

TOURISM AND HOSPITALITY STUDIES



Introduction to Hospitality

Fine-tuned version

Manual on Module II

Introduction to Hospitality

(Fine-tuned version)

Contributors

Dr Benny Chan, Hong Kong Community College, The Hong Kong Polytechnic University; Mr Murray Mackenzie, School of Hotel & Tourism Management, The Hong Kong Polytechnic University and PSHE Section, Curriculum Development Institute.

Copyright

© The Government of the Hong Kong Special Administrative Region

All rights reserved.

The copyright of this manual belongs to the Government of the Hong Kong Special Administrative Region. Commercial use is strictly prohibited. Offenders will be liable to the legal responsibility.

Schools need not apply for permission to copy this manual in whole or in part for non-profit making educational or research purposes. All other uses should gain prior permission in writing from the Government of the Hong Kong Special Administrative Region. Requests should be directed to the:

Education Bureau
13/F, Room 1319, Wu Chung House
213 Queen's Road East,
Wan Chai,
Hong Kong

Acknowledgements

We would like to express our gratitude to the following organizations for giving us the permission to reprint some of the pictures and /or providing us with information for completing the curriculum support package:

The Association of National Tourist Office Representatives in Hong Kong, ANTOR (HK)
Centre for Food Safety, Food and Environmental Hygiene Department
FreeDigitalPhotos.net

Introduction

A set of curriculum support package of tourism and hospitality learning and teaching materials is being developed by the Personal, Social and Humanities Education Section of Curriculum Development Institute, Education Bureau for the implementation of the senior secondary Tourism and Hospitality Studies fine-tuned curriculum in schools. The curriculum support package is comprised of five manuals, and they are developed to broaden students' knowledge of the five different units of the Tourism and Hospitality Studies curriculum.

The content of this manual – Introduction to Hospitality, should enhance students' understanding of the dynamic nature of the tourism and hospitality industry. In addition, the manual includes activities to deepen students' understanding and help them to apply theories and concepts. Furthermore, students should be able to develop enquiry, problem-solving and decision-making skills through these activities.

All comments and suggestions related to this curriculum support package may be sent to:

Chief Curriculum Development Officer (PSHE)
Personal, Social and Humanities Education
Curriculum Development Institute
Education Bureau
13/F, Room 1319, Wu Chung House
213 Queen's Road East,
Wan Chai
Hong Kong

June 2013

Table of Contents

Chapter 1 – Hospitality Industry	p.10
1.1. Introduction to the Hospitality Industry	p.11
1.1.1. The Nature of the Hospitality Industry	p.11
1.1.2. Characteristics of the Hospitality Industry	p.15
1.1.3. Relationship between the Hospitality Industry and Tourism	p.20
1.1.4. Career Prospect of the Hospitality Industry	p.22
Chapter 2 – Accommodation Sector	p.29
2.1. Introduction to the Accommodation Sector	p.30
2.1.1. Classification of Accommodation Establishment	p.30
2.1.2. Hotels and Their Classifications	p.30
2.1.3. Types of Accommodation	p.33
2.1.4. Common Types of Hotels in Hong Kong	p.38
2.1.5. Special Hotels Worldwide	p.40
2.1.6. Hotel Rating Systems	p.45
2.1.7. The Accommodation Product	p.55
2.1.8. Types of Hotel Guests	p.71
2.1.9. Types of Guest Requests	p.73

2.2. Introduction to the Hotel Operations	p.75
2.2.1. Hotel Ownership	p.75
2.2.2. Modes of Hotel Management	p.76
2.2.3. Hotel Departments	p.80
2.2.4. Rooms Division	p.87
2.2.5. Front Office Department	p.90
2.2.6. Housekeeping Department	p.127
Chapter 3 – Food and Beverage Sector	p.157
3.1. Introduction to the Food and Beverage Sector	p.158
3.1.1. Food and Beverage Operations (Hotel)	p.158
3.1.2. Classification of Food and Beverage Services	p.187
3.2. Food and Beverage Service Principles	p.209
3.2.1. Basic Knowledge of Menus	p.209
3.2.2. Basic Knowledge of Food and Beverage Services	p.239
3.2.3. Restaurant Design and Layout	p.251
3.2.4. Kitchen Layout for Different Food and Beverage Services	p.261
3.3. Food Safety and Personal Hygiene	p.272
3.3.1. Types of Food Contamination	p.272
3.3.2. Food Safety	p.287
3.3.3. Safeness in Food Handling Process	p.289
3.3.4. Personal Hygiene of Catering Practitioners	p.312

3.3.5. Fire Safety	p.320
Reference	p.324

Chapter 1 – Hospitality Industry

Outline of Content:

1.1.1. The Nature of the Hospitality Industry	1.1.3. Relationship between the Hospitality Industry and Tourism
1.1.2. Characteristics of the Hospitality Industry <ul style="list-style-type: none"> - Product-service Mix - Two-way Communication - Relationship Building - Diversity in Culture - Labor Intensive 	1.1.4. Career Prospect of the Hospitality Industry <ul style="list-style-type: none"> - Positive Views - Negative Views

1.1 Introduction to the Hospitality Industry

1.1.1 The Nature of the Hospitality Industry

What is the meaning of HOSPITALITY? There is no one single and simple definition to explain the term of hospitality in this stage. Many people have tried to describe the hospitality industry in different ways. Some tried to summarize the scope of the industry and its characteristics of involving both tangible and intangible features in the service delivery process. Others attempted to describe the industry by exploring the stakeholders involved, mutual benefits generated and the industry's impacts to the society and economy.



Broadly speaking, Hospitality is the act of kindness in welcoming and looking after the basic needs of customers or strangers, mainly in relation to food, drink and accommodation. A contemporary explanation of Hospitality refers to the relationship process between a customer and a host. When we talk about the “Hospitality Industry”, we are referring to the companies or organisations which provide food and/or drink and/or accommodation to people who are “away from home”. However, this definition of the “Hospitality Industry” only satisfies most situations.

In this chapter, a brief summary about the characteristics and scope of the hospitality industry would be provided.



Resort hotel

ACTIVITY 1.1

In groups, consider the hospitality industry in Hong Kong. Discuss the different sectors in the hospitality industry. (*Hint: A sector of hospitality industry can be profit-making or non-profit-making.*) You may also give the names of some enterprises in the hospitality industry. One example has been given in the table below. Work on the table to see which group in your class comes up with the most appropriate examples.

Hospitality industry in Hong Kong			
Sector	Products/services provided	Example	Name of enterprise/organisation
Food and Beverage	Food and drink	Fast food	McDonald's

ACTIVITY 1.2

A. Look at the table that your group has just completed and compare the answers with other groups.

1. Have you been to any of the above enterprises or organisations?
2. What services did you receive from them?
3. Were you satisfied with the way you were treated by the enterprise or its staff?
4. Did they understand what services you wanted?
5. Did they provide what you wanted quickly and accurately?
6. Was the staff member friendly or rude?

B. Based on the discussion above, suggest five qualities or traits that a successful staff member in the hospitality industry should possess.

1. Do you or your group members possess any of these qualities or traits?

ACTIVITY 1.3

Now work in pairs and follow the instructions below:

Tourist A – You are an 18-year-old student from Beijing. You visit Hong Kong for the first time with your cousin who is also from Beijing this summer. As you are a student, you travel on a budget and are planning to come to Hong Kong round trip by train. You plan to stay in Hong Kong for 5 days/4 nights.

Tourist B – You are a businessman from Sweden. Your enterprise is a car manufacturer. You come to Hong Kong for an international automobile exhibition. You will fly to Hong Kong and stay for two nights before you fly to Singapore for another business meeting. You will stay in Singapore for two nights before going home.

In two minutes, write down as many as possible of the products and services you would require from the different sectors of the tourism industry for your trip. Compare your answers with those of your partner. Do you have different or similar answers? How many of the points you jotted down are similar to those of your partner?

Fill in the following table:

A young student (Tourist A)	A business traveler (Tourist B)

In Activity 1.3, we learned there are different kinds of tourists. Regardless of what type of tourist they are, they all need shelter and food and drink – the basic hospitality services – at ALL points of the tourism cycle, not just at the destination. This is why hospitality can be referred to as one of the principal dimensions in tourism, along with transportation, specialist shops and leisure activities

1.1.2 Characteristics of the Hospitality Industry

We learned about different types of products and services provided by the hospitality industry and explored some key attributes of being a professional staff in the hospitality industry through completing Activity 1.1-1.3. We understand that working in the field of hospitality could be quite challenging. Different from other sectors, the hospitality industry is unique in its nature which tends to be service-oriented and has a strong emphasis on human exchange in the service delivery processes. A summary of key characteristics relating to the hospitality industry are listed in Figure 1.1 as below:

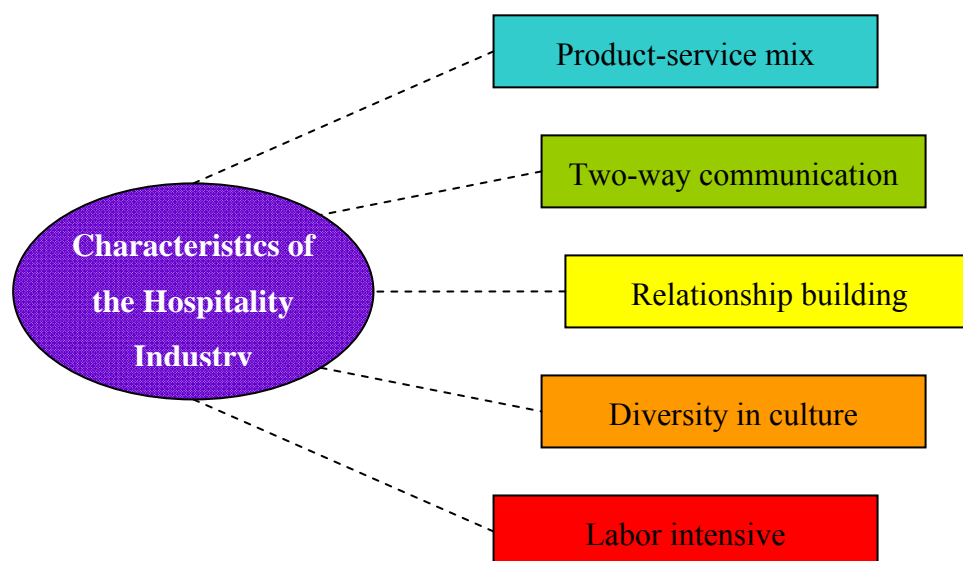


Figure 1.1– Characteristics of the Hospitality Industry

1. Product-Service Mix

Think about your experience of being a customer in a restaurant or a customer in a hotel. What else, apart from the food in restaurants and the facilities in hotel rooms, do you think can make your hospitality experience more enjoyable and satisfied?

In the hospitality industry, customers rarely consume pure products but a mixture of products and services. For example, one who dines in a restaurant will not only pay for the food and drinks but the services provided by the servers. The bill has covered both tangible and intangible experience.

Tangible features- for example, a steak as the main course, a glass of house wine, well groomed service staff and decoration of the restaurant.

Intangible features- for example, a comfortable dining atmosphere or the friendly attitude of staff.

A successful hospitality business does not only count on its products and services, but also *how* they are delivered. The qualities of staff and the way they deliver the service are often more important than the tangible products in making a hospitality experience satisfactory or unsatisfactory. Hence, the two features can contribute to the total experience in the service delivery process.

As products and other tangible features can be easily imitated by competitors, hospitality operations which aimed for high-ended customers and ‘superior’ quality gradually spend more and more resources in enhancing the service standard as a strategy of differentiation.

2. Two-way Communication

In order to achieve service excellences in the hospitality industry, two-way communication is one critical factor which requires the involvement and participation of both customers and service staff in the service delivery process.

Through interactions with customers, important messages about their needs and expectations can be received by service staff for their immediate actions to create customer satisfaction. Interactions between internal staff or inter-departments is also critical since total experiences of customers in using any



lodging or food and beverage services usually involve team work and exchange of information within the organization.

3. Relationship Building

The hospitality industry highly depends on repeated customers for survival. Building long term relationship with customers can benefit the organizations for generating stable revenues regardless of the instability of seasons and at the same time, developing brand reputations through positive word-of-mouth of the repeated customers. In order to develop brand loyalty, different methods are currently applied by the lodging and food service sectors, such as membership programmes which give privileges and incentives to frequent customers. However, top management of organizations do believe that the informal ways of building “friendship” between front-line staff and customers through high degree of personal attention and customization can win the loyalty of customers in long run.



