
F&B SELF AUDIT QUALITY EVALUATION
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FOOD & BEVERAGE MANAGEMENT OPERATIONS REVIEW

Hotel :

Number of Rooms : 450

Number of F&B Employees (FTE) : 279

External Audit : [] Self Audit : [X]

Date of Audit : April 23rd 2006

Director of Food & Beverage :

Other Assessor :

General Manager :

Signature of Assistant Director
of Food & Beverage

Date

Signature of General Manager

Date

INTRODUCTION

Objectives :

The purpose of the F&B Self Audit Report is to provide each hotel with a constructive, decentralized audit of its operating standards:

- To ensure a more productive and profitable hotel and company by maintaining a consistent Food and Beverage Operation.
- To ensure that the Food and Beverage Operation is totally committed to achieving the company/hotel's Mission Statement.
- To create a professional harmony and a close working relationship between the EAM/Director of Food & Beverage/Executive Chef.
- To develop the EAM/Director of Food and Beverage/Executive Chef into effective Executive Committee Members, thereby earning the respect for the Food and Beverage function, hotel and company.
- To ensure that there is a balance between the needs of our guests and our need for profit, whilst meeting and exceeding levels of guest expectation in a cost efficient way.
- To review the Food and Beverage Organization Structures, Staffing Levels and Employee Productivity Levels to ensure that payroll costs are minimized with the most cost efficient operating standards in place.

The Annual MOR will identify both successful practices, and areas that require improvement to meet company standards and guest expectations. To assess current F&B standards, establish new guidelines and develop action plans to improve the quality and overall performance of Food & Beverage in your hotel.

Preparation :

The Food & Beverage Manager/Executive Chef must ensure that the following personnel are available and fully involved in this MOR Review.

- Outlet Managers/Chef de Cuisines
- Banquet Sales Manager/Banquet Service Manager/Chef De Cuisine
- Stewarding Manager

Action Plan :

After the assessment the hotel's F&B Management Team must develop and finalize the Action Plan and submit it to the General Manager for approval. Once it is approved, an electronic copy of it should be mailed to the VP F&B for information and follow up.

This Action Plan should address all areas requiring attention, and should outline actions that are to be carried out to correct any operational deficiencies.

Format :

The MOR REPORT format is designed to focus on the operational aspects of the F&B Department and to give you some general recommendation on the subject, which might be useful when establishing your Action Plan. This document has been designed to :

- Rate the disparity of existing standards from desired standards bearing in mind local costs, limitations and profit margins.
- Help the local Management Team establish suitable Divisional/Departmental Objectives for their Business Plan, in line with their Business Objectives.
- Identify if tangible steps to boost revenues or reduce costs to meet Owners' Share of Profit have been taken by the hotel's Management team.
- Provide a "where we are" report to the Area Team to assess strengths and weaknesses.

Standard F&B MOR report format will be made available to all hotels in the SCH AP Division through the F&B Intranet

ADMINISTRATION & OFFICE PROCEDURES

1. Emergency Procedures:

- 1.1 Are F&B Management and staff aware of the above procedures?
Comments/Recommendations.

- ☐ All F&B staff goes through orientation, which includes fire & safety training.
 - ☐ Fire drills/fire procedures
 - ☐ Extinguisher training
 - ☐ Injury and accident
 - ☐ Elevator emergency

Recommendations:

- Plan and participate in regular emergency exercises (should be scheduled and conducted at least every six months).
 - Every new incoming staff should be made familiar with these procedures.
 - Consider establishing evacuation procedures for Ballroom or any other F&B with large gathering of people.
 - Assure that emergency staircases and F&B corridors are not used as storage areas.

2. Total F&B Payroll:

- 2.1 Is actual payroll versus reported payroll compared at the end of each month?
Or more frequently :
- [Y]es [N]o
[Y]
[N]

- 2.2 Is it discussed? [N]

- 2.3 What was the difference at the end of last month between actual and forecasted payroll?

Actual:	\$ RMB 279,232
Forecasted:	\$ RMB565, 556
Difference:	\$ RMB286, 324
Payroll:	Revenue Percentage 10.76%
Extra Wages:	Revenue Percentage 0.5%

Employees: Cover Ratio 233

Recommendations :

- Monitor closely and take action! Don't wait until the end of the month!
- Assure there is no OT payment
- Stop/defer recruitment of new staff
- Clear outstanding off-days/send people on vacation
- Look at business forecasts and assure careful staff rosters
- Analyze staff productivity/consider introduction job combinations/hire casual staff

Comment:

3 Market:

3.1 How often do Outlets conduct Market Surveys of the following:

a. Competition Analysis:

- Price comparison One time every two weeks
- Productivity Frequently

b. Product Analysis One time one week

c. Guest Survey :

- Guest Expectation Every day using 'Comments Cards' and guest relation.
- Guest Needs 'Comment Cards' & guest to staff feedback

Recommendations:

- Regular Market Surveys are very important and vital to the success of your F& B facilities.
- Do it successfully you have to determine what your actual market and competitor is !!
- Yearly market surveys should be conducted for each outlet at least once a year
- Banquet competition surveys should be conducted on a daily/ongoing basis.
- It should be the responsibility of the banquet business development manager
- A systematic follow up system (trace file system) should be established to assure success.
- Productivity: Establish productivity guidelines for service/kitchen staff and compare them with other SCH hotels or even competitive restaurants in the freestanding industry.
- Guest survey: "talking to your customer" does the most effective guest survey, spend time doing it, solicit feedback and action (set up system which involves all outlet managers and chefs).
- Hold periodic focus group meetings or luncheons, invite regular customers and find out what they have to say about your product.

3. Cost Audit:

To be carried out with the EAM/Director of Food and Beverage and the Cost Auditor/Food and Beverage Cost Controller.

4.1 Who does he/she report to? EAM

- 4.2 Is there a F&B cost audit done? Daily X Weekly X Monthly X
4.3 Where are the figures taken from, and who prepares them?

Comment:
Finance cost controller

4.4 When were recipes last costed for:

- VIP Amenities? April 2002
- Outlets? April 2002
- Banquets? January 2002
- Beverage Recipes? April 2002
- Food Recipes? March 2002

Recommendations:

- All the above listed should be costed at least once a year.
- Menus should carry date, when they were last re-printed and re-costed at the bottom right hand side
- Whilst costing is important, assure that we apply a flexible pricing strategy (especially if you have empty seats in your restaurants).
- Take entrepreneurial approach when it comes to menu pricing pricing/we usually price us out of the market.
- Offer price incentives for guests to visit your restaurants

5. Graphic Standards:

- 5.1 Review and comment on whether food and beverage graphic standards are being followed in F&B advertising, signage etc. Does the design, layout and sizing meet both Graphic Standard Guidelines and local requirements. Yes

Comment:

- 5.2 Are posters, signs being professionally produced and interlude in strategic locations? Yes

Comment:

- 5.3 Review and comment on F&B printed materials, stationary and sales collateral's. Does the quality, design, logo and sizing meeting with the standard guidelines. Yes

Comment:

- 5.4 Are Banquet Sales brochures and sales materials regularly updated and do they meet corporate standards. Yes Are they competitive in design and style? Yes

Comment:

- 5.5 Banquet reference books (images of passed functions) are images of high quality, elegantly presented

Yes

Recommendation:

- Lobby posters: We usually have too many Lobby Posters and nobody has time to read them. They are ineffective and unattractive. Cross-promoting our F&B outlets or special promotions. Production of mail piece size flyers are recommended, they can be displayed in attractive acrylic flyer stands (desk-top or wall mounted) in the lobby or at the entrance of each F&B outlet)
- Banquet collateral's are often found outdated and unattractive/not replacing them is the wrong approach! Banquet, reference libraries (images of passed functions) should be professionally photographed and presented.
- Corporate graphic standards must be maintained at all time.

6. Menu Administration

[Y]es [N]o

6.1 Are standard menu formats applied ?

[Y]

Comment:

6.2 Are they ordered through the F&B Website, from the designated printer Yes

Comment:

6.3 Are you following recommended Coffee Shop Recipes and standard presentation, published on the F&B Intranet? Yes

6.4 Have you implemented all or some of the Coffee Shop Monthly Promotions (insert menus)
No

Comment:

6.5 Are images of standard plate presentations posted in relevant production areas in the kitchen? Yes

Comment:

6.6 Is standard Wine List being fully implemented? Yes

Recommendation:

- As a policy, all HI/CP hotels have to use the standard menu formats
- Closely follow and apply menu implementation guidelines on the Website.
- **Submit as least 3 of your own dishes through the "Idea Box" on the standard menu Website so we can further build up our menu library.**

FOOD & BEVERAGE MISSION & GOALS & KEY STRATEGIES
2002/2003

1. SCH F&B Mission

Six Continents Hotel will develop and operate innovative, dynamic restaurants and banquet facilities that cater to our hotel guests and the local market, to operate them in a modern, entrepreneurial way, which allows us to substantially grow revenues and profits. Six Continents Hotels Divisional Office will support F&B Operations in providing consistent high quality guidelines, through sharing the latest information and best practices through the intranet and through personal assistance

2. SCH AP F&B Goals (desired Performance Results) :

- Be known by customers, critics and media for freshness, variety in food products.
- Be known by hotel guests for the best quality Asian/Western Buffet Breakfast.
- Improve quality and presentation of our buffets and apply flexible pricing strategies to meet market needs and fully maximize the revenue potentials.
- Develop a team of talented and entrepreneurial thinking Restaurant Chefs and Managers.

3. The Key F&B Strategies

Strategy I : Upgrading Breakfast standards

Upgrade and fully implement high quality Asian/Western Breakfast buffet Standard and presentation with emphasis on freshness of hot and cold food products.(for reference refer to Breakfast image guidelines on F&B Website)

- Implementation of buffet Eggs stations Yes
- Assortment of at least 6 fresh fruits Yes
- Availability (active promotion) of FRESH JICIES Yes
- Introduction of recommended Chinese breakfast items (Website) Yes

Comments:

Strategy II: Implementation of Standard Menu policy

Fully implement Café Restaurant/Room Service standard menu policy by following guidelines/images on the website. Focus on getting the basics right and apply philosophy of “doing less, but doing it better.”

Coffee Shop Breakfast Menu
Coffee Shop a la Carte
Monthly promotional menus (inserts)
Room Service menu
Update/revise Banquet menus
Wine List

Comment:

Strategy III: Implementation of the “10 Top F&B standards”

Focus on the basic quality standards and assure the “Top 10 F&B standards” are being implemented, followed and maintained.
See information on the F&B intranet under OPERATING&SERVICE STANDARDS and assure that these standards are being fully implemented!
Yes

Comment:

Strategy IV : Focus on staff friendliness and guest recognition

- Hire, develop and train a team of multi skilled, positive and enthusiastic Service Personnel and train/focus on friendliness and guest recognition.
Yes: photo images of our customers.

Conduct guest courtesy/guest recognition training programs for all service for all service staff.

Has the “Customer service program’ training been conducted in your hotel Yes
Has “Be my guest” service program training been conducted in your hotel? Yes
Has “May guest, my customer” training program been conducted in your hotel Yes

Comment :

Strategy IV : To manage our restaurants in and entrepreneurial style

- Adopt a more flexible and proactive restaurant operating concept, customize menu and prize lists according to market demand (give the customer what he really wants and what he can afford).

Give one examples of an entrepreneurial management style you have introduced in your operation and what results did it achieve? (the most successful examples be awarded with a special prize “Entrepreneurial Award” by the end of each year and than published on the F&B website Bulletined Board)

Develop individual Marketing strategies and monthly action plans for timely implementation (for all F&B outlets). Follow F&B Revenue Plan format.

Strategy V : Know your markets and develop strategies/action plans for implementation.

Have individual Marketing/Sales strategies been developed for all key F&B units Yes/NO
Are monthly action plans been developed and fully implemented Yes/No

How many sales ideas published on the Website have you utilized and introduced in your hotel ?
Just starting a website.

How many Sales ideas has your hotel submitted through the F&B Website idea Box?

Review the Strategies and Activity Schedules pirouette and comment where the strategies and activities have not even

Comment: Every two days.

implemented.

TOTAL F&B RESULTS

1. Review the Financial Statements for the Food and Beverage and Other Operating Departments. Discuss the overall results with Food & Beverage team and the results of the Other Operating Departments.

2. Total Food & Beverage Department:

- 2.1 Compare the actual year-to-date results against the forecast for the following:

	This year Forecast	Actual	Last year Forecast	Actual
Food Revenue	9,792,393	9,149,525,91	8,641,000	9,423,707,69
Beverage Revenue	4,040,826	3,328,758	1,988,000	2,918,040,95
Banquet F&B Revenue	3,296,775	2,288,047	1,482,000	2,645,640,05
Total F&B Covers	180,581	150,832	107,412	125,307
Payroll Cost	3,099,238,39	2,247,296,44	3,833,663	2,503,775,34
Food & Beverage Profit	2,691,763,48	2,682,042,82	277,131	1,466,192,29

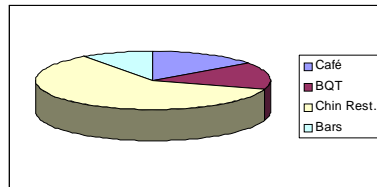
- 2.2 Comment on any variances between the current year-to-date figures, and compare to last year's results. List any steps that have been taken to ensure that the forecasted Departmental Results are achieved

TOTAL F&B RESULTS
(Continued)

3. Food & Beverage Department (Continued) :

2.3 ***Comment in what departments F&B revenues are generated. (Insert last year's results)

F&B Revenue

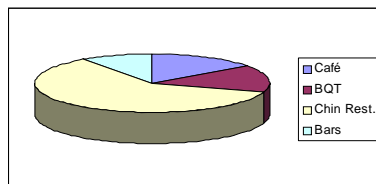


	This year	Last year
Café	3,139,537.76	2,898,843.59
BQT	2,288,047	2,609,640.05
Chin Rest.	3,207,388.43	3,235,261.99
Bars	1,232,482.30	1,298,108.75

Comment:

2.4 ***Comment in what department F&B Profits are being generated? Provide last year figures.

F&B Profit Generators?



	This year	Last year
Café	603,756.7	161,696.82
BQT	561,474.75	680,199.11
Chin Rest.	403,381.63	240,769.25
Bars	110,892.06	27,663.43

Comment:

2.5 What is the Food and Beverage Cost in the Food and Beverage Department?

	Forecast		Actual Last		Year	
Food Cost	3,530,004.68	40.010%	2,660,825.86	36.05%	4,197,069.21	44%
Beverage Cost	855,096.15	21.95%	704,790.75	21.17%	666,445.15	22%
Combined	4,387,700.83	25%	4,365,616.61	21%	4,863,514.36	48%

Explain variances:

Keep eye on it! Check! Check! double check!

2.6 Comment on the amount budgeted for the provision and replacement of Operating Equipment and F.F. & E.

2.7 Review the exterior Contracted Services utilized in the hotel and comment on the cost effectiveness and quality of service provided.

2.8 Comment on the specific plans/promotions that are currently being developed or implemented to increase revenues and control expenses in order to increase operating profit.

Comment:

- ☐ Theme buffets with action / decoration / music / staff uniforms.
- ☐ 2 Times in a month

Recommendations:

- Are these plans reflected in the F&B objectives, Strategy and Action Plans
- Hold brainstorming sessions with your departmental teams (sometimes the best ideas come from quite unexpected sources.)
- Look at the Sales Idea pages on the F&B Website.
- Look at every outlet and meal periods separately, each require different approaches.
- Often we take the easy way out and try and increase revenues through by increasing prices!
- Focus on the long-term objectives and adopt flexible pricing strategies!

PROFIT CENTRE – CAFÉ RESTAURANT

2. Food & beverage Department:

1. Compare the actual year-to-date results against the forecast for the following:

	Forecast	Actual Last year	Last year actual
Food Revenue	2,541,679	2,842,676.12	2,642,036.46
Beverage	61,904	296,863.50	2656,448.99
Food cost %	26.2%	45.35%	48.63%
Payroll Cost %	24%	14.03%	21.65%
Departmental Profit %	2.84%	19.28%	5.58%

Comment on any variances between the current year-to-date figures, and compare to last year's results. List any steps that have been taken to ensure that the forecast Departmental Results are achieved.

2. Do you have a separate Marketing Plan for this outlet? Comment on the type of activities you are planning to effectively promote this outlet? Yes

Recommendations:

- Marketing/Sales/Promotion Plan should be developed with outlet Managers so they take ownership and get involved in the implementation and execution of this plan
- Assure that customer/competition/product research and feedback system is installed and conducted on an ongoing basis (have it documented for evidence)
- Ask yourself what are do or we want to be known for in this restaurant, and market it aggressively.
- Is our product Market oriented? Is our price structure competitive and affordable to the local market?
- What, if any market advantages do we have over our competitors?
- Our objectives should be to drive revenue (offer something others don't have and something our customer can afford)
- Are we price competitive? Apply flexible price policy to fully maximize revenue potentials.
- Once you have the answers to these questions/make necessary adjustments/try out new things!
- Learn from freestanding and successful restaurants, learn from the market leaders.
- Does the entire outlet team get involved in Marketing/Selling this outlet in one way or the other (assign specific tasks, suitable to the person and assure that they are carried out on an ongoing basis)
- Review marketing plan and activities on a monthly basis, monitor results

Comment:

3. Have some or all-standard monthly Food promotions been implemented in your Café Restaurant? Yes

Recommendations:

- Look at the F&B Intranet monthly menu inserts and recipes files; there you can find menu inert images, order form and recipes.
- Recommend/propose other promotions, which could be done jointly with other hotels.
- Assure that the basic product is right, before doing promotions.
- Assure that we look and carry out visibility study or P&L to assure a positive financial outcome for any promotion.
- Try not to do National Promotions, they cost money and occupy a lot of management time and often do not generate the anticipated profit.
- Try and do joint promotions with other hotels, to share the related costs among more than one hotel

Comments:

4. *** What is your restaurant known for in the local market place?

- 1 Fresh seafood
- 2 BBQ
- 3 Western food 'buffet'

5. *** What are the 3 best selling Lunch/ Dinner a la carte dishes?

- 1 Club sandwich
- 2 Sirloin steak
- 3 Chicken curry

Draw down menu:

- To assure the continued success of your restaurant you have to create and market specific selling points.
- Often we are not aware what they are! If it is the case, conduct market research, find out what your customer wants and deliver it better than your competition would do.
- Apply philosophy of doing less, but doing it better!!
- Whatever you do, it must exceed customer's expectation!!
- We cannot afford to be just average, it is up to you, the operator to change that!
- Take an entrepreneurial approach; operate your Café Restaurant, as it would be your own business!

6. Comment on a la carte plate presentations. Are proposed standard recipes and plate presentations being fully implemented. Yes Any problems/any suggestion?

Recommendations:

- Refer to F&B Web-Site and select menu items from the available recipes

- Assure that images of plate presentations are being color printed and displayed on reference boards in the individual food production areas.
- Assure that Chinaware is of good standard and consider change if necessary.
- Assure that standard plate presentation is being followed at all times.
- Submit recipes and good quality digital images of any dish which is not in the menu library for approval (through the Recipe idea Box in the Intranet, recipe file).
- Every dish must be special; it must exceed customer's expectation.
- Once it is approved, the dish becomes part of the standard menu library.
- To build up our menu Library, submit at least images and recipes of 3 Signature Dishes in your Café Restaurant through the Recipe Idea Box (in standard format)

Comment:

7. Are standard wine recommendations (100 Standard wines) being followed? Yes/No

Recommendations:

- The NA and ANZSP Beverage Task teams have selected 100 different wines from different suppliers in your region and negotiated a favorable unit prices, which are listed on the F&B Intranet for reference
- In order to enjoy the full price benefits of volume purchasing, it is imperative that all hotels support this initiative and only select wine from this list.
- Let me know if there is a problem with any of these products or suppliers so we can follow up

Comment:

8. Are standard Beverage recommendations implemented and followed? Any problem, recommendation?
Yes, no problem

Recommendations:

- Our Beverage Task Teams in Shanghai and Beijing have selected and finalized a beverage standard product list, specifying the key pouring brands and other recommended products. Which will be introduced by April 2002 as part of a new Beverage Product Policy for NA (other regions might follow)
- In order to get the full price benefits of volume purchasing, it is imperative that all hotels full support this initiative and select the recommended pouring brand and basic beverages only.

Comment:

9. Comment on the Buffet quality and presentation. (Use scale 1-10/ten being the highest)

Breakfast buffet quality:	8
Lunch/Dinner buffet quality:	8
Decoration/Creativity:	9

Recommendations:

- Assure that hot food is hot and cold food is cold!
- Be aware that on average 80% of your customers select to eat from your buffet!
- It must be the best of its kind in your hotel's competitive set!
- Replace old unsightly buffet chinaware with something modern and elegant, refer to image guidelines on the F&B Intranet, learn from the best operators in your market place.
- Prepare smaller quantities and constantly replenish with fresh food

- Provide good mix of Asian/Chinese/Western cuisine
- Assure that our price policy is right (know your customer and what he can afford to spend)
- Change dishes frequently, change buffet theme on different days of the week
- Check daily what is left over and change dishes or adjust quantity
- Assure that buffet decoration is being done tastefully (no butter sculptures/plastic flowers etc.)
- Get outside expertise and assure that quality is being maintained
- See images and presentation guidelines on the F&B website

Comments :

10. Review some basic standards. Consider the following:

- Are Service Employees knowledgeable on menus and products on offer?
(Hold daily Menu briefings prior to the start of the meal period?) Yes
- Do Service Employees actively up sell? Is there an incentive to do so? Yes
- Are Service Employees friendly, well groomed and efficient? Yes

Recommendations:

- Attitude and friendliness is more important than efficiency (which you can train)
- Grooming, clean uniforms are essential (set standards and post them in staff changing room)
- Establish goals and provide incentives for service staff to up sell (do it on the monthly basis)
- Establish specific criteria's when recruiting staff (Positive and friendly attitude should be Nr.1)

Comments:

10. Review a la carte menus, printing of inserts and menu content:

How often are menus changed?

Total number of dishes on the menu: 29

Featuring "MARKET Fresh" inserts? Yes/No

Recommendations:

- Exceed expectations in food quality and presentation with every dish we serve in our restaurants
- See that hot food is being served HOT
- Limit a la carte selection to maximum 30-35 and change more frequently
- See that food is being presented on attractive/modern China ware (all white is preferable)
- Review monthly sales history and change slow movers immediately
- Assure price competitiveness and make it a priority to fill seats
- Be market driven, give the customer what he wants

11 Comment on the Pricing Structure of the Outlet and make any recommendations, which are necessary to improve the profitability of the Outlet.

Recommendations:

- Know what your market is or should be for every meal period and evaluate their individual needs and buying power (take into account when determining your pricing structure)

- See what competitive restaurants charge (not only hotel restaurants also the high performers in the freestanding restaurant industry)
- Assure that you have a good mix of low cost/higher cost items

Comments:

12. Comments on the Table Top.

Same table top decoration for Lunch/Dinner? No
Insert digital image of Dinner Table top below

Recommendation:

- Keep table top simple and elegant
- Limit glassware to water /max one wine glass
- Keep flatware to a minimum and replace if necessary.
- Flower are not necessary, put candle in small glass jar during evening hours
- Refer to images on Website for reference

13. Comment on the staff grooming, uniforms and overall staff appearance.
(Use score of 1-10/10 being the highest) 9

Recommendations:

- Good hygiene and grooming starts in the staff locker room
- Provide framed images with M/F preferred hairstyle and grooming
- Get expert (best local hair saloon) to advise on this matter
- Assure that all staff have showers before they come on duty (provide staff towels)
- Install full length mirror close to the changing room exit so staff can check their appearance
- Get professional uniform designers to design your uniforms

Comment:

Recommendations:

- Mostly the business will strongly depend on local support
- Conduct market survey of the best local restaurants of similar type and category and compare it with your operation.
- Find out what they do right and learn from them.
- Ask your customers, find out what they would like to see featured on your menu, what the spending power of your typical lunch and dinner customers is.
- Once you know, adjust your menu and pricing accordingly!
- Find out where your hotel customers go and eat, when he does not eat in your hotel.
- Interview one customer a day, conduct focus group meetings/luncheons or dinners.

4. What is the competitive set for this restaurant? (5 competitive restaurants in your area)

- 1 Xin Guang Restaurant
- 2 Shun Fen Restaurant
- 3 Shangri La Hotel
- 4 Sea View Garden Hotel
- 5 Dynasty Hotel

5. What, if at all, are their competitive advantages? Location / Opening before us.

6. Comment on the food quality of your restaurant (rating 1-10/ 10 being the highest)
9 rating

Recommendations:

- The quality of food is the most important factor in any restaurant, everything else is of much lesser importance!
- This is sometimes overlooked and not given enough attention.
- Apply philosophy of “doing less, but doing it better”!
- Individually assess the quality and presentation of every dish you serve in this restaurant.
- Every dish should in theory exceed customer’s expectation, either in quality of presentation!
- Create so called “wao factor”
- Assure price – value relation ship is right (often we price ourselves out of the market)
- The selection of chinaware is very important, invest some money to get it right!

7. What is the restaurant known for in the local market place?

- Good value for money Excellent
- Excellent food quality Excellent
- Good ambience/ décor Excellent

Comment:

8. Review Menu quality, content and presentation. Name me the 3 signature dishes of this restaurant.
1. Abalone
 2. Sea cucumber
 3. Bird's nest

Comment:

9. How many daily covers are being served during the following meal periods:
- Lunch 40 Pax
 - Dinner 80 Pax
10. Comment on the pricing structure of this restaurant and make recommendations, which would result in increasing the number of covers and revenues of this outlet.

Recommendations:

- Often the price value relationship is out of balance; we are too expensive for what we offer!
- We think, that hotel restaurants should be more expensive than freestanding ones!
- Why? Your restaurant is not paying rent, mostly not being charged for utility costs etc.
- The focus and priority should be to increase traffic, to attract new markets, to offer something our customers want and can afford to pay (not everyone can afford to pay the price of shark's fin and abalone) We cannot afford to only cater to the high budget and big spender customers!
- Be flexible in your pricing strategy, offer and actively promote some real good deals to get people through the door (remember people attract people, there is nothing worse than an empty restaurant).
- Look at the business trends, weekly and monthly and adopt more flexible pricing strategies to attract people during low business periods.

Comment:

11. What is the table top of this restaurant?

Insert digital image:

12. Are we operation any customers retention program (what incentives do we offer to our local customers to come back?) Yes.
- ☐ Quick list of loyal customers
 - ☐ V.I.P. discount cards
 - ☐ Sales call / promotion flyers

PROFIT CENTRE – BANQUETS

1. Compare the actual year-to-date results against the forecast for the following:

	Forecast	Actual	Last year actual
Food Revenue	2,548,200	1,717,965.80	2,098,674.45
Beverage Revenue	474,575	268,861	157,910.60
Total F&B Covers	30,348	18,913	20,769
Payroll Cost %	5.91	17.48	11.65
Departmental Profit %	38.53	24.56	25.71

Comment on any variances between the current year-to-date figures, and compare to last year's results. List any steps that have been taken to ensure that the forecasted Departmental Results are achieved.

2. Has the hotel developed and independent Banquet Marketing Plan? Yes.
If so, who prepares the Banquet Marketing Plan, is standard format being followed? Is action plan Being Followed and fully implemented?

Recommendations:

- Follow Banquet revenue plan format, establish clear objectives, analyze present situation (S.W.O.T.) develop strategies and monthly action plan.
- Get fully involved in the planning and execution of the Banquet Marketing Plan (Banquet is your single, most important revenue and profit generator, which requires full focus and attention!
- Assure that strategies and actions are being reviewed with Marketing and Banquet operation teams on monthly basis, closely monitor results.
- Closely work with Marketing Department, fully support and assure involvement of your own staff in the marketing and selling of banquet function. Remember, everyone is and should be a sales man!
- Look at the F&B Internet Marketing and Sales Ideas and introduce some in your own hotel.

Comment:

3. Comment on what kind of Banquet Research is being carried out, by whom and whether it is done on an ongoing basis.
- ☐ Sales & Marketing joins together with catering team and share their clients for business purpose for functions / out-side catering / cocktails.

Comment:

4. Do we systematically research and solicit “Competitors” business? It is monitored weekly.

Recommendations:

- Assign someone in your hotel or outsource function of reviewing Function Event Boards in competitive hotels on a daily basis.
- Analyze information and plan/ implement a systematic, staged follow up system

Comment:

5. What is your average Banquet Occupancy? Estimate occupancy of all the hotel’s function rooms for the year (Ballroom (Each section of the Ballroom listed separately and all other sellable function rooms occupied on any one of these periods. (A room or a section of a Ballroom is occupied 33% if it is only occupied during one of the 3 meal periods) i.e. when all three section of a Ballroom is occupied for Breakfast/ Lunch/ Dinner it is 100% for each section, if only for Lunch / Dinner it is 66.6%

Month – to date AVERAGE BANQUET OCCUPANCY: 55%

6. Review all Banquet Menus and Banquet Collateral and assess whether they are still up to standard and in line with corporate guidelines.

Recommendations

- Compare them with those of your direct competitors and replace them, if they are not up to standard.
- Do you have a Banquet Sales kit, Banquet Fact Sheets, computer generated menus
- Menus with good quality color images of plate presentations (either in digital soft copy form or in hard copy)

Comment: Only have sales kit

7. When did you last change Banquet menus? Date: January 2002
(Date should be printed on the right hand lower corner of your menus)

Recommendations:

- Banquet should be reviewed and changed at least annually
- Introduce seasonal specialties and promote them to you customers
- Follow structure of Standard Banquet Menu guidelines, which are available on F&B Website

Comment:

8. Do you have an updated, elegant banquet merchandising folder/ Yes

Recommendations:

Merchandising Folders should contain photographs (professionally taken)

It should be divided into the following sections:

Coffee break set-ups
Meeting set-ups
Regular Food functions
Cocktail parties
Buffet Functions
Theme Parties
Other special Functions.

Each section should contain pictures of the respective parties or functions, floor plans, service available for an additional price should be included.

Comment:

9. Comment on type of Theme Parties being offered to Incentive Groups in your hotel

Recommendations:

- Create new Theme parties and trial run them during the hotels annual Commercial Accounts Party
- Obtain budget allocation from the hotels Marketing Budget to stage this event.
- Create new events, so they can be marketed to your banquet accounts
- Refer to the F&B Website for ideas and guidelines to organize new Theme Parties
- Consider outsourcing the planning and decoration work to specialist companies
- Promote them aggressively to Incentive organizers and local companies

10. Comment on Wedding Packages being offered to the local market.

Recommendations:

- Wedding business is potentially a huge business
- Block out Ballrooms space on "Luck Days" to have them available for Weddings
- Review collateral materials and compare them with those of your competitor
- If they are not good, invest money in developing a new brochure, maybe jointly with other cluster hotels
- Some hotels organize yearly Wedding Fairs, hand out promotions materials, invite Wedding dress shops, airlines flower shops, photographers etc to participate.
- Important to have this information available already during pre-opening periods, in order not to loose out on this lucrative business during the first year of operation.
- Keep track of people who got married in your hotel, send them invitation on their anniversary day.

Comment:

11. Comment on buffet styles and presentation.

Draw down menu:

- Look at F&B Intranet and refer to the guidelines and images given their
- Research buffet standards of other competitive hotels and upgrade; make adjustments as quickly as possible.
- Assess quality and standard of buffet operating equipment and constantly upgrade and improve
- Introduce modern buffet styles with cubes rather than skirted buffets. If skirted buffets are still being used, assure that they are of good quality and well color coordinated (not more than 1-2 colors, matching the overall design of the Function of Ballroom).
- Hire professional decorator to assist in various buffet design, avoid plastic plants and flowers!!
- Use art effects, which can be re-used over and over again, use ice carvings- no butter sculptures!!
- Buffet chinaware should be uniform in size and color, rather fewer larger, than too many small containers, plate stands, good lighting etc.
- Introduce buffets with live action cooking stations i.e. Carving-Sushi-Teppan-Wok-Soup-Iccream-Crepe-Pasta-Tempura-Stations.Modern mobile downdraft equipment is available to do live cooking.
- Create at least one new buffet style each year and promote it to your regular customers.

Comment:

Follow Six Continents Standards

12. Comments and recommendations on Table Tops.

Recommendations:

- Creative table tops are the key to a successful party
- Look at Images on F&B Website and create different variety of table tops
- Simplicity and elegance is the way to go!! Invest money in upgrading table tops (it is money well spent)
- Each successful banquet function creates follow up business, through the exposure to other potential customers who are attending the same function! (Same can happen in the reverse, if set up is not impressive).

Comment:

Standard BQT table top from Six Continents

13. What standard / routine Customer Retention Programs to we have to retain our banquet customers? If yes, comment on how, by whom this is being done.

- ☐ Yes: - Customer Retention Programs is done by E-mail /Letter/ Telephone
- Catering handles most business.

Recommendations:

- Not enough is being done to retain our customers and to have them coming back to our hotels.

- Are person phone calls made or “Thank You Letter” sent to each customer by the Accounts Manager or the Banquet Manger, or whoever handled this function.
- Are accounts being periodically visited by any of the Banquet Staff, the Chef bringing them a small gift as a sign of appreciation and to thank them for their passed business?
- Do we hold annual Banquet accounts parties? An excellent opportunity to show them new Table Top designs introduce them to new Conference Package, a new Theme Party or even a new Wedding Party Theme etc. (much more effective than doing mailings or any other type of advertising).

Comment:

14. Comment on the overall condition of Banquet Equipment and make recommendations if necessary.

Recommendations:

- Remember, banquet is potentially the largest revenue and profit earner of any F&B Operation!
- Not enough attention is spent on constantly upgrading and improving the equipment standards
- We cannot afford to be second best and to have standards slip!
- Investing in the upgrading of banquet operating equipment will show instant returns!
- Every successful function will generated new business. The same can work against you, in case the standards are not met.
- A lot can be achieved through good room and table top decorations seek outside help and appoint professional decorators (don’t leave this to be done by our chef or F&B Managers).
- Look at the F&B Intranet under buffet decoration and table top and adopt some of these ideas.

PROFIT CENTRE – ROOM SERVICE

1. Compare the actual year-to-date results against the forecast for the following:

	Forecast	Actual	Last year actual
Food Revenue	347,255	279,674.93	210,865.21
Beverage Revenue	43,389	61,222.95	39,965.85
Payroll Cost %	47.52	21.16	36.86
Departmental Profit %	-1.94	34.56	11.03

Comment on any variances between the current year-to-date figures, and compare to last year's results. List any steps that have been taken to ensure that the forecasted Departmental Results are achieved.

2. Is Room Service provided 24hours a day and limited Night Snack Menu provided between the hours from 12 AM to 6:00 AM in the morning? Yes...No...

-Room Service Menu same 24 hours
- For Room Service "Breakfast Menu Card"

3. Is Standard Room Service menus/ inserts being used in accordance with the menu implementation guidelines; are they on display visibly in the guest rooms? Yes

Recommendations:

- Standard Room Service for CP/HI hotels with plain inserts (no images)
- Menus need to be regularly checked that they are in spotless condition
- It is to reference number 1-35 all dishes on the menu to facilitate communication
- There should not be more than 35 dishes on the a la carte menu.
- Dishes which don't sell should be replaced (no longer than after 1 month)

Comments:

PROFIT CENTRE—SPECIALTY RESTAURANT (CHINESE RESTAURANT)

1. Food & Beverage Department:

- 2.1. Compare the actual year-to-date results against the forecast for the following:

	Forecast	Actual	Last year actual
Food Revenue	2,229,910	2,672,716.43	2,634,453.35

Beverage Revenue	510,090	531,793	597,868.64
Payroll Cost %	31.76	19.24	19.44
Food Cost %	43.2	45.27	54.75
Departmental Profit %	-0.4	12.59	7.45

Comment on any variances between the current year-to-date figures, and compare to last year's results. List any steps that have been taken to ensure that the forecasted Departmental Results are achieved.

Comment:

2. How do you market this restaurant? Do you have a separate Marketing Plan for this outlet? Describe some of the major activities you have planned for this year to market this outlet.

Recommendations:

- Restaurant needs to be operated and marketed like a freestanding restaurant.
- Freestanding restaurants are the one we usually compete against!
- Are we price competitive, what are the competitive advantages we have and do we market them?
- Have you done any product/and customer research? What is the outcome?
- Ask yourself, what are we, what do we want to be known for with this restaurant in the local market place.
- Does our food quality match up with those of the best freestanding restaurants?
- If not, make all efforts to improve food quality, the most marketable subject!!!
- Get your restaurant staff involved in marketing this restaurant, have them take ownership, train and carefully prepare staff for this role.
- Distribute various roles and responsibilities to people who can handle it.
- Becomes more aggressive and proactive in marketing this outlet, other industries do as well!
- Look at F&B Sales and Marketing ideas on the Website and introduce some in your own hotel

3. Name the kind of market research you have done for this restaurant? What is the market mix local vs. hotel guests?

Local: 80%
Hotel guest: 20%

6. Does menu include Children's and Vegetation dishes as well as standard beverages and wine list?
Yes

Recommendations:

- Recommend items such as Hot Dogs, Hamburgers, Chinese Noodle/Rice Dishes, Pasta Dishes, Breaded Veal Escalope, Basket of Fresh Chips, Chicken wings, Pizza etc.
- Have bottles of baby foods available, hot water/milk bottle just in case of emergencies.
-

Comment:

7. Have you established clear guest complaint procedures, are all staff aware and following these Procedures?
You may “comp” a portion or all of guest’s order if guest is not satisfied.
Yes

Comment:

8. Comment on then quality of Table Tops:

Draw down menu:

- Assure good quality linen is being used
- Assure that equipment is spotless clean (that wheels of RS trolley have been cleaned)
- That hot food is served hot and cold food is served cold!
- Use butter trays with handles rather than standard plain trays.
- Provide small flower and News Paper with every RS order.
- Assure that is removed, latest after one hour

Comments:

9. Is Room Service tray control form being used to document the delivery and suggested pick up time? Soiled trays are not left in public areas for more than 1 hour.

Comment:

Yes: Depending on occupancy & service lifts.

-Housekeeping does when he/she is on duty; they pick up and put it in elevators rooms.

10. Comment on the quality of V.I.P. guest room amenities. When have costs been last revised?

Recommendations:

- VIP amenities should be re-costing and revised at least once a year, who handles the delivery?
- VIP amenities should be presented in a creative and stylish fashion.
- Don't overdo it; follow the philosophy of giving less, in style and good quality!
- Recommend daily fresh fruits in small quantities, rather than large quantities in one serving
- No large and unsightly fruit platters with cut fruits, no cellophane wrapped fruit baskets
- Use attractive containers to enhance the presentation
- Follow guidelines given on F&B Website
- Replace empty/half used containers every day.

Comment:

PROFIT CENTRE - MINI BARS

1. COMPARE THE ACTUAL YEAR-TO-DATE RESULTS AGAINST THE FORECAST FOR THE FOLLOWING:

	FORECAST	ACTUAL	LAST YEAR ACTUAL
FOOD REVENUE	-	-	-
BEVERAGE REVENUE	342,500	213,472	267,025
PAYROLL COST %	-	-	-
Departmental Profit %	63.45	59.56	61.63

COMMENT ON ANY VARIANCES BETWEEN THE CURRENT YEAR-TO-DATE FIGURES, AND COMPARE TO LAST YEAR'S RESULTS. LIST ANY STEPS THAT HAVE BEEN TAKEN TO ENSURE THAT THE FORECASTED DEPARTMENTAL RESULTS ARE ACHIEVED.

2. WHO IS RESPONSIBLE FOR HANDLING THE MINI BARS? COMMENT ON THE PROCEDURES AND EFFICIENCY HAVE THE EMPLOYEES IN HANDLING CONTROL AND REPLENISHMENT OF MINI BARS.

Housekeeping	N/A
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3. COMMENT ON THE OVERALL APPEARANCE AND MAINTENANCE OF THE MINI BAR. WHAT IS THE TOTAL NUMBER OF PRODUCTS

DRAW DOWN MENU:

- GENERALLY MINI BARS ARE OVERSTOCKED, TOO MANY DIFFERENT PRODUCTS, TOO DIFFICULT AND TIME CONSUMING TO CONTROL,
- CHECK SALES HISTORY AND REDUCE STOCK TO ITEMS, WHICH REALLY MOVE.
- IF SALES ARE DECLINING, REVIEW PRICING TO ASSURE THAT THEY ARE COMPETITIVE (THERE IS NO REASON TO PROVIDE THIS SERVICE, IF CUSTOMERS ARE NOT MAKING USE OF IT.)

COMMENT:

4. WHAT IS THE PERCENTAGE OF MINI BAR LOSSES/REBATES?

MONTH TO DATE 0%

YEAR TO DATE 9.65%

COMMENT ON HOW THIS HANDLED.

PROFIT CENTRE – BAR(S)/LOUNGE(S)/ENTERTAINMENT CENTRE

OUTLET NAME:

1. COMPARE THE ACTUAL YEAR-TO-DATE RESULTS AGAINST THE FORECAST FOR THE FOLLOWING:
LOST CITY NIGHTCLUB & SAFARI PUB

	FORECAST	ACTUAL
FOOD REVENUE	178,060	89,659
BEVERAGE REVENUE	1,328,900	1,114,072
PAYROLL COST %	6.34	2.04
DEPARTMENTAL PROFIT %	26.05	18.70

COMMENT ON ANY VARIANCES BETWEEN THE CURRENT YEAR-TO-DATE FIGURES, AND COMPARE TO LAST YEAR'S RESULTS. LIST ANY STEPS THAT HAVE BEEN TAKEN TO ENSURE THAT THE FORECASTED DEPARTMENTAL RESULTS ARE ACHIEVED.

2. DO YOU HAVE A MARKETING PLAN FOR THIS OUTLET? YES

RECOMMENDATIONS:

- MARKETING AND OPERATING BARS AND ENTERTAINMENT VENUES IS A VERY SPECIALIZED TASK.
- IT REQUIRES SKILLS AND PERSONALITY, WHICH A LOT OF OUR F&B MANAGERS LACK.
- HIRE SOURCES THE HELP OF A SKILLED AND EXPERIENCED PERSON WHO KNOWS HOW TO MARKET SUCH A FACILITY.
- REMEMBER, ENTERTAINMENT VENUES ARE ABOUT "ENTERTAINMENT AND FUN", WHICH SHOULD BE REFLECTED IN YOU MARKETING CAMPAIGNS.
- GET YOUR BAR OR ENTERTAINMENT STAFF INVOLVED IN PLANNING AND IMPLEMENTATION OF ANY MARKETING ACTIVITIES.
- PLAN CUSTOMERS RETENTION PROGRAMS.

COMMENT:

-Promotion plan Football season
-Bar Festival
-Oktoberfest

3. WHAT ARE THE MAJOR PROMOTIONAL ACTIVITIES? MAKE RECOMMENDATIONS ON HOW THESE COULD BE MORE EFFECTIVELY PLANNED. (ANNUAL PROMOTIONAL PLAN)

RECOMMENDATIONS:

- CREATE SPECIAL WEEKLY EVENTS TARGETING SPECIFIC CONSUMER GROUPS I.E. AIRLINERS, SECRETARIES, FEMALES ETC.
- CREATE SPECIAL MONTHLY, SEASONAL EVENTS I.E. SPRING, SUMMER, VALENTINES, HALLOWEEN, TALENT SHOWS ETC

- PROMOTE BIG SPORTING EVENTS
- PROMOTE VISITING ENTERTAINERS
- PROMOTE INDIVIDUAL BIRTHDAYS OF REGULAR CUSTOMER'S ETC.
- THE POSSIBILITIES ARE ENDLESS, EVERY MARKET REQUIRES DIFFERENT APPROACHES, THE IMPORTANT THING IS THAT WE DO SOMETHING MORE THAN JUST SELLING FOOD & BEVERAGES (fun and entertainment).

Food

COMMENT:

5. TO WHAT MARKET ARE YOU CATERING TO? WHAT ARE YOUR SPECIFIC SELLING POINTS?
HOTEL & OFFICE CUSTOMERS: HAPPY HOUR/LIVE BAND/KTVBAR/3 CHOICES OF BARS.

RECOMMENDATIONS:

- CATERING TO THE HOTEL GUESTS ONLY IS NOT ENOUGH TO OPERATE THIS OUTLET PROFITABLY
- FOCUS SHOULD BE ON PROMOTING THE ENTERTAINMENT, SPECIAL EVENTS, TO THE LOCAL MARKET PLACE.
- OFFER A STRONG SELLING POINT (PRICE COMPETITIVENESS, PRODUCT, SPECIAL AMBIANCE, FUN AND ACTIVITIES)!
- LOOK AT THE BEST OPERATORS OF ENTERTAINMENT/BAR OPERATORS IN TOWN AND LEARN FROM THEM, SEE WHAT THEY ARE DOING RIGHT!!

6. DO YOU HAVE LIVE ENTERTAINMENT AND HOW ARE THEY BEING RECRUITED (AGENT OR DIRECT), HOW DO WE ADVERTISE THEM? LIVE BAND/DIRECT & AGENT/POSTER IN LOBBY/ADVERTISE IN EXPAT NEWSLETTER.

RECOMMENDATION:

- GOOD ENTERTAINMENT IS THE KEY TO A SUCCESSFUL BAR AND ENTERTAINMENT VENUE!
- USE REPUTABLE AND PROFESSIONAL AGENTS,
- TRY AND JOIN OTHER HOTELS IN THE RECRUITMENT EFFORTS AND ROTATE BANDS WITHIN THE CLUSTER OF HOTELS.
- DON'T CUT CORNERS WHEN IT COMES TO ENTERTAINMENT COSTS, PEOPLE GO AND FOLLOW THE MARKET LEADERS.
- GOOD ENTERTAINMENT COSTS MONEY, IF YOU WISH TO SUCCEED IN THIS BUSINESS YOU HAVE TO INVEST IN GOOD ENTERTAINMENT.
- HIRE PROFESSIONALS TO RUN YOUR ENTERTAINMENT VENUE, NOT NECESSARILY PEOPLE WITH A TYPICAL HOTELS F&B BACKGROUND.

COMMENT:

7. REVIEW BAR/COCKTAIL/SNACK PROMOTIONAL MENU GRAPHIC AND DESIGNS (ARE THEY MORE THAN JUST SIMPLE BEVERAGE LISTS, DO THEY REFLECT THE NATURE AND AMBIANCE OF THIS OUTLET).
8. ARE RECOMMENDED NA STANDARD BEVERAGE PRODUCTS BEING USED AS POURING BRANDS? COMMENT ON EFFECTIVENESS OF BEVERAGE MERCHANDISING. MAKE RECOMMENDATIONS ON HOW THESE COULD BE IMPROVED.

COMMENTS: NA STANDARDS BEVERAGE PRODUCTS ARE STANDARD THROUGH OUT THE F&B OUTLETS. WHETHER THE PRODUCT IS COST EFFICIENT AND AFFORDABLE TO MOST CUSTOMERS.

9. HOW DO WE CONTROL BEVERAGE CONSUMPTION (BAR STOCK CONTROL)? NIGHTLY INVENTORY

COMMENTS:

10. ADDITIONAL COMMENTS/RECOMMENDATIONS.

COMMENTS:

EMPLOYEE RESTAURANT

1. COMMENT ON THE OVERALL AMBIENCE AND ATMOSPHERE OF THE EMPLOYEE RESTAURANT. MAKE RECOMMENDATIONS WHERE NECESSARY. MAKE RECOMMENDATION HOW TO IMPROVE IT!

RECOMMENDATIONS:

- THE STANDARD AND QUALITY OF THIS RESTAURANT REFLECTS THE STANDARD AND QUALITY OF THE STAFF AND THE MANAGEMENT OF THE HOTEL.
- IT DOES NOT REQUIRE A LOT OF MONEY TO GET IT RIGHT!
- HOTEL MANAGEMENT SHOULD TAKE TURN TO EAT REGULARLY IN STAFF DINING ROOM
- DAILY VISITS DURING THE MAIN MEAL PERIODS ARE ESSENTIAL!

COMMENT: ADDITIONAL IMPLEMENTATION:

- DECORATION WITH 6C MENU PHOTOS OF "FRESH IS BEST"
- SPONSORED FLOWER POTS
- COMMENTS CARDS

2. HOW DO EMPLOYEES RATE THE EMPLOYEE RESTAURANT? RATE QUALITY 1-10
RATING 8

3. WHAT IS THE EMPLOYEE'S MEAL COST IN HOTEL?

10.6 percover/per meal

4. COMMENT ON THE USE OF BACKGROUND MUSIC, TELEVISION, STAFF INFORMATION BULLETIN BOARD!

- INFORMATION BOARD/NEWS FROM 6C/BEST EMPLOYEE/PHOTO EX. MANAGEMENT OF 6C/PHOTOS OF ACTIVITIES/UPCOMING EVENTS.

5. HOW OFTEN DO MEMBERS OF THE MANAGEMENT TEAM EAT IN THE STAFF DINING ROOM? FREQUENTLY

COMMENT:

AS PER C.A.P.S. MANAGEMENT TEAM SUPPORT THE IDEAS OF IMPROVING THE C.A.P.S. SCORE SO AS TO DOUBLE CHECK GYGIENE, TASTE AND PRESENTATION.

EXECUTIVE CLUB

1. OBSERVE AND COMMENT ON THE DIFFERENT FOOD AND BEVERAGE PRESENTATIONS THROUGHOUT THE DAY AND GIVE RECOMMENDATIONS WHERE NECESSARY.

RECOMMENDATIONS:

- THE FOOD QUALITY DURING ALL MEAL PERIODS HAS TO BE SUPERIOR (BECAUSE IT IS FOR THE HOTEL'S SUPERIOR CUSTOMERS).
- ESPECIALLY THE BREAKFAST QUALITY IS IMPORTANT, THERE SHOULD BE MARKED DIFFERENCE BETWEEN THE COFFEE SHOP AND EXT CLUB BREAKFAST QUALITY (OFTEN THIS IS NOT THE CASE).
- FOCUS ON THE SELECTION AND QUALITY OF FRESH FRUITS, FRESHLY SQUEEZED FRUIT JUICES, CEREALS (WITH AND ASSORTMENT OF NUTS), BREAKFAST PASTRIES, FRESH YOGURTS ETC. (IF YOU CAN NOT DO IT FOR COST REASONS IN THE COFFEE SHOP, THEN YOU CAN AND SHOULD INVEST IN PRODUCT QUALITY!!)
- ASSURE EGGS ARE PREPARED FRESH AND BACON IS CRISP (IF FACILITIES DON'T ALLOW YOU TO DO IT, THEN DON'T OFFER IT, BECAUSE YOUR EXECUTIVE CUSTOMER IS EXPECTING IT).
- ASSURE FOOD BEING SERVED ALONG WITH COCKTAILS IS SUITABLE FOR THAT, IT IS NOT MEANT TO REPLACE DINNER (COCKTAIL SNACKS NOT COFFEE SHOP BUFFET DINNER FOOD).

COMMENT:

2. WHAT ARE THE ADDITIONAL VALUES AND FACILITIES YOU PROVIDE TO JUSTIFY THE INCREASED ROOM RATE? DO YOU OFFER SCH STANDARD EXECUTIVE FACILITIES IN YOUR LOUNGE?

RECOMMENDATIONS:

COMPLIMENTARY BREAKFAST, AFTERNOON TEA/COFFEE, COCKTAILS
OFFICE BACK-UP EQUIPMENT AT THE RECEPTION
COMPUTER WORK STATIONS
CHECK-IN CHECK-OUT FACILITY
TV/MEETING ROOM
Magazine Rack/Board Games

COMMENT:

- UPGRADE THE SNACK FOR HAPPY HOUR.
- ADDITIONAL ONE STAFF TO OVERLOOK THE QUALITY AND SERVE THE GUESTS.

