course | | | |
| Other absence (paid leave days according to art. 78 CCNT) | | | |
| Unauthorized absence | | | |
| | | | |
| | | | |
| Employee: | Head of department: | Director of personnel: | |
| | Original | Payroll | |
| | Red copy | Personnel office | |
| | Blue copy | Head of department | |



Appendix XXXVIII Breakeven point method based on costs

The breakeven point is the amount when the turnover covers all of the expenses of an establishment. It depends therefore on two factors: the level of occupancy and the price level.

The expenses are split into:

- Variable costs: all of the costs associated with an activity.
- Semi-variable costs: all of the costs that are of a fixed nature and variable beyond a certain level of activity, costs of staff on permanent contracts and electricity.
- Fixed costs: all of the costs independent of activity.

The advantage of this method is that it is valid while planning based on the occupancy forecasts as well as in the course of operation via the income statement and balance sheet.



Turnover breakeven point

= [Fixed Costs + Fixed part of semi-variable costs] + [T.O. x Number of Rooms x 365 days x (Variable Costs + Variable Part of Semi-variable Costs)]



Appendix XXXIX Inventory sheets

Merchandise:

| Product: XXX..... | | | | | |
|-------------------|---------------|-------------|-------------|-------------|---------|
| Quantity | Unit price | Entry date | Expiry date | Exit date | Amount |
| 12 | 10.00 | 16 Sept. 03 | 24 Sept. 03 | | 120.00 |
| (2) | 10.00 | | | 17 Sept. 03 | (20.00) |
| | | | | | |
| | | | | | |
| 10 | Weighted mean | | | | 100.00 |

Merchandise stocks:

| Product: | Quantity: | Amount |
|----------|-----------|--------|
| XXX | 10 | 100.00 |
| | | |
| | | |
| TOTAL | | |

Debtors/suppliers statement

| Date: | Name: | Amount |
|-------------|-------|--------|
| 16 Sept. 03 | Mr. X | 250.00 |
| | | |
| | | |
| TOTAL | | |

Furniture and installations

| Product: | Quantity: | Unit price: | Amount |
|-------------|--------------|-------------|--------|
| Furniture 1 | 2 | 200.00 | 400.00 |
| | | | |
| | | | |
| | TOTAL | | 400.00 |



Appendix XL Costing sheet

| Quantity | Product | % scraps | Gross weight | Unit price | Amount |
|----------|---------|----------|--------------|------------|--------|
| 0.025 lt | Oil | - | 0.025 l | 5.49 | 0.14 |
| 0.550 kg | Onions | 15% | 0.590 kg | 1.2 | 0.71 |
| | | | | | |
| | | | | | |
| | | | | | |
| 0.012 kg | Salt | - | 0.012 kg | 0.80 | 0.01 |
| | | | | TOTAL | |

Q: Weight in the plate

Designation of supplier

x: Percentage of losses linked to preparation

P: Quantity to be ordered:
Q / (1-x)

Don't forget the seasoning



Appendix XLI Order on the menu

The general order of dishes on a menu must be as follows but can be adapted to the offering at the establishment:

- Hors d'œuvres, cold starters and various salads.
- Soups.
- Hot starters.
- Cold shellfish.
- Hot shellfish.
- Cold fish.
- Hot fish.
- Eggs.
- Starchy foods.
- Cold buffet.
- Roasts.
- Grills.
- Meats (other than roasts or grills).
- Poultry.
- Game.
- Garnishes, vegetables and starchy foods.
- Salads.
- Cheeses.
- Fruits.
- Entremets or cold and hot desserts.
- Frozen desserts and ice cream.



Appendix XLII Breakfast

Laying the table

Laying:

- The dessert plate 1 centimetre from the edge of the table.
- The serviette on the dessert plate.
- The small knife to the right, 1 centimetre from the side of the plate and 1 centimetre from the edge of the table.
- The tea saucer 1 centimetre to the right of the dessert knife. A line parallel to the edge of the table, passing through the centre of the cup and saucer will pass through the tip of the knife.
- The teacup on the saucer. The handle of the cup will be on the right and will make an angle of 45° with the side of the table.
- The teaspoon on the saucer, parallel with the handle, thus forming an angle of 45° with the side of the table.
- The sugar above the plate on the left.
- The jams, marmalade and honey alongside the sugar.
- The salt, pepper, and other condiments above the jams and sugar.
- The ashtray alongside the condiments.
- Place on one side of the table flowers in a small vase.