4. Diversity in Culture

As hospitality are closely related to tourism industry, it is not surprising that people involved in this sector, no matter customers or staff are experiencing a diversity in culture through interacting with others. Staff who work in a hospitality organization always have interactions with customers from different regions, or to work and corporate with other colleagues who may have different backgrounds or cultures. Due to their differences in religious beliefs and values, some conflicts and misunderstandings can be easily occurred. Therefore, staff should be



open-minded, and come up with solutions together in resolving problems in their duties. For example:

From customers' perspective, some of them abstain from meat due to their religious beliefs or habit. Therefore, restaurants should provide vegetarian food as an option in order to satisfy their needs.

From staff's perspective, eating pork or any food products with pork as ingredient should be avoided if some colleagues are Muslims in order to show respect to their religious belief.

Such a cultural diversity implicates that local staff should generally understand different cultures so flexible services can be provided to customers based on their national cultures and harmony in cooperation with colleagues from different nationalities can be achieved.

5. Labor Intensive

Since the hospitality industry is service-oriented in its' nature, it requires a huge supply of labors to create a memorable experience for the customers. This characteristic is especially true for those enterprises which target for high-ended customers. For example, staff-to-guest ratios are high in fine dining restaurants and 5-star hotels which aimed at providing one-on-one services to their customers. Although the advancement in technology do contribute to the replacement of some simple tasks in the whole service process, customers who concern the element of 'care' generally expect high degree of human contacts and personalized services in their consumption experiences. It explains why the industry is always in high demand for labor and is willing to spent time and resources in training and recruiting potential candidates to join the workforce of the hospitality industry.



ACTIVITY 1.4—Problems Relating to Cultural Differences

Assuming that you are now working as a waiter/waitress in a resort hotel and you have been informed by your manager that a new colleague coming from India will report duty and join the team in this morning.

Instructions:

- Refer to curriculum support material (part 4) – “Customer Relations and Services” – p.36, about the customs of India.
- State 3 situations that you may encounter when working together with the new colleague.
- Suggest 3 “do’s” and “don’ts” in communicating with the new colleague and put your answers in the table below.

Examples of Situations	Don'ts	Do's
1.		
2.		
3.		

1.1.3 Relationship Between the Hospitality Industry and Tourism

Scope of the Hospitality Industry

“Guests” means those who are away from their homes and it therefore, has generated a perception that the hospitality industry should include or overlap with the tourism industry to a certain extent. Without a clear definition about the scope of the hospitality industry, some suggested that it should not only cover all lodging and food service operations but other tourism related operations, such as airlines and theme parks. Besides, there were also some who considered putting hospitality and tourism into one industry. One example of categorization is shown in Figure 1.2.

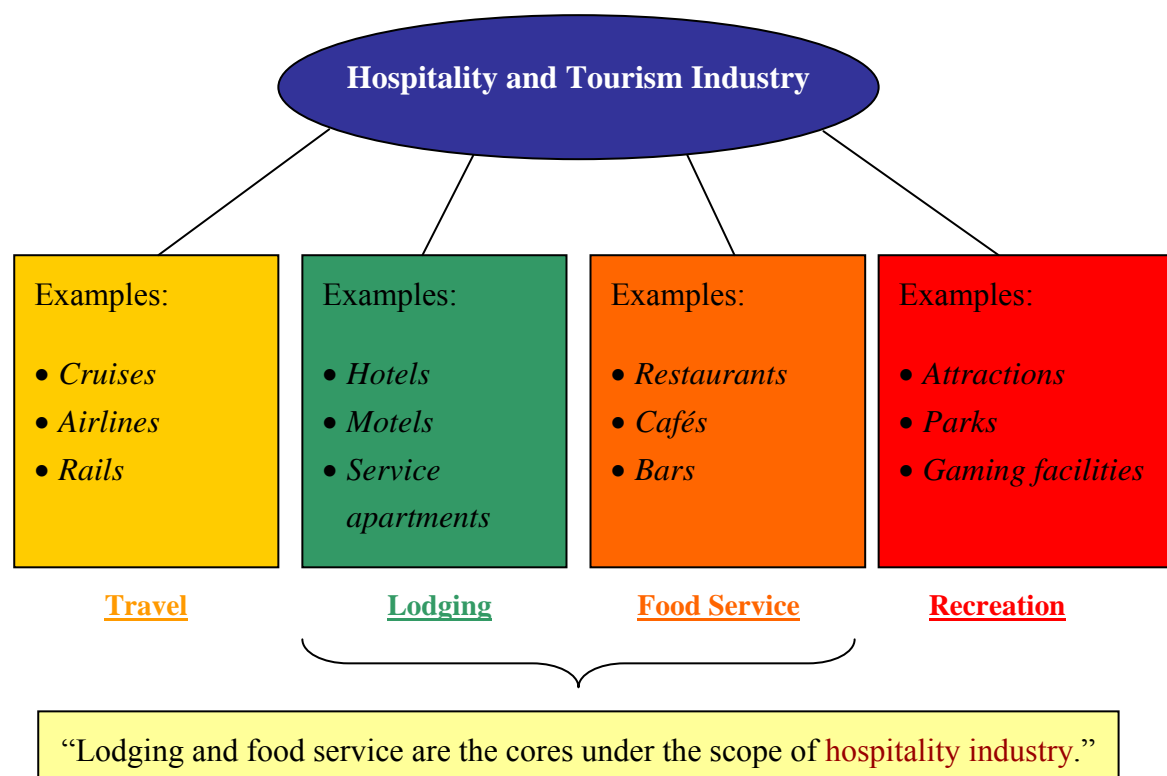


Figure 1.2– Scope of the Hospitality and Tourism Industry

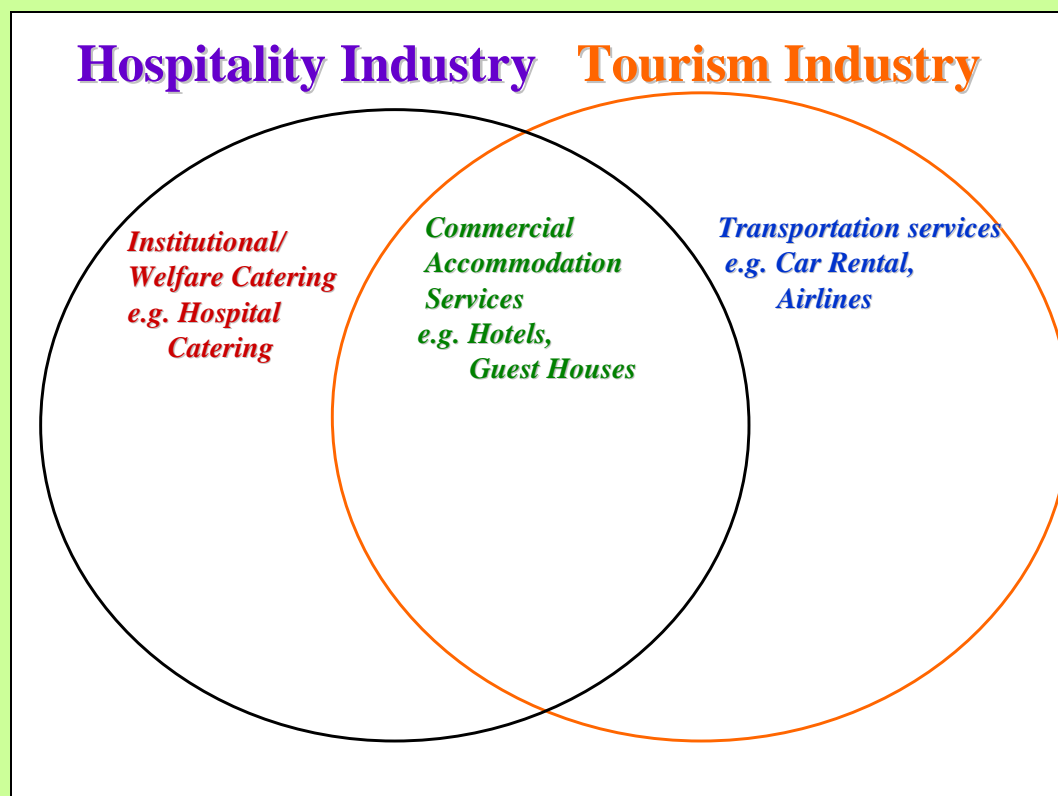
ACTIVITY 1.5 – Service Experience in the Hospitality Industry

Based on your past experience in using the services in accommodation or food service operations, try to discuss with your classmates (in a group of 4) and suggest 4 important requirements for being a professional staff in the hospitality industry.

Unlike tourism, hospitality, however, serves both tourist and non-tourist needs. To enhance your understanding of the relationship between the hospitality and tourism industry, complete Activity 1.6.

ACTIVITY 1.6

The following diagram shows the relationship between the hospitality and tourism industry. Can you think of more services with examples to add to the diagram ?



In Activity 1.6 we learned the hospitality industry is a part of a wider group of economic activities called tourism. In addition, not all hospitality businesses are profit-making business.

In this Unit, we have learned that there are two main business sectors in the hospitality industry:

- **Accommodation** – To provide accommodation (and usually food and drink) to people who for whatever reason are away from home
- **Food and beverage** – To provide food and beverage to local, commuting, transient customers and tourists

These two sectors will be covered in more detail in Units 2 and 3 respectively.

As we have seen, the hospitality industry includes hotels and restaurants, as well as many other types of organisations or institutions that offer food, drink, shelter and other related services. These products and services are offered not only to people away from home, but also to local customers. A manager in the hospitality industry, therefore, must keep in mind the following three objectives:

1. Making the customers feel welcome personally;
2. Making things work for the customers; and
3. Making sure that the operation will continue to provide service and meet its budget.

1.1.4 Career Prospect of the Hospitality Industry

There are always some pros and cons for working in the hospitality industry. The concern whether a position suits to you or not is mainly dependent on your own character and personal interest. Some general views, both positive and negative, about the career prospects of hospitality industry are summarized below as reference for those who may have intentions to join this unique and challenging industry.

1. Positive Views

a) Variety of Career Choices

Due to the booming development of the hospitality and tourism industry, many new hotels and restaurants are opened for catering the needs of both the visitors and locals. It facilitates a huge demand of labor in the market, especially in some developing countries. Career choices are not limited to Hong Kong but other countries offered by international chains. And the job natures are broad, ranging from different back-of-the-house to front-of-the-house positions in the hospitality industry. Some positions that can be selected by graduates with their certificates or diplomas relating to hospitality are highlighted in Table 1.1 below:



Accommodation Sector	Food Service Sector	Other Related Sectors
<ul style="list-style-type: none"> • Front desk receptionist • Room attendant • Telephone operator • Reservation • Concierge • Bellman/Doorman • Business center associate 	<ul style="list-style-type: none"> • Waiter / waitress • Host / hostess • Cashier • Food runner/Busser • Bartender • Apprentice • Commis • Banquet server 	<ul style="list-style-type: none"> • Tour guide • Tour escort • Travel agent • Theme park crew • Event sales • Other“customer service” positions

Table 1.1 – Career Opportunities of Graduates Studying Hospitality Programs

ACTIVITY 1.7 – Your Preferred Job in the Hospitality Industry**Instructions:**

- Work as a group of 4 to 5.
- Suggest 2 different positions in the hospitality industry, which you and your classmates would have interest to experience in the future.
- State the advantages that can be provided for choosing the selected positions as your future careers.
- What are the requirements or disadvantages of the selected positions?
- Among the 2 choices, which one is more preferable and suitable to you?
- Share and compare your results with other groups in the class.

b) Opportunities to Meet People with Different Backgrounds

As mentioned earlier that the success of a hospitality service highly depends on the human contact between staff and customers. Having a chance to work in the industry, particularly in some front line positions means that there would be many opportunities for one to meet and communicate with people with different backgrounds and cultures. For



example, a hotel receptionist can perceive his/her position as a tourist ambassador, which can be enjoyable and challenging. The job satisfaction through winning customers' smiles, as well as its' interactive nature make hospitality industry attractive to youngsters with an out-going character.

c) Long-Term Career Development

It is common that most people have to start their careers from the entry-level. However, the career paths are always quite clear for employees and there are always opportunities for them to get promoted and proceed to management levels based on their experience and performance. Successful stories are numerous in this sector and someone starting from room attendant can finally turn into the general manager of a hotel. Figure 1.3 shows a sample career path provided to employees by a famous fast food chain available in Hong Kong.

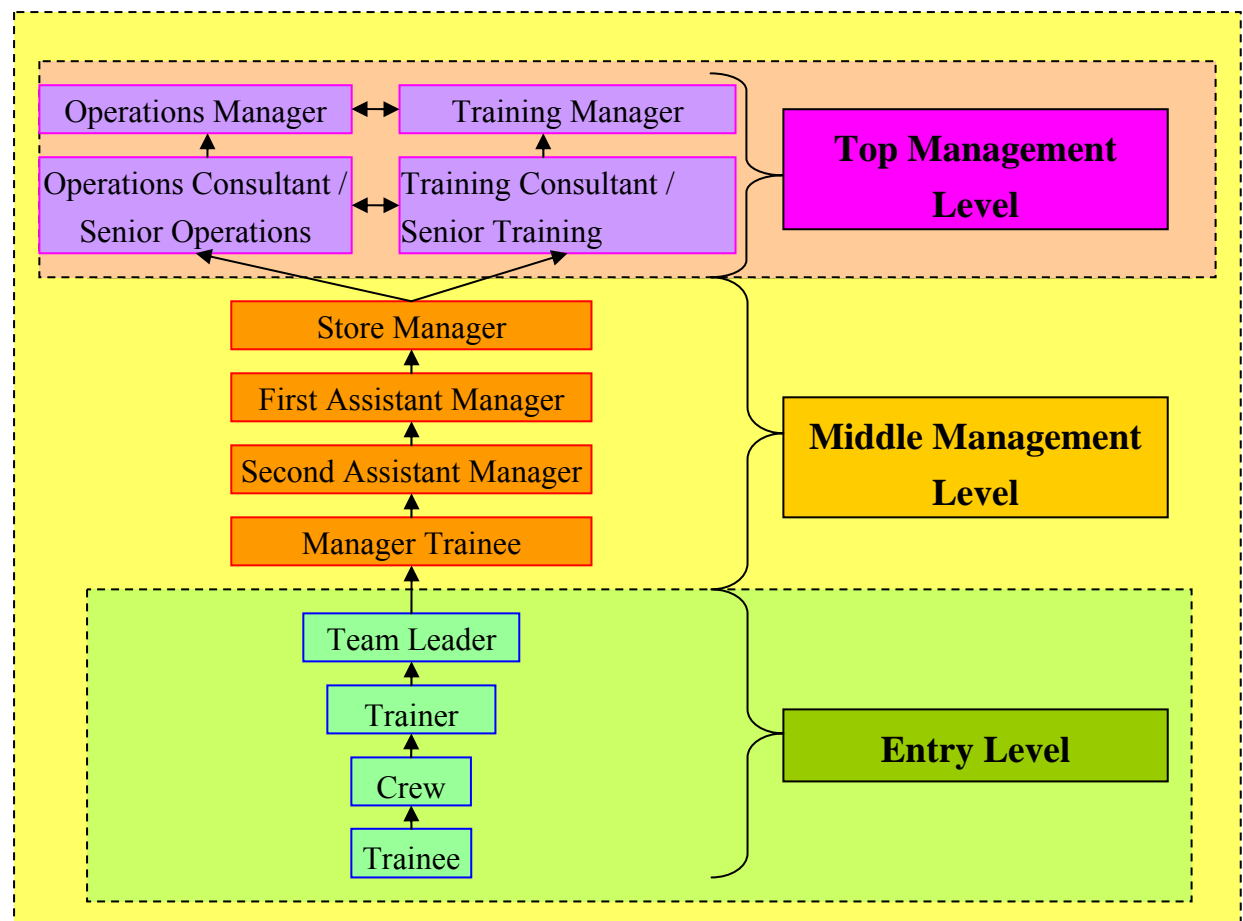


Figure 1.3 — Sample Career Path in a Fast Food Chain

d) **Fringe Benefits Enjoyed by Employees**

Different from other business and service operations, staff working in hotels and food service operations can usually enjoy some other benefits in addition to the basic salaries, annual bonus and insurance coverage. For example, hotel and restaurant staff are normally provided with 2 duty meals in their work days. Some hotel staff are also allowed to enjoy a discount rate or associate rate for booking rooms, which can be even applied to hotel outlets under the same brand all over the world.



2. Negative Views

a) **Long and Non-Regular Working Hours**

Shift works are very common in food and beverage and accommodation sectors. Despite of morning and evening shifts, some positions require staff to work overnight, such as night auditors in the front desk and security officers. As there are no such things of public holidays, staff are always required to work on weekends or special days, such as Christmas and Easter, etc. “Long working hours” seem to be the implicit norm of many positions in the hospitality industry. Over-time works due to the shortage of labors and peak seasons of businesses are frequent to both operational staff and managers. The concerns about the bad effects on one’s health and family life lead to people’s hesitation in joining the industry.



b) **Work Under Pressure**

In most situations, staff are expected to provide “quick” and “high quality” services without keeping their customers from waiting. The pressure of maintaining the service efficiency and consistency, especially in peak seasons could be tremendous. The need



for frequent communications with customers has especially created intense pressure to staff in front line positions. Receiving complaints or handling angry customers are resistances for people in starting their careers in this industry.

c) Low Starting Salary

Hospitality industry offers many relatively low-skilled entry level jobs. With the exceptions of management or positions which require fluency of languages or specific skills, staff with no experience generally have low starting salaries. The differences between large-scaled and small-scaled hotels or food service operations lead to further variations in staff salaries.

d) Perceptions of Low Job Status

As mentioned above that many positions are low-skilled in the hospitality industry, some people would think their job status are relatively lower when compared with other industries, such as banking and finance. The misperceptions of 'being a servant to others' in the Chinese culture plus other negative views introduced above have also discouraged many graduates from joining the industry.

ACTIVITY 1.8—Is It Worth to Start Your Career in the Hospitality**Industry?****Case:**

Mary is a university student who is now studying a degree in hospitality and tourism management. In this summer, she has been assigned to start her internship as a waitress in a hotel for 3 months. Expecting to be an event planner in the future, Mary had a strong feeling that what she did in her internship seemed to be irrelevant to her career objective. She disliked being a waitress because of the long working hours, low pay and heavy physical workloads involved in this position.

Instructions:

- Work as a group of 4 to 5.
- Discuss with your classmates and comment about the internship experience of Mary through answering the following questions:
 - Based on your dining experience in restaurants or hotels, do you think the workload of being a waiter/waitress is heavy? How much do you expect a full-time waiter/waitress can earn monthly? For how many hours should a waiter/waitress work per day?
 - If you are the internship supervisor of Mary, how would you convince and encourage Mary to treasure her internship opportunity in this case?

Chapter 2 – Accommodation Sector

Outline of Content:

2.1. Introduction to the Accommodation Sector	
2.1.1. Classification of Accommodation Establishment 2.1.2. Hotels and Their Classifications 2.1.3. Types of Accommodation 2.1.4. Common Types of Hotel in Hong Kong 2.1.5. Special Hotels Worldwide	2.1.6. Hotel Rating Systems 2.1.7. The Accommodation Product 2.1.8. Types of Hotel Guests 2.1.9. Types of Guest Requests
2.2. Introduction to the Hotel Operations	
2.2.1. Hotel Ownership 2.2.2. Modes of Hotel Management 2.2.3. Hotel Departments <ul style="list-style-type: none"> - Classifications of Hotel Departments - Organization of Hotel Departments and Their Functions 2.2.4. Rooms Division 2.2.5. Front Office Department <ul style="list-style-type: none"> - Front Office Operations - Organisation of Front Office Department - Duties of Key Positions - Relationship Between Front Office Department and Other Departments - Main Duties of Front Desk - Guest Cycle - Revenue From Room sales and Sales Indicators 	2.2.6. Housekeeping Department <ul style="list-style-type: none"> - Housekeeping Operations - Key Roles of Housekeeping Department - Organisation of Housekeeping Department - Duties of Key Positions - Relationship Between Housekeeping Department and Other Departments - Cleaning Tasks - In-room Guest Supplies and Amenities - Room Status Codes - Security Procedures

2.1 Introduction to the Accommodation Sector

2.1.1 Classification of Accommodation Establishment

There is no generic rule for classifying accommodation establishments globally. One method is to divide accommodation into two main groups:

- Non-commercial; and
- Commercial.

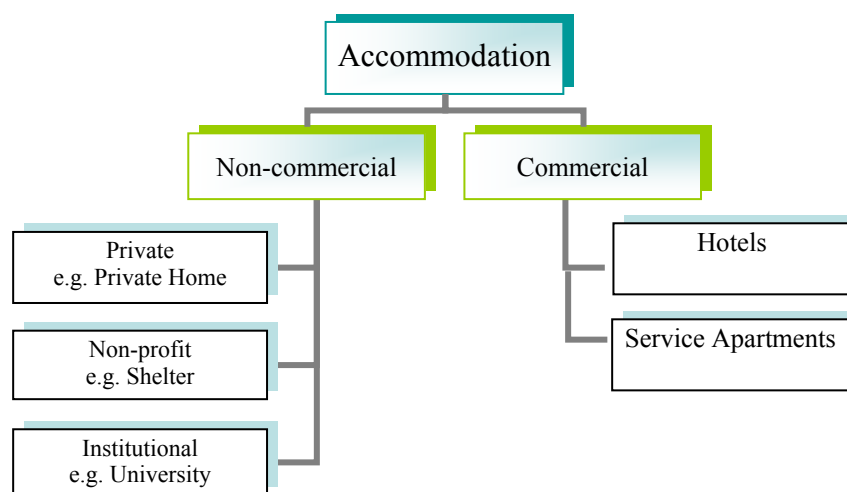


Figure 2.1 – Accommodation structure

2.1.2 Hotels and Their Classifications

As **Hotel** is the predominant type of commercial accommodation in Hong Kong, we, therefore, will discuss in depth about how hotels can be classified.

The Hotel Proprietors Ordinance Chapter 158 provides a clear definition of a hotel:

“Hotel” means an establishment held out by the proprietor as offering sleeping accommodation to any person presenting himself who appears able and willing to pay a reasonable sum for the services and facilities provided and who is in a fit state to be received.



Guest room

A hotel is classified as a commercial establishment providing accommodations, meals and other guest services. Originally guests had two choices:

- Luxury hotels; or
- Budget hotels.

In some countries, hotels were built to serve middle-class families and, when the economy in general boomed and room supply increased; hoteliers then focused on setting themselves apart by offering specialised accommodation for:

- Conventioneers;
- Business groups; and
- Special weekend events and families.

As diversity flourished so did competition and brand loyalty. Anyone who can pay (within reason) can rent a room for a night in a hotel. Hotels vary greatly in style and services, from luxury, business, resort, townhouse to boutique and budget. A standard room will have a bed, bathroom facilities, shower, telephone, TV, lounge area and mini-bar. Housekeeping services available include laundry and dry-cleaning. Nowadays guests would usually have access to a wireless computer network and also to a business centre. Most major hotels will have restaurants and bars available for guests and if they are situated in a large city they are usually located near the business districts, tourist destinations and/or airports.

According to the tourism statistics in year 2012, there are a total of 196 hotels in Hong Kong which provide more than sixty thousands rooms in different scales. Classification systems of hotels are numerous and some of them are developed for evaluation purposes. Figure 2.2 summarizes some common factors criteria which are usually applied in hotel classification.



Guest room

Hotels can be classified by:

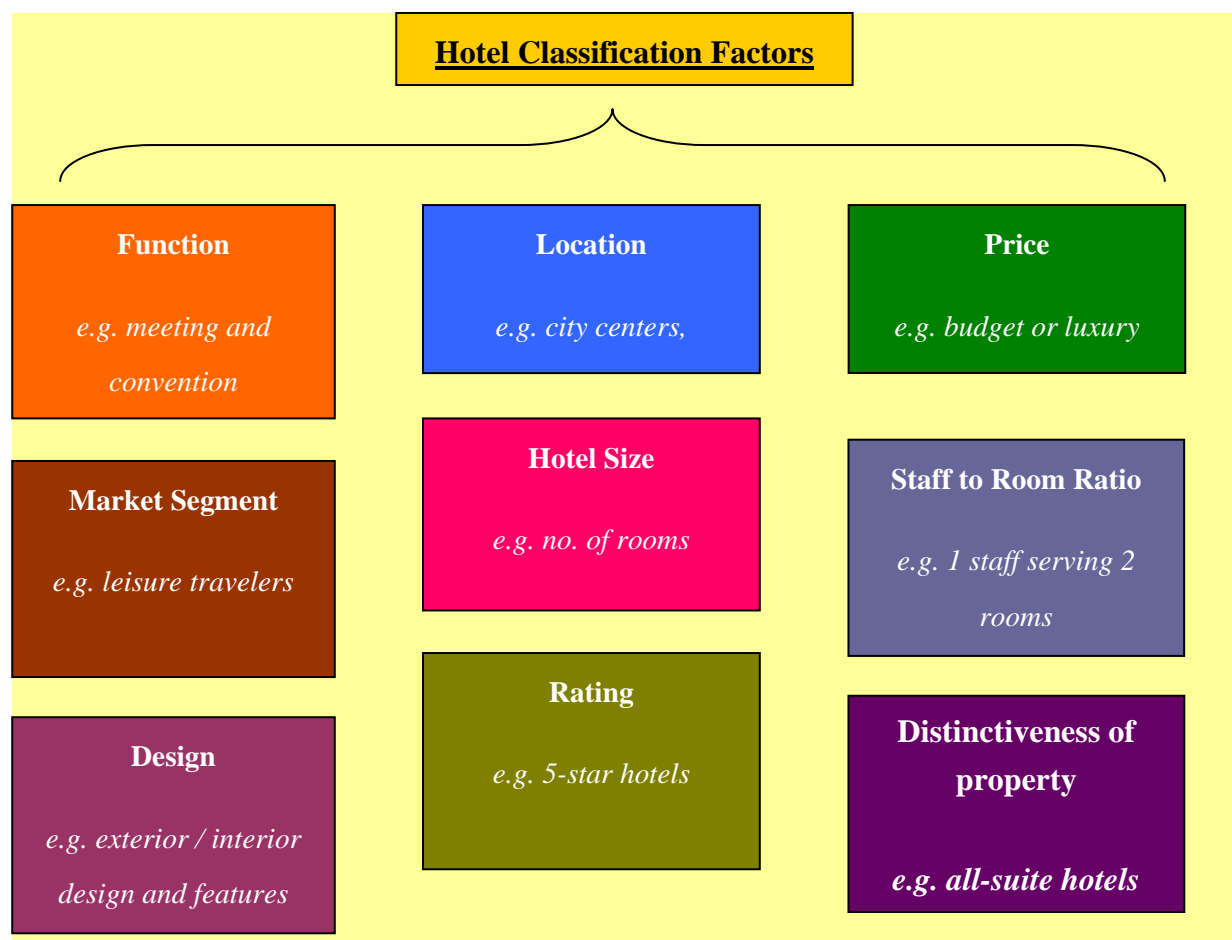


Figure 2.2 — Hotel Classification Factors

Through classification, the characteristics of different hotels can be highlighted which provide travelers a brief idea about different options available and make comparison before their reservation. Let's see the following example:

- Regal Airport Hotel is ***located*** near the airport. Its major ***target groups*** include transient guests, business travelers and air crews. It is a 5-star ***rating*** hotel and has a ***hotel size*** of above 1,100 guest rooms available for sale.

2.1.3 Types of Accommodation

The following chart shows various types of accommodation used by travelers and their respective characteristics:

Name(s)	Characteristics
City centre hotels	These hotels are located within the heart of a city. The type may vary greatly from business, suites, residential, economy, mid-scale to luxury. Local example: _____
Suburban hotels	Suburban hotels tend to be smaller properties which usually provide full-service, and locate in suburban area. Local example: _____
Airport hotels	These hotels are designed especially to accommodate air travelers. They offer a mix of facilities and amenities. The majority offer customers transportation to and from the airport. Local example: _____
Highway hotels or Motels	They are designed for overnight stays for car travelers, often with very basic facilities. The rooms usually have direct access to an open parking lot. They are often smaller than most hotels. They are located on the outskirts of towns and cities. Local example: _____

Convention hotels	<p>These hotels can provide a large quantity of rooms. In addition to accommodation, they provide extensive meeting and function space for holding conventions. There are banquet areas within and around the hotel complex. Most of them provide an in-house laundry, a business centre, airport shuttle service, and 24-hour room service. They are often in close proximity to convention centres and other convention hotels.</p> <p>Local example: _____</p>
Commercial hotels	<p>They are located in downtown areas. They tend to be smaller than convention hotels. Meeting and function space are smaller, and there are fewer banquet areas.</p> <p>Local example: _____</p>
Resort hotels	<p>These hotels are located in picturesque, sometimes remote settings. Customers travel long distance to resorts. Usually, they tend to stay longer. Resorts typically provide a comprehensive array of recreational amenities, as well as a variety of food & beverage outlets ranging from informal to fine-dining restaurants.</p> <p>Local example: _____</p>
Spa hotels	<p>They are located in resort-type settings or as part of city spa hotels. They provide accommodations, spa treatments, programs and cuisine. Programs offered vary widely. They may include relaxation/stress management, fitness, weight management, grief/life change and pilates/yoga. Spas have professional staff that often include dietitians, therapists, masseurs, exercise physiologists, and in some cases, physicians.</p> <p>Local example: _____</p>
Casino hotels	<p>They have gambling operations which are the major revenue centres. They also provide live entertainment. A wide variety of luxury amenities, hotel services including fine and casual dining and shopping centres are typically available on site.</p> <p>Local example: _____</p>

All-suite hotels	<p>The guest rooms in these hotels are larger than normal hotel rooms, with separate areas for working, sleeping and relaxing. A living area or parlour is typically separated from the bedroom, and some properties offer a kitchen set-up in the rooms. The amenities and services can vary widely. They can be found in various locations such as urban, suburban, or residential.</p> <p>Local example: _____</p>
Boutique hotels	<p>Boutique hotels differentiate themselves from traditional hotels and motels by providing personalized accommodation and services/facilities. They are sometimes known as "design hotels" or "lifestyle hotels". The price varies greatly. They are very different in their “look and feel” from traditional lodging properties. They are more intimate, and, perhaps, more luxurious, and stand out as an individual. The amenities vary greatly depending on what the hotel’s environment and theme chosen. For example, a boutique hotel may not offer Wi-Fi Internet, air conditioning, or cable/pay TV if it is focus on comfort and solitude.</p> <p>Local example: _____</p>
Timeshares or Vacation ownership	<p>This is a type of shared ownership where a buyer purchases the right to use the property for a portion of each year. In many cases, when the timeshare is purchased, the buyer receives a deed. This indicates that the buyer can use the property each year at the time specified for the number of years based on the deed and the purchase can be handed down to the buyer’s heirs.</p> <p>Local example: _____</p>
Historic conversion hotels	<p>These properties have historic significance. They have been converted into lodging establishments with retention of their historic character.</p> <p>Local example: _____</p>

Extended-stay hotels or Serviced Apartments	<p>These properties cater to customers who stay for an extended period. They usually offer full kitchen facilities, shopping services, business services and limited housekeeping services.</p> <p>Local example: _____</p>
Bed and breakfast inns (B&Bs)	<p>They are usually family-owned. They are private homes whose owner lives on or near the premises and rents out rooms to overnight customers. The paid accommodation typically includes breakfast. A popular term is “B&Bs” (i.e. bed and breakfast provided). The host often provides customers with assistance regarding directions, and information regarding the local area including sightseeing suggestions. It is usually located in rural areas and villages.</p> <p>Local example: _____</p>
Guest houses	<p>Guest houses are similar to bed and breakfast inns. They range from low-budget rooms to luxury apartments. They tend to be like small hotels in bigger cities. Though the facilities are limited, most rooms are air-conditioned with en-suite shower and toilet.</p> <p>Local example: _____</p>
Hostels	<p>They are very cheap accommodation. The sleeping arrangements are usually in dormitory style and there may also be self-catering facilities on site.</p> <p>Local example: _____</p>
Cabins	<p>They are bedrooms on a ship or train for passengers.</p> <p>Local example: _____</p>
Villas or Chalets (usually found in skiing and beach resorts)	<p>They are self-catering accommodation in a private bungalow, usually rented to prestigious or renowned customers. In many cases, it refers to a small cottage with an overhanging roof in a seaside resort, e.g. beach houses.</p> <p>Local example: _____</p>

Figure 2.1 — Types of Accommodation

ACTIVITY 2.1

Browse the website and find a five-star hotel in **Hong Kong/Macau** that has a video in English and Chinese promoting its services and facilities to the guests.

2.1.4 Common Types of Hotel in Hong Kong

A list of all common types of hotel with their detail descriptions has been provided in Section 2.1.2. It should be noted that even though Hong Kong is a famous tourism destination, some types of hotel are not available or easily found in the city. Let's try to have a closer look at the issue by going through Activity 10 in the next page.



A business hotel in Hong Kong



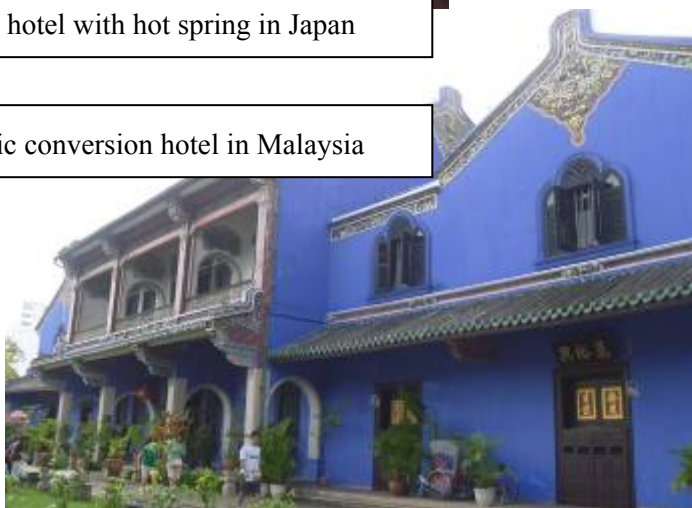
A casino hotel in Singapore



A B&B hotel with hot spring in Japan



A resort hotel in the mainland



A historic conversion hotel in Malaysia



A villa in Kenting

ACITIVITY 2.2— Types of Tourist Accommodations Available in Hong Kong

By utilizing the information from the internet, check if the following types of tourist accommodations are available in Hong Kong. Give one local example for each type of tourist accommodations or an overseas example if it is not locally available.

Types of Tourist Accommodations	Is it available in Hong Kong? (Put a '✓' if yes; a 'X' if no)	Name an example (Give a local example if the accommodation type is available; give an overseas example if it is not locally available)
City centre hotel		
Suburban hotel		
Airport hotel		
Highway hotel or motel		
Convention hotel		
Commercial hotel		
Resort hotel		
Spa hotel		
Timeshare or Vacation ownership		
Casino hotel		
All-suite hotel		
Boutique hotel		
Extended-stay hotel or Serviced apartment		
Historic conversion hotel		
Bed and breakfast inn (B&B)		
Guest house		
Hostel		
Cabin		
Villa or Chalet (usually found in skiing and beach resorts)		

2.1.5 Special Hotels Worldwide

Besides those hotels as mentioned in the previous section, there are also some unusual hotels which are unique in their features, functions or designs. Below shows some examples of special hotels located in different countries:

1. Capsule Hotels

It is a type of hotel originated in Japan which provides small and 'bed-only' cabinets for its guests. The cabinet size is roughly 2m x 1m x 1.25m and they are mainly designed for local citizens who look for cheap accommodations when traveling back to their homes is not an option. Services and facilities are limited, e.g. some may not have restaurants and guests are required to share the common washrooms inside the hotel properties.

Link - http://en.wikipedia.org/wiki/Capsule_hotel

ACTIVITY 2.3— Can Capsule Hotels Be Developed in Hong Kong

Instructions:

- Work as a group of 4 to 5.
- With the aid of the link provided above and any other information collected from the internet, try to answer the following questions:
 - What kinds of services and facilities are available in capsule hotels?
 - What are the differences between a cabinet and a general hotel room?
 - Why this type of hotel is suitable for the Japan market; who are the target segments?
- Discussion - From a customer's point of view, do you think capsule hotels are suitable for the Hong Kong market? Why?
- Conclude and share your opinions to other groups in the class.

2. Ice Hotels

As expressed in its term, ice hotels are mainly built by using snow and ice. The first ice hotel is located in Sweden and its concept has been followed by Canada and some other European countries in building their own ice hotels to attract visitors. Different from other general hotels, this type of hotel is temporary in its nature which is always torn down and then rebuilt by artists and designers in different seasons. Due to this reason, a guest who chooses to stay in an ice hotel in different seasons would find his/her experience entirely different once the hotel is rebuilt.

Links - http://en.wikipedia.org/wiki/Ice_hotel; <http://www.icehotel.com/>

ACTIVITY 2.3 – What Guests Can Do In an Ice Hotel?

Instructions:

- Work as a group of 4 to 5.
- Discuss the following questions:
 - What are the problems you can foresee if staying in this kind of hotel?
 - What special services, facilities or events can be provided by utilizing the features and surroundings of an ice hotel?
 - Besides hotels, what other sectors can apply the concept of ice in their business?

3. Cave Hotels

Typical examples of cave hotels can be found in Turkey which are originated from residences for people in the old times who stayed in the caves to avoid the disturbance and attack of wild animals. Some of these old caves have been reused and redeveloped into different hotels which attract visitors who would like to experience in deep the culture and tradition of the host countries. These hotels are also preferred by visitors who look for environmental friendly accommodation and can provide a ‘close-to-nature’ experience in their journey. Besides, some cave hotels are also built

underground, such as the Coober Pedy in South Australia which are restructured from an opal mine.

Link - <http://www.cappadociaturkey.net/cavehotels.htm>

4. Tree House or Treetop Hotels

These kinds of hotels are mainly located in countryside, especially in forests. Hotel rooms are built in harmony with trees which mainly follow the building method of the native tree houses. The most valuable experience is not provided by the 'no-gimmick' in-room facilities but a variety of tours and tourist activities, such as jungle walk, nightlife animal tours and visiting to native's houses, etc. Such activities provide visitors an opportunity to have a closer contact with the natural environment. Examples of tree house hotels can be found in Costa Rica, Kenya, Brazil and Amazon, etc.

Link - http://en.wikipedia.org/wiki/Treehouse_hotel#Treehouse_hotels;

http://en.wikipedia.org/wiki/Treetops_Hotel

5. Underwater Hotels

The hotel concepts associating with water have contributed to the development of innovative hotels with their rooms being built under the water. One example of underwater hotel can be found in Florida (U.S.) and hotel guests are required to have a diving certification so they can dive in order to get into their rooms. Some travelers, who may have negative impression of staying under the water, would prefer choosing other alternatives, such as floating ones and those which have been built above the water.

Link -

http://www.associatedcontent.com/article/2187453/4_underwater_hotels_plus_alternatives.html?cat=16;

http://www.poseidonresorts.com/poseidon_main.html

ACTIVITY 2.5 – Green Hotels

Green hotels mean those properties which implement different practices to minimize their harms to the natural environment. By referring to the examples of cave hotels, tree house hotels and underwater hotels as mentioned above, try to discuss the following questions:

1. Will the constructions of these types of hotels have any harm to the natural environment? Give examples if any.
2. Explore what the hotel management can do in order to help protecting the environment while running these types of hotels. Try to think about:
 - The operational practices;
 - The education that can be provided to hotel guests.

ACTIVITY 2.6— Other Special Hotels Worldwide

Besides those special hotels introduced in this section, there are also some other kinds of special hotels which are considered as ‘unusual’ in their designs and features. Try to explore more examples by inputting the following key words in any internet search engine. Describe how special the hotels are and comment their feasibilities to be developed in Hong Kong.

Special Hotels— Key words

- | | |
|----------------------------|---|
| 1. Floating hotels | - Special Features: _____
- Feasibility to be opened in Hong Kong: _____ |
| 2. Sleep boxes | - Special Features: _____
- Feasibility to be opened in Hong Kong: _____ |
| 3. Aeroplane hotels | - Special Features: _____
- Feasibility to be opened in Hong Kong: _____ |

2.1.6 Hotel Rating Systems

Hotel rating systems can generally be classified into two different categories: ‘official’ and ‘commercial’. Official rating systems refer to those implemented by government units, e.g. the Hong Kong Tourism Board (HKTb) is the official unit in Hong Kong which develops its own hotel rating system. Rating systems which are commercially-oriented can usually set up by associations or privately owned enterprises.

1. Rating System of the Hong Kong Tourism Board (HKTb)

As an indicator which reflects the quality and service of hotels in Hong Kong, the HKTb has introduced its own rating system which classifies hotels into 4 different categories:

1. High Tariff A Hotels;
2. High Tariff B Hotels;
3. Medium Tariff Hotels; and
4. Tourist Guesthouses.

The rating is based on the performance of 5 key indicators with their weightings as shown in Table 2.2.

Indicator	Weight
- Facilities (A)	0.25
- Location (B)	0.20
- Staff to Room Ratio (C)	0.20
- Achieved Room Rate (D)	0.20
- Business Mix (E)	0.15
Overall	1.00



Table 2.2 – Five Indicators in Hotel’s Rating

The composite scores of hotels are calculated by using the formula as shown below:

$$\text{Composite score} = (A) \times 0.25 + (B) \times 0.20 + (C) \times 0.20 + (D) \times 0.20 + (E) \times 0.15$$

Based on the composite scores compiled, the categories of hotels can be determined by the following criteria:

Hotel Category	Composite Score
- High Tariff A Hotels	3.00 – 3.99
- High Tariff B Hotels	2.00 – 2.99
- Medium Tariff Hotels	1.00 – 1.99
- Tourist Guesthouses	Not applicable *

* Note: Composite scores obtained cannot be applied to ‘tourist guest houses’ under this rating system.

Table 2.3 – Composite Scores of Different Hotel Categories in Hong Kong

As a general practice, the HKTb will only inform individual hotels of their results for their reference and will never disclose their scores or categories to the public. It differs from the rating systems of the private sectors which provide useful reference sources for travelers in planning for their trips and making decisions in their choices of accommodation.

Further information about the rating system of HKTb can be referred to ‘Additional Information’ on page 46-49.

ACTIVITY 2.8—Rating of a Local Hotel

ABC Hotel is a city hotel located at Causeway Bay. It has a total of 350 rooms and 225 staff. The hotel has a record of achieved room rate at HKD\$1100 and over 50% of the hotel guests are business travelers. By referring to the link as provided in the above section relating to the calculation of the composite score, complete the following table:

Indicator	Score	Weight	Composite Score
Facilities	1.00	0.25	
Location			
Staff to Room Ratio			Hotel Category
Achieved Room Rate			
Business Mix			

Additional Information—

Hong Kong Tourism Board Hotel Classification System 2010

1. The Hong Kong Tourism Board (HKTb) in 2001 has modified the hotel classification system and a review exercise was undertaken in 2009 so as to reflect more accurately the quality and service of hotels in Hong Kong.
2. This Classification System still maintain 5 key indicators including Hotel Achieved Room Rates, Staff to Room Ratio, Location, Facilities and Business Mix of hotels.
3. This scoring system is adopted in the classification of hotels. For each important indicator selected above, scores are compiled based on results of the survey, except for average achieved room rate, which is based on results of the monthly Hotel Room Occupancy Surveys.
4. The scoring method for each indicator is given as follows:
 - a) *Facilities—Separate assessments on F&B, IT, business as well as health and related facilities are undertaken to consolidate the score for facilities. The scoring methods for individual components of facilities are shown below:*

Components	Score	
F & B Facilities (0.09)	0 to 8	Based on number of F&B Outlets.
IT Facilities (0.05)	0 to 4	Based on the availability of the following facilities including Laptop computer on Request, In-room Broadband Access, Wireless Internet Access and In-room Data Port.
Business Facilities (0.06)	0 to 4	Based on the availability of the following facilities including Business Center, Banquet Facilities, Conference/Meeting Facilities and Executive Floor.
Health and Other Facilities (0.05)	0 to 6	Based on the availability of the following facilities including Fitness Centre, Swimming Pool, Sports Facilities, Massage Service, Sauna/Spa and Rooms for Disable Guest.

b)

<i>Location</i>	<i>Score</i>
Tsim Sha Tsui, Central, Admiralty, Causeway Bay and International Theme Park	5
Jordan, Mong Kok, Yau Ma Tei, Wan Chai and Terminal with/next to Immigration Clearance & International Convention & Exhibition areas.	4
North Point, Sheung Wan, Western Districts, Hung Hom, Shatin and Tsuen Wan	3
Other Kowloon and Hong Kong areas	2
Other NT areas and outlying islands	1

c)

<i>Staff to Room Ratio (SRR)</i>	<i>Score</i>
$SRR \geq 1.00$	3
$1.00 > SRR \geq 0.50$	2
$SRR < 0.50$	1

d)

<i>Achieved Room Rate (ARR)</i>	<i>Score</i>
$ARR \geq 1,350$	3
$1,350 > ARR \geq 750$	2
$ARR < 750$	1

Note: Figures updated based on result from Hotel Occupancy Survey

e)

<i>Business Mix (BM)</i>	<i>Score</i>
% of Business Visitors $\geq 20\%$	2
% of Business Visitors $< 20\%$	1

Note: Figures updated based on result from HKTB Departing Visitor Survey

5. A composite score for each hotel is calculated by weighting the scores of indicators obtained from the hotel against the relative importance of the indicators. Reflecting the opinion of hotel industry members as collected from the survey, the weights of the indicators adopted in the hotel classification system are given as follows:

<i>Indicator</i>	<i>Weight</i>
Facilities	0.25
Location	0.20
Staff to Room Ratio	0.20
Achieved Room Rate	0.20
Business Mix	0.15
Overall	1.00

6. The composite score of a hotel, which is compiled, based on the scores obtained for the indicators and the weights of the indicators, is an overall measure reflecting the category standing of the hotel. Under the above scoring and weighting methods, the composite score of a hotel will range from 1 to 4.

7. Based on the composite score compiled, the category standing of the hotel will be determined according to the following criteria:

<i>Hotel Category</i>	<i>Composite Score</i>
High Tariff A Hotels	3.00 or above to 3.99
High Tariff B Hotels	2.00 or above to 2.99
Medium Tariff Hotels	1.00 or above to 1.99
Tourist Guesthouses	– self explanatory –

Note: Tourist Guesthouses are classified using the list provided by Home Affairs Department

8. The Hong Kong Tourism Board does not make public the listings of hotels by category. However, individual hotels are informed of their respective category so that they can compare their own performance against their category averages when reading research reports on hotel industry published by the Hong Kong Tourism Board.
9. In order to maintain a consistent base for data comparison, an observation period will be given before any action is taken to change the category standing of a hotel for which, based on the new classification system, change

Source—Hong Kong Tourism Board (2011). Hong Kong Tourism Board Hotel Classification System 2010.

2. Star Award and Diamond Award Rating Systems

Two examples of commercially-oriented hotel rating systems are developed by the Mobil Travel Guide (rebranded as Forbes Travel Guide

in 2009) and the American Automobile Association (AAA). These two key organizations give ratings to hotels according to objective criteria such as facilities, scales and staff to room ratios. The Mobil Travel Guide introduced the ‘star-award’ system and the AAA has also applied a similar concept – ‘diamond-award’



which are used for rating those participating hotels under a five-point scale from 1 to 5 in a regular basis. The assessments of hotels are conducted by ‘mystery shoppers’ which usually consist of industry professionals and frequent travelers. Comparatively, visitors worldwide are more familiar with the ratings of private bodies which act as standard indicators of hotels’ quality for visitors’ references.

More background information about the Mobil Travel Guide and the American Automobile Association (AAA) can be referred to the following links:

Forbes Travel Guide—

http://en.wikipedia.org/wiki/Forbes_Travel_Guide

American Automobile Association—

http://en.wikipedia.org/wiki/American_Automobile_Association

ACTIVITY 2.8

The Hong Kong Tourism Board (HKTb) has developed its own hotel classification system. Look up the information from the PartnerNet website (<http://partnernet.hktb.com/pnweb/jsp/comm/index.jsp>) and answer the following questions:

1. How does HKTb define the hotels in Hong Kong?
2. Does HKTb make public the listing of hotels by category?

ACTIVITY 2.9 – Comparison of Hotels in Different Star Ratings

Instructions:

- Work as a group of 4 to 5.
- With the aid of the link provided below, find out those 5-star and 4-star hotels in Hong Kong.

(<http://www.forbestravelguide.com/star-awards-2011.htm>)
- Select one 5-star hotel and one 4-star hotel for comparison.
- The comparison could be in the following dimensions:
 - Location and accessibility
 - Room number
 - Room types and rates (only the standard rates are required)
 - Number of restaurants
 - Facilities and services
 - Sister hotels in Hong Kong or worldwide (if any)
- From a customer's point of view, which hotel would you prefer to stay? Why?
- Conclude and share your opinions to other groups in the class.

The classification criteria, such as location, market segment, rating and hotel size are utilized in highlighting the hotel features to travelers. Try to complete Activity 2.10 and **identify the similarities and differences of three local hotels in Hong Kong.**

ACTIVITY 2.10— Classification of Hotels**Instructions:**

- Select three different hotels in Hong Kong;
- Complete the following table by using any information collected from the internet;
- Observe if there are any similarities or differences among the hotels.

Hotels	Classification Criteria	
(1) _____	- Function	_____
	- Location	_____
	- Rating	_____
	- Market Segment	_____
	- Price (standard rate)	_____
(2) _____	- Function	_____
	- Location	_____
	- Rating	_____
	- Market Segment	_____
	- Price (standard rate)	_____
(3) _____	- Function	_____
	- Location	_____
	- Rating	_____
	- Market Segment	_____
	- Price (standard rate)	_____
Similarities:		
Differences:		

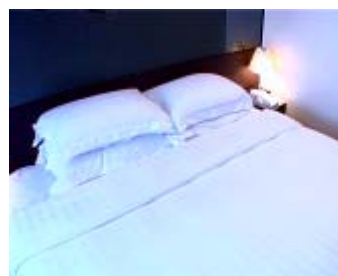
2.1.7 The Accommodation Product

Accommodation is the core product of a hotel and is always one of the largest revenue sources in a hotel operation.

Accommodation products refer to rooms and other related products or services that hotel guests will consume during their stays. Front line staff, especially receptionists and reservation staff, should be equipped with product knowledge which enables them to recommend or explain to their guests what is being offered by the hotel. Some basic concepts about the accommodation products, including bed types, room types and room rates are described in this section.

1. Types of Room

Room types of hotels can be numerous which vary in their grading, features and functions. Receptionists and reservation staff should be familiar with all different room types and their characteristics so that a perfect guest-to-room fit can be achieved.



a) Differences in Room Grading

The grading of rooms is generally divided into 3 categories. Table 2.4 illustrates an example of how different rooms are graded in a typical hotel.

Grade	View	Furniture / Amenities / Supplies	Extra services / products
Standard	Average, e.g. garden view, car park view	Basic setting, e.g. pine furniture, bed with blanket only, disposable paper slippers, etc.	Nil

Superior	Superior, e.g. city view, sea view	Upscale setting, e.g. rosewood furniture, bed with comforter, cloth slippers, etc.	e.g. complementary newspaper, complementary breakfast, etc.
Deluxe	Magnificent, e.g. sea view at high floor, attraction view	Grand setting, e.g. antique furniture, bed with feather comforter, leather slippers, etc.	e.g. free access to executive lounge and its services, express check-in, welcome drinks, complementary breakfast, free in-room internet and wi-fi services, free limousine pick-up service from the airport, etc.

Table 2.4— Examples of Room Grade in a Hotel

(Adapted from www.sleeping-around.com/practical/hotel_room_types.shtml)**b) Common Types of Room**

In addition to the room types mentioned in the handbook, more room types are available for guest s' selection according to their needs and preferences. Table 2.5 shows a comprehensive list of room types which are commonly provided by hotels worldwide.



Types of Room	Descriptions
Single Room	A room that sleeps only one person and has been fitted with a single, double or queen-size bed.

Twin Room	A room that can accommodate two persons with two twin beds.
Double Room	A room that can accommodate two persons with a double or queen-size bed.
Double-Double Room	A room that can accommodate two to four persons with two twin, double or queen-size beds.
Triple Room	A room that can accommodate three persons and has been fitted with three twin beds, one double bed and one twin bed or two double beds.
Hollywood Twin Room	A room that can accommodate two persons with two twin beds joined together by a common headboard. Medium tariff and budget hotels tend to provide many of these room settings which cater both couples and parties in two.
Studio / Murphy Room	A room that is fitted with a sofa bed or a Murphy bed (i.e. a bed that folds out of a wall or closet) which can be transformed from a bedroom in night time to a living room in day time.
Suite	A room with one or more bedrooms and a living space. The bedrooms might be singles, doubles or twin doubles.
President Suite	The most expensive room provided by a hotel. Usually, only one president suite is available in one single hotel property. Similar to the normal suites, a president suite always has one or more bedrooms and a living space with strong emphasis on grand in-room decoration, high quality amenities and supplies, and tailor-made services (e.g. personal butler during the stay).

Villa	A special form of accommodation which can be found in some resort hotels. It is a kind of stand-alone house which gives extra privacy and space to hotel guests. A fully equipped villa contains not only bedrooms and a living room but a private swimming pool, Jacuzzi and balcony. It is suitable for couples, families and large groups.
Accessible Room	This room type is mainly designed for disabled guests and it is required by law that hotels must provide certain number of accessible rooms to avoid discrimination. The room setting of an accessible room is different from other standard rooms for guests' conveniences. Common features include safety bars and emergency buttons in the bedroom and bathroom, touch floor lamps, fire alarm lights, and outward opening door for bathroom, etc. The rooms should always be located at ground or at lower floors and should be near to the elevators for easier accessibility of disabled guests. Besides, this room type is also suitable for seniors.
Balcony Room	A room with a balcony.
Executive-Floored Room	A room located at the 'executive floor' which enables convenient access to the executive lounge. Besides, some hotels also provide 'female executive floors' with their rooms assigned to female guests only due to safety and security reasons.
Room for Extended Stay	This room type can be found in service apartments and hotels which target for long stay guests (e.g. expatriates). Open kitchens or cooking equipment are usually available in the room. Some would also provide housekeeping services (e.g.

	once a week) in a regular basis.
Smoking / Non-Smoking Room	Many hotels provide both smoking and non-smoking rooms for their guests. In order to minimize the effects of secondhand smoke exposure on non-smoking guests, some hotels group all smoking rooms in certain floors and separate them from non-smoking rooms.
Adjacent Room	Rooms close by or across the corridor, but are not side by side.
Adjoining Room	Rooms that are side by side, but do not have a connecting door between them.
Connecting Room	Two rooms that are side by side and have a connecting door between them.

Table 2.5 — Hotel Room Types

ACTIVITY 2.11 – Guest-to-Room Fit

Match up the guests to the most suitable room types

Guests		Room Types	
1.	Two friends go to Tokyo for vacation.		
2.	The chair lady of Lion Club wants to attend a meeting in Singapore.	A.	President Suite
3.	An American has been assigned by his boss to station in Hong Kong for a year.	B.	Villa
4.	A large family group would like to go to Thailand for vacation and is looking for a resort which can provide high privacy with relaxing facilities.	C.	Room for Extended-Stay
		D.	Female Executive Floor
5.	A business traveler wants to have a meeting with his potential partner with high privacy. He is looking for a hotel room at reasonable price.	E.	Twin Room
		F.	Studio / Murphy
6.	The U.S. president will go to Beijing to attend an international financial conference.		

2. Types of Bed

A hotel has different types of guest room and bed for the guests to choose from. Hotel staff should explain these clearly to guests, as they may not be familiar with the hotel terminology.

Types of bed	Sizes (e.g.)
Twin	39" x 75"
Double	54" x 75"
Queen	60" x 80"
King	78" x 80"

Table 2.6— Types and sizes of bed

There are various kinds of bed which sized differently to cater the needs of hotel guests. Some of them are particularly available in certain room types and are introduced as below in Table 2.7



Types of Bed	Symbols / Codes	Sizes	Descriptions
Single / Twin	S / T	39"x75"	Designed for one person only; single and twin beds sized the same; the term 'twin beds' implies they are in pairs and the room type is always described as 'twin room'.
Double	D	54"x75"	Designed for two persons; easily confused with the term 'twin beds' in Chinese

			translation.
Queen	Q	60"x80"	Designed for two persons; wider and longer than double beds for better comfort of guests.
King	K	78"x80"	Designed for two persons; wider than queen beds for better comfort of guests.
Hollywood Bed	T	78"x75"	Two twin beds placed side by side and shared the same headboard; it is designed for two persons.
Studio Bed / Sofa Bed	H	48"x75"	Available in a studio room; it caters the needs of business guests for conducting business meetings in the guest room.
Murphy Bed	M	60"x80"/ 78"x80"	It serves the same function as sofa bed; the bed folds out of a wall or closet, which makes it more convenient for guests to conduct business meetings in the guest room.
Roll-away Bed	/	30"x72"/ 34"x75"	Extra bed temporarily added according to guests' requests; extra charges are usually required.
Baby Cot	/	/	Provided to those guests who bring along with their babies; usually requested in advance by guests in their reservations.

Table 2.7 — Different Types of Bed in a Hotel



Twin bedroom



Double bedroom

3. Room Rates

A guest who books accommodation receives more than just a room with a bed. It includes the facilities and services provided by the hotel staff. Since guests in general cannot examine the hotel product before purchase, front office staff must have a clear understanding of the accommodation product and describe it accurately and clearly to the guest. Examples include:

- Room rates;
- Size of beds;
- Frequent-guest programme; or
- Other services provided to the guest.

Front desk personnel need to know how the room rates are derived. The following criteria will influence the room rate charged to the guests:

- Type, size, décor and location of room;
- Meal plan;
- Season and seasonal events;
- Kind of guest; and
- Length of stay and day of the week.

a) Types of Room Rates

The room rate categories have variations in all hotels. Many hotels offer a number of different room rates to attract different guests who will provide repeat business and help ensure full occupancy. Examples of different room rates are as follows:

(i) Rack Rate

The standard rate charged for the room only.

(ii) Corporate Rate

Room rate offered to executive personnel who are regular guests or employees of a corporation that has a contract rate with the hotel which reflects all businesses from that corporation.

(iii) Commercial Rate

Room rate offered to executive personnel of an enterprise who have infrequent visit.

(iv) Airline Rate

The rate agreed between an individual airline and the hotel as determined by the volume of business the hotel obtains from the airline.

(v) Group Rate

Room rate given to bookings for a large group of people made through a travel agent or professional organisation.

(vi) Children's Rate

Each hotel has a specific age limit for the child to stay with their parents in the same room free of charge or at a nominal rate.

(vii) Package rate

Room rate, which includes goods and services and the rental of a room, is developed by the hotel to attract guests in during low sales periods.

(viii) Complimentary rate (Comp)

Guest is assessed no charge for staying in a hotel. The management of the hotel may grant comp rooms for guests who are tour directors, local dignitaries, executives from the hotel's head office and so on.

Additional Information - Frequent-guest program

Hotels build guest profiles, often called the guest history record, that keep track of preferences of guests and enable the hotels to provide customized guest services. Loyalty programs let the most valuable guests be recognized on-property and have been at the core of how chain hotel brands attract and retain their best guests. The loyalty program is a strong factor in persuading hotel owners to become franchisees or give a particular hotel brand the management contract to run their property. Some studies found that members wanted a streamlined reward redemption process, and points that did not expire. The most important features of a hotel program were room upgrades and airline miles, followed by free hotel stays, and a variety of on-property benefits and services. However, no amount of miles or points is ever going to replace a warm welcome and being recognized by the hotel as a loyal guest.

Note —*Hotels usually offer different rates when selling their rooms. For example, deluxe rooms are always more expensive when compared with superior and standard rooms.*

ACTIVITY 2.12

Give an example of how a chain hotel could customize a frequent guest's hotel experience using the frequent-guest program.

ACTIVITY 2.13—Factors Affecting Room Rates

Instructions:

- Work as a group of 4 to 5.
- Suggest 5 factors which may affect the pricing of hotel rooms, e.g. the room grading as mentioned above.
- Give examples of how room rates are different under each factor, e.g. superior room is more expensive than standard room under the room grading factor.
- Try to prioritize the 5 factors according to their degrees of importance in room pricing.
- Share and compare your results with other groups in the class.

ACTIVITY 2.14 – Different Types of Rate

Match up the guests to the most suitable room types

Types of Rate	Description
1. Rack rate	A. is applied to air crews, e.g. flight attendants and pilots who need accommodations during their works
2. Corporate rate	B. is a discount rate enjoyed by staff of business partners who visit infrequently
3. Commercial rate	C. equals to standard rate and walk-in rate
4. Airline rate	D. is a discount rate enjoyed by parents who bring their kids together in their hotel stays
5. Group rate	E. is a discount rate agreed by a hotel and an enterprise. A minimum number of room nights is guaranteed in contract per year
6. Children's rate	F. is a discount rate enjoyed by a travel agent or organization through bulk purchase
7. Package rate	G. can be provided to those top management of the same hotel chain who visit the hotel for work purpose
8. Complimentary rate	H. is a discount rate offered to guests, normally in low seasons, with bundles of other products / services included in the rate

b) Meal Options Included in the Room Rate

Some hotels offer meal options to guests when they reserve rooms. Four common meal options are described in Table 2.8 below.

Meal Options	Description
European Plan (EP)	Room only
Continental Plan (CP)	Room with breakfast
Modified American Plan (MAP)	Room with 2 meals, usually breakfast and dinner
American Plan (AP)	Room with 3 meals, i.e. breakfast, lunch and dinner. Afternoon tea is also included in some hotels

Table 2.8— Meal Options in Room Rate

c) Other Related Products and Services

It is assumed that a guest who pays a room charge is not only provided with the right to stay in a guest room but to use other related products and services. Following shows some common examples of products and services which can be included in the room rate.

- Wake-up call service;
- Safe deposit box;
- Free internet and Wi-Fi access;
- Room cleaning service;
- Turn down service;
- Swimming pool;



- Gymnasium;
- Valet parking;
- Free shuttle service;
- Bell service;
- In-room complimentary food and beverage items (e.g. tea and coffee bags);
- Express check-in service;
- Free access to executive lounge;
- Complimentary newspapers; or
- Welcome drinks at bars or lobby lounge, etc.



d) Hotel Brochures and Tariffs

Hotel brochures and tariffs are sales and marketing tools used by the hotel to provide information on the room rate (rack rate) charged and the facilities and services provided to the guests. In general, the brochures contain pictures of guest rooms, restaurant outlets and other facilities. Tariffs are usually printed separately as an insert, as the price may change every season or year.

ACTIVITY 2.15 – Comparison of Accommodation Products**Instructions:**

- Work as a group of 4 to 5.

Step 1:

- Choose 2 different hotels in Hong Kong and go to their official websites.
- Try to find out the following information:
 1. How many room types do the hotels have?
 2. What kinds of room rate are available in the website?
 3. What are included in the room rates? Any meals, services or products are included in the room rates?
- Comment about the pricing of rooms and the target segments of the 2 hotels.

Step 2:

- Use internet search engines to find some online reservation agents.
E.g. www.hotel.hk;
www.hotel-hong-kong.com;
www.hongkonghotels.com
- Choose 1 online agent and check the rates of the 2 hotels selected in Step 1.
- Check and see if there are any differences of information shown in the hotel official websites and the online reservation agent.
E.g. Room rates;
Choices of room type; or
Auxiliary services or products included in the room rate.
- Comment about the differences of information shown in 2 different sources.

2.1.8 Types of Hotel Guests

Hotel guests can be classified according to their:

- Trip purpose – pleasure or business travelers
- Numbers – independent or group travelers
- Origin – local or overseas travelers

1. Leisure Travelers

They are individuals who travel to engage in leisure activities, outdoor recreation, relaxation, visiting friends and relatives or attending sports or cultural events.

2. Corporate Business Travelers

They are individuals whose frequent bookings are usually made by enterprises with reduced room rates. Business travelers travel to conduct business, attend business meetings or workshops, and engage in selling or purchasing products.

3. Free Independent Travelers (FITs)

They are sometimes referred to as "foreign independent travelers ". FITs are international tourists who purchase their own accommodation and make their own travel arrangements.

4. Group Inclusive Tours (GITs)

Tourists who travel together on package tours with accommodation and sometimes meals which are booked through travel agents. Group tourists tend to spend less and budget their spending allowance.

5. Domestic Tourists

They are local residents who stay at a hotel for special occasions and functions.

6. Conference Participants

Individuals who travel to attend conference and whose accommodation is usually reserved by himself/herself, his/her enterprise or a conference organiser before their arrival.

7. Very Important Persons (VIPs)

Very important persons may include celebrities, frequent-stay guests, guests in expensive rooms, guests with security risks and top executives from enterprises.

8. Incognito

They are guests who stay in a hotel with concealing identities so as to avoid notice and formal attention.

2.1.9 Types of Guest Requests

1. Guests with Special Needs

- Wheelchair; and
- Facilities for the disabled.

2. Business Travelers

- Broadband Internet service;
- International direct dialing (IDD) service;
- Local & international newspapers;
- Laundry/valet service;
- Shoes polishing service;
- Other business facilities, e.g. business centre, executive floor, fax machine, laptop computer, conference and meeting facilities.

3. Leisure Travelers and Holiday Makers

- Rollaway bed/ baby cot;
- Connecting rooms;
- In-room movies;
- Sports facilities, e.g. gymnasium, swimming pool;
- Spa facilities for beauty and health treatments, e.g. massage, hydrotherapy, facials and intensive foot and hand therapies;
- Baby sitting service.

4 Other Requests

- In-room dining (Room service);

- Doctor service;
- Smoke-free guest room;
- Room make-up service;
- Alteration & mending service;
- Repair and maintenance service;
- Food & beverage enquiries, e.g. hours and location of meals.

2.2 Introduction to the Hotel Operations

2.2.1 Hotel Ownership

Another way to classify hotels is by their ownership, which can be:

1. Private

An independent hotel owned by a person/partnership/private enterprise, e.g. Shamrock Hotel.

2. Local Group

Several hotels owned by a local enterprise, e.g. Harbour Grand Hong Kong, The Kowloon Hotel, Harbour Plaza Hong Kong, Harbour Plaza Metropolis, Harbour Plaza North Point and Harbour Plaza Resort City are all owned by Harbour Plaza Hotels & Resorts.

3. International Group

A hotel which is part of an international chain of hotels, e.g. JW Marriott Hotel Hong Kong is part of the Marriott International, Inc.

2.2.2 Modes of Hotel Management

Hotels can be operated in one of the following ways:

1. Independently Owned and Operated

These can be independent hotels, with no affiliation, that are being managed by the owners of the properties.

2. Management Contract

Management contracts are hotel management enterprises which operate properties owned by other entities. In some cases, the hotel owners may arrange to run their properties through a management contract with an enterprise that specialises in managing hotels. The reason for this is that the owner may not:

- Have the necessary expertise; or
- Desire to become involved in the operation of the hotel.

Below is a summary of advantages and disadvantages of management contract to both hotel owners and management enterprises.

	Advantages of management contract	Disadvantages of management contract
Hotel owners	<ul style="list-style-type: none"> - Acquisition of operational expertise which can reduce the chance of business failure and enhance the services quality; - Gain national or international recognition for the hotel if it is operated by a reputable management enterprise; - The owners are not required to be involved in hotel's operations. 	<ul style="list-style-type: none"> - Lost of operational control; - Financially liable for all costs, expenses and losses of the hotel; - The management enterprise may have less incentive and morale in managing the hotel if only a fixed management fee is paid without any sharing of profits.

Management enterprises	<ul style="list-style-type: none"> - Receive a management fee during the contract period regardless of the hotel performance; - Little or no up-front financing or equity involved; - Management contract period can last for five, ten or twenty years. 	<ul style="list-style-type: none"> - Over dependence on owner for providing necessary funds in operations; - Minimum input in ownership decisions, such as the transfer of hotel ownership from the owner to another buyer; - No extra rewards for good business performance if the management contract is run in a fee structure without any incentive schemes.
-------------------------------	---	---

Table 2.8 – Advantages and Disadvantages of Management Contract to Owners and Management Enterprises

3. Franchising

Some investors prefer to use the franchising concept in running the hotel. Franchising in the hospitality industry is a concept that:

- Allows interested investors to use a enterprise's (the franchisor) name and business format;
- Is made up of properties where the franchisees agree to run the hotel in accordance with the strict guidelines set by the franchisor; and
- Allows a enterprise to expand more rapidly by using others' capital.

Below is a summary of advantages and disadvantages of franchising to both franchisees and franchisors.

	Advantages of franchising	Disadvantages of franchising
Franchisees	<ul style="list-style-type: none"> - Obtain from the franchisor the expertise in doing business such as site selection, planning, pre-opening training, operations manuals, information management, 	<ul style="list-style-type: none"> - Need to follow the standard set by franchisors without any tolerance of modifications in operations; - Need to pay for a joining fee and an ongoing fee which means

	central reservation system, field support, quality control, purchasing, advertising, marketing, new products and concepts; <ul style="list-style-type: none"> - Acquire a brand name with regional or national recognition; - The franchisee has complete control and responsibility over the daily operation of the property. 	sacrificing some of the revenues; <ul style="list-style-type: none"> - Risks of termination of contracts or no continuation of new contract if franchisor wants to take the rights of operation back.
Franchisors	<ul style="list-style-type: none"> - Receive a joining fee and an ongoing fee from the franchisee; - Expend the business and market share more rapidly without heavy investment; - Lower the risk of business loss by using franchisees' investment to expand the chains in new locations and markets. 	<ul style="list-style-type: none"> - Franchisees may fail to follow the standard set by the franchisors and so may affect the quality of services provided to customers; - The trade name can be spoiled by misfits of franchisees; - The franchisor has to disclose confidential information to franchisees and this may constitute a risk to the business.

Table 2.9 – Advantages and Disadvantages of Franchising to Franchisees and Franchisors

- **Benefits for the franchisee:**

4. Referrals

Referral associations, e.g. Leading Hotels of the World (LHW), offer to hotels similar benefits as franchising, but at a lower cost. Some hotels choose to become a referral property. This means that the property is being operated as an independent hotel in association with a certain chain. These hotels refer guests to one another's properties and share a centralised reservation system, a common logo, image, or advertising slogan. Hotels pay an initial fee to join a referral association and further fees are based on services required. As the property has already been physically developed, the owner may want assistance only with marketing, advertising, management, or

reservation referral. In addition, guests may find more variation among the referral properties as size and appearance standards are less stringent than those in a franchise agreement. However, every hotel is assessed and checked regularly to ensure that it maintains the highest standards.

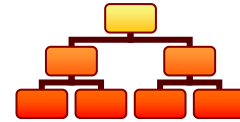
ACTIVITY 2.16

State two drawbacks for a franchisee joining a franchise enterprise.

ACTIVITY 2.17

Browse the website and find out two international hotel chains that provide management contract and franchising services to the hotel owners.

2.2.3 Hotel Departments



1. Classifications of Hotel Departments

Besides classifying units or departments according to their functions as mentioned in the previous section, there are also two other types of classification which are commonly used in describing the nature of hotel departments:

1. 'Revenue centered' and 'Cost centered' Departments; and
2. 'Front-of-the-house' and 'Back-of-the-house' Departments.

a) Revenue Centered and Cost Centered Departments

Instead of segmenting a hotel structure into departments according to their functions, some hotels would also group their departments or units into two different categories: revenue centers and cost centers.



'Revenue centers' refer to those departments or units which generate direct income to the hotel through the provision of goods and services to guests, e.g. front desk, restaurants, room service, gift shop and business center.



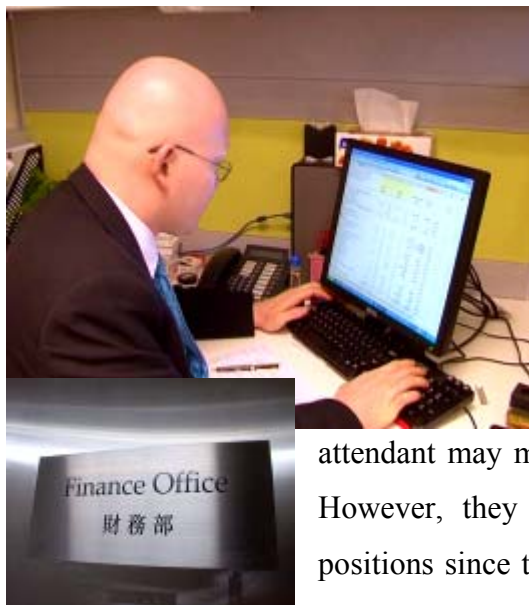
'Cost centers', which are also interpreted as 'support centers', mainly assist the functioning of revenue centers with no generations of any direct income for the hotel, e.g. human resources, purchasing, accounting and engineering departments. This classification is particularly useful for the accounting

department in summarizing the performances of different units under these two main categories.

b) Front-of-the-House and Back-of-the-House Departments

Besides the revenue centered and cost centered classifications, it is quite common that hotels would also group their units or areas into ‘front-of-the-house’ and ‘back-of-the-house’.

‘**Front-of-the-house**’ refers to those departments or areas which are accessible and visible by guests, e.g. front desk counters, restaurants, concierge and bell services. They are the points of service encounters where service staff usually have direct contacts and interactions with guests.



‘**Back-of-the-house**’, on the contrary, refers to those departments or areas which rarely have staff-to-guest interactions, e.g. kitchen, housekeeping, human resources and engineering departments. It should be emphasized that some ‘back-of-the-house’ positions would also come across and interact with guests. For example, a room attendant may meet a guest while cleaning the guest rooms. However, they are not considered as ‘front-of-the-house’ positions since their major duty is room cleaning rather than communicating with their guests.

ACTIVITY 2.1.8 – Classifications of Hotel Departments

Questions:

By referring to the photos provided below:

1. Identity whether they are ‘revenue centered’(R) or ‘cost centered’(C) units.
2. Identity whether they are ‘front-of-the-house’(F) or ‘back-of-the-house’(B) units.



(a) Kitchen



(b) Bar



(c) Free airport shuttle



(d) Engineering department



(e) Front desk



(f) Security department

2. Organization of Hotel Departments and Their Functions

The day-to-day operations of a hotel are the key factors determining the success or failure of its service. It is necessary to understand the structure of hotels in order to get an overview of how the organisation fits together.

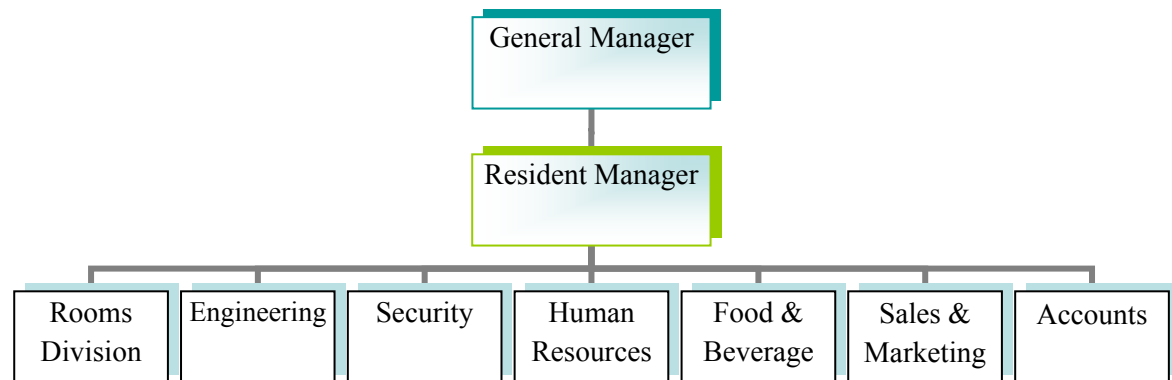


Figure 2.3 — Major departments of a five-star hotel

Regardless of the size of a hotel, the organisational structure will be basically the same. It is usually divided into several distinct departments, each responsible for a particular area of work. The larger the hotel is and the more facilities it offered, the more specialised the departments become. For example, the front office and housekeeping department are under the control of the director of rooms.

a) The Duties of Key Executives

(i) *General Manager*

The main responsibilities of the general manager (GM) include:

- Providing leadership to the management team;
- Coordinating the work of all departments;
- Participating in the formulation of hotel policies and strategies;
- Leading the hotel staff in meeting the financial, environmental and community responsibilities; and
- Assuming full responsibilities for the overall performance of the hotel.

(ii) Resident Manager

The main responsibilities of the resident manager include:

- Holding a major responsibility in developing and executing plans developed by the owner(s), the general manager and other members of the management team;
- Checking on operations, providing feedback and offering assistance when needed;
- Completing, reviewing and summarizing statistical reports and sharing them with the general manager; and
- Assuming responsibilities for the daily operations and management of the hotel.

b) Functions of Major Hotel Departments

(i) Engineering

The engineering department is responsible for maintaining the physical plant of the hotel such as electricity, plumbing, air conditioning, heating and elevator systems; and for overseeing all mechanical and technical conditions of the hotel.

(ii) Security

Security is an important concern in every hotel. The security department is responsible for implementing procedures which aim at protecting the safety and security of hotel guests, visitors, hotel employees and the hotel itself. Examples include monitoring surveillance equipment, patrolling the hotel premises and maintaining security alarm systems.

(iii) Human Resources

The human resources (personnel and training) department is responsible for hiring, orientation, training, wages and benefit administration, labour relations, employee relations, and staff development.

(iv) Food and Beverage

The food and beverage (F&B) department provides food and beverage services to the hotel guests and visitors through a variety of outlets and facilities/services. Examples include lounge, bar, coffee shop, restaurants, banquet service, room service (also called in-room dining) and cake shop.

(v) Sales and Marketing

The main functions of the sales and marketing department involve generating new businesses for the hotel, coordinating advertising, as well as sales promotions and public relations activities aiming at enhancing the hotel's image.

(vi) Accounts

The accounts department is headed by the financial controller who, as a key member of the management team, can guide the hotel to an increasing profitability through better control and asset management. In addition, this department is responsible for monitoring all of the financial activities of a hotel. Examples include overseeing accounts receivable, accounts payable, payroll, and cost control systems of the hotel; keeping records of assets, liabilities and financial transaction of the hotel; preparing the monthly profit-and-loss statement, coordinating with purchasing department and information technology department, and handling guests s' inquiries about billing.

The functions of **Rooms Division** will be covered in detail in Unit 2.2.4.

One effective way to examine how a hotel can be operated is by studying the organizational structure and the functions performed by different departments. Referring to section 2.2.3, try to complete Activity 2.19 and test your understanding about the functions of some hotel departments.

ACTIVITY 2.19 – Functions of Major Hotel Departments

Try to read the cases provided in the right hand side and think about which department should be responsible for handling different situations. Use lines to match them up if appropriate.

Hotel Departments	Cases
1. Rooms Divisions	A. A customer has found that his watch being kept in his room is missing.
2. Engineering	B. A customer has just arrived to the hotel and would like to get a room for tonight.
3. Security	C. A customer wants to order the room service.
4. Human Resources	D. A customer complained that his in-room telephone is not working.
5. Food and Beverage	E. A hotel is planning to launch a club membership program to attract more business.
6. Sales and Marketing	F. A hotel's GM wants to know the performance of the hotel in the last 3 months.
7. Accounting	G. A hotel's staff is receiving training in the first day of her employment.

2.2.4 Rooms Division

Introduction to the Rooms Division

‘Rooms’ as the core products of a hotel business are managed by the department of ‘rooms division’. However, not all hotels, particularly some small-scaled ones have rooms division due to their limited room numbers and human resources. By referring to Figure 2.5 – Organisation of the rooms division, it has been mentioned that rooms division usually comprises two major departments – front office and housekeeping. In fact, a typical structure of the rooms division also comprises other sub-units as shown in Figure 2.4 below:

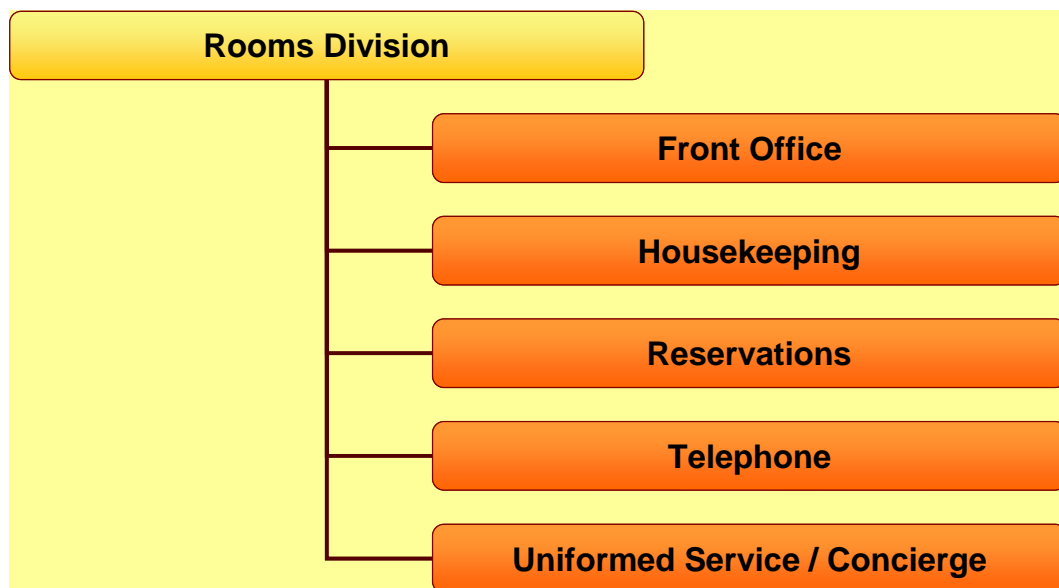


Figure 2.4 – Departmental Structure of Rooms Division

When compared with the rooms division chart provided in Figure 2.5 – Organisation of the Rooms Division, it can be seen that three more sub-units: reservations, telephone and uniformed service are put under rooms division. Sometimes, these three departments are grouped under the front office for simplicity reason (Please refer to Figure 2.6 for an example of front office organisation chart in a large hotel).

In general, the rooms division comprises two major departments, the front office and housekeeping, which are involved in the sales or services of rooms to guests.

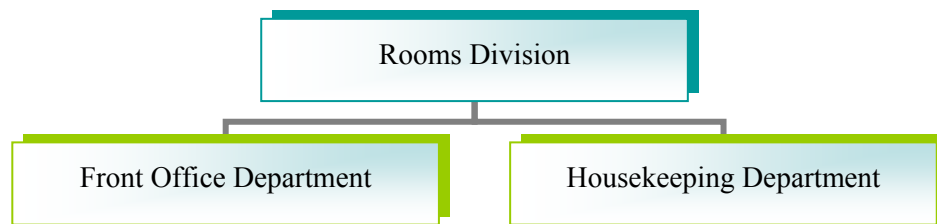


Figure 2.5 — Organisation of the Rooms Division

On the other hand, there are some reasons why hotels would prefer to combine the front office and housekeeping departments into one single division. As front office depends heavily on housekeeping for their cleaning of rooms before they can be sold to the guests, there are always conflicts and pressure among staff of the two departments. Managers of the two major departments would find it quite difficult to resolve problems and it is quite obvious that they may sometimes have bias in protecting their own staff. The position of director in rooms division helps solving this problem as he/she is the only one who manages both departments. The position requires the manager to have solid experience in both front office and housekeeping who will have a better understanding of the operations and strategies in handling the conflicts between the two departments.

ACTIVITY 2.20 – Conflicts Between Front Office and Housekeeping Departments

Think about the following situations and how they may lead to conflicts between the front office and housekeeping departments.

Situations:	Possible Consequences:
1. A VIP kept asking the front desk to change his rooms for several times in one single day.	
2. A guest found out that the room she had just checked –in had no signs of cleaning by room attendant.	
3. Too many walk-ins requested for rooms at 2:30 p.m. and not enough clean rooms were available at the moment.	
4. A front desk clerk forgot to update and input the 'Do Not Disturb' request of a guest in the morning.	

Note –The director of rooms is responsible to the general manager for the effective leadership and smooth operation of all departments that make up the rooms division.



Front desk counter

2.2.5 Front Office Department

1. Front Office Operations

The front office is the nerve centre or hub of a hotel. It is the department that makes the first and last impression on the guests, and the place that guests approach for information and service throughout their stays.



Front desk clerk

The three main functions of the front office are as follows:

1. Selling rooms;
2. Maintaining balanced guest accounts; and
3. Providing services and information to guests.

2. Organisation of Front Office Department