3. DO YOU SERVE FRESHLY BREWED COFFEE FROM AN AUTOMATIC COFFEE MACHINE? YES

STEWARDING

1. COMMENT ON THE OVERALL CONDITION OF CHINAWARE, GLASSWARE, SILVERWARE AND HOLLOWARE, AND MAKE RECOMMENDATIONS WHERE NECESSARY. WHAT IS THE ANNUAL REPLACEMENT COST OF F&B OPERATING EQUIPMENT IN PERCENTAGE TOTAL F&B REVENUES.

RECOMMENDATIONS:

- IT SHOULD BE MAXIMUM 3% OF TOTAL REVENUE
- NO SHORT CUTS ALLOWED, IT EFFECTS THE QUALITY OF YOUR OPERATION!
- BANQUET IS THE AREA, WHICH IS OFTEN OVERLOOKED

COMMENT:

2. REVIEW THE IMPLEMENTED PROCEDURES ON MAINTENANCE OF OPERATING EQUIPMENT AND EFFECTIVE BREAKAGE CONTROL PROCEDURES FOR CHINA/GLASSWARE AND OTHER F&B OPERATING EQUIPMENT AND COMMENT ON THE EFFECTIVENESS OF SAME.

SET UP RULES UNDER 0.5% OF REVENUE OTHERWISE STAFF ON DEPARTMENT CONCERN PAY.

RECOMMENDATIONS:

- ECOLAB AND DIVERSEY ARE OFFERING SUCH SPECIAL PROGRAMS.
- KEEP UP TRAINING STAFF TO RESPECT AND HANDLE THE HOTELS OPERATING EQUIPMENT
- OPENLY DISPLAY BREAKAGE BOARDS IN THE MAIN CLEARING/DISHWASHING AREAS.

Comment:

3. OBSERVE AND COMMENT ON THE CLEANLINESS OF ALL BACK OF HOUSE AREAS, MAKE RECOMMENDATION FOR IMPROVEMENT WHERE NECESSARY.

RECOMMENDATIONS:

- ECOLAB AND DIVERSEY ARE OFFERING SPECIAL HYGIENE PROGRAMS AN TRAINING
- ASSURE WALK-IN REFRIGERATORS ARE CLEAN AND NOT OWVER STOCKED.
- CONDUCT AND LOG MONTHLY KITCHEN INSPECTIONS, (DO NOT ACCEPT AND TOLERATE AND SHORTCOMINGS)
- REPLACE/REPAIR BROKEN KITCHEN TILES AND EQUIPMENT AS THEY BREAK DOWN,
- ASSURE BOH LIGHT LEVELS ARE SUFFICIENT IN BACK CORRIDORS AND OFFD FRODUCTION AREAS.

Comments:

4. Are there any special hygiene programs in place to assure safe food environment? Are there effective pest control programs carried out for kitchen and back of the house areas. (How frequently?)

Pest control carried out one times a month and monitored by housekeeping.

Hotel doctor check and make a report to the department heads every week.

5. Inspect Garbage Room and Receiving /Store room areas (comment on the procedures for handling garbage)

Check by security.

OUT KITCHEN

1. Are you following Coffee Shop standard recipes and plate presentations from the Intranet menu library? Are images on plate presentations followed and displayed at respective sections of the kitchen?

Comment:

Yes: and also update according to the 6C.

2. Comment on the hygiene standards in the kitchens, cleaning schedules, pest control etc. What food hygiene training program is being conducted in your kitchens? Who is conducting it? Is there a record kept and are these standards fully implemented?

Hygiene training is conducted by the hotel doctor and is scheduled frequently with HR and all names are submitted.

3. How often is the Market List reviewed? What food imports are done jointly with other hotels?

Market List is standard seasonal changed, also according to change of the menus and prices.

4. Comment on whether purchase price comparisons are done with other hotels and who are these hotels.

Weekly price is compared with other international hotels.

Comment:

5. List your departmental training and development plans.

Murano's: focus on the new menu implementation.

Pastry: up-date in oven recipes, especially for bakery and ice cream menu.

Chinese: focus on new menus implementation.

Coffee shop: working on specials to meet local taste and themes for summer menus

6. List the ratio of documented positive and negative guest comments.

7. Comment on the quality of operating equipment and banquet setups

Comment:

HUMAN RESOURCES

1. Staff, Productivity and Profit:

- Has the Productivity Guidelines head count been established for each department and is it effectively utilized?

F&B revenue per FTE: 10,540.74

Covers per FTE: 3.7 Terrace Café/ 5 Etsong Palace / 37 Banquet / 7.27 Murano's.

Note above F&B revenue only 4 outlets: Terrace café 6,349,733.00 Etsong Palace 6,267,004.00

Banquet 4,813,198.00 Murano's 2,870,399.00

Total: 26,562,669.00 (2000.10 / 2001.9)

FTE: 2,520.00/Annual Employee.

- 1.5 Is there an appropriate, cost effective and practical mix of full-time, part-time and casual employees, bearing in mind payroll cost and local conditions?

Yes, there are at the moment We try a practical mix of full-time and casual, trainee and helpers (events), local conditions is wedding on Saturday or Sunday. We hired part-time employees for 15 or 20 days.

- 1.6 Has Flexible Roistering and Job Combination been introduced to ensure cost effective employee utilization? Please explain.

We put the flexible roistering in our daily operation. If business is busy, off-days are delayed, but next day off is possible most times. The employee can also have a day off for having worked overtime.

HUMAN RESOURCES
(Continued)

1.7 Have Employee Empowerment objectives been set for the Food and Beverage Departments?
How have these objectives been introduced and implemented? Please specify.

Yes, employee empowerment objectives: could be introduced. Like this: if they proposed a promotion activity in their outlet, they could have a brainstorm to decide decoration style and uniform style and so on.

1.8 Have communication lines been developed to give employees feedback on productivity expectations and their performance?

We use two channels: one every day F&B held their department meeting. We also have notice board, and communication meeting and suggestion box. Employee performance: we use evaluation form and their direct supervisor will talk to the employee individually.

1.9 Comment on the Employee Incentive / Recognition programs that have been established to encourage optimum levels of productivity. Indicate their level of success and suggest alternatives if appropriate.

No special Employee Incentive programs have been established yet to encourage optimum levels of productivity.

HUMAN RESOURCES
(Continued)

2. Training:

1. Review and comment on the Training Plans for all Food and Beverage Departments.

F&B training are included two parts definitely:

Part one:

Professional skill training such as set up table, how to serve Chinese tea, menu, computer knowledge, etc.

Part two:

Operating training such as up selling and promotion.

- 2 Comment on the Department's Training provided for all new employees.

All new employees receive training form Holiday Inn Qingdao.

Main subject: orientation package (two days) especially to increase hotel product knowledge. Then for all new employees departmental training plan like above mentioned be prepared separately.

- 3 What Cross-Training Programs are implemented within the departments?

We have seven outlets at the moment. In every outlet, service procedures are different. SO within dept their employees have implemented their cross training skills, in different outlets.

- 4 Are comprehensive Training Records kept for all Departmental, Refresher and Cross Training sessions?

Yes, comprehensive training records were kept in HR dept. Refresher and Cross Training Sessions HR also keep record for employee's files as well, if they passed it.

ACTION PLAN – EXTERNAL SELF AUDIT QUALITY EVALUATION

Hotel Name: _____

MOR. Assessor: _____

Department: _____

IDENTIFY PROBLEM	ACTION TO BE TAKEN	BY WHOM	BY WHEN	COMMENTS