Setting out the buffet for American/English breakfast:

- First place a cloth on the buffet then lay the following elements from left to right.
- The fruit juice glasses.
- The fruit juices.
- The plates, the bowls and the cups.
- The cereals.
- The hot and cold milk jugs for the cereals.
- The eggs.
- The delicatessen meats.
- Cured or fresh fish.
- The cheeses.
- The dairy products.
- The various breads and toasts.
- Any extra butter and jams.
- The pancakes and dry bread.
- The whole fresh fruit and salad.
- The hot drinks kept hot on a plate-warmer.
- The extra sugar, cold milk, cream and lemon.



Appendix XLIII Service in the dining room

Breakfast is the first meal of the day taken by the guest.

It is therefore necessary that:

- The waiter pays every attention to excellent serving.
- Simplifies the service.
- An emphasis on quiet and calm service.

Process of serving in the dining room:

- When the guest is led to a table, he or she is presented with the breakfast menu, so that a choice can be made on the type of breakfast that he or she wants: continental, American, or à la carte. In small establishments, the guest is told the breakfast that he or she will be served. After receiving the order, the waiter immediately brings fresh bread in a basket, which is placed to the left of the guest, with the butter on top of the plate, to the left of the guest and jams just alongside.
- Then, the drinks are served, the fruit juices are placed one centimetre above the dessert knife.
- The waiter pours the hot drinks, knowing that the milk, if there is any, is always poured last.
- Next, the waiter brings the ordered dishes or the guest goes to serve himself or herself at the buffet.



Appendix XLIV Breakfast in the room

Preparation:

Possible types of orders

- The day before with the aid of an order form left in the room every day. The guest fills out this form as he or she wishes and hangs it outside the room on the door handle.
- In the morning by telephone. The order is taken according to the rules established for room service.

The reception personnel, the night staff or a waiter collects the orders hung on the room doors by guests the day before. In this way, they are then arranged by time and it is possible to organize the orders according to guest request for time of order delivery.

All trays or room service tables used for delivery are set up and organized in the same way. It is important to note to:

- Give the order to the kitchen in advance, so that breakfast is served at the time requested by the guest. It is better to be early than late.
- Take up the trays so that the food and drink does not become cold. The food should be under a hood or in a hot box to keep it warm.
- The waiter asks the guest to sign the bill after having served the breakfast. The invoice is sent to reception/the cashier.



Appendix XLV The buffet

Service

The guest serves him or herself from the buffet and may return to the buffet table as many times he or she wishes.

There are two types of service:

- The guest typically sits at a table which has been set up with cutlery, condiments, ashtray and flowers. All soiled plates and cutlery is cleared by the waiters;
- The entire meal is found on the buffet along with the cutlery, plates and the glasses. The guest helps him or herself and sits at any table.

Beverages may be placed on the buffet station for guests to help themselves or may be served by the waiter.

From left to right, the following presentation is suggested for the buffet:

- Hot and cold clear soups.
- Soups.
- Hors-d'œuvre.
- Salads.
- Shellfish.
- Fish.
- Poultry.
- Roasts and meat in sauces.
- Game.
- Cheeses.
- Fruits.
- Hot and cold desserts.

The waiter is always present to assist guests. Additionally, chefs in charge of specific stations such as meat may also assist guests with serving.

Important to know:

- The serving team is divided in two:
 - One group works in the dining room clearing away, relaying the tables, serving drinks and ensuring the smooth running of the serving.
 - The other group deals with the buffets to help guests serve themselves, to guide them in their choices, to check that the buffet is always stocked with clean cutlery.

The manager must check that the equipment is at the desired temperature and that the dishes are always refilled.

The buffet is placed in an area within the outlet that is easy to access, without draughts and out of the sun and often near the kitchen and the pantry.

The buffet should serve a minimum of 50 people. If the number of guests expected is less than this approximate figure, it is not a good idea to serve this way as it is difficult to control wastage and would result in the loss for the establishment.



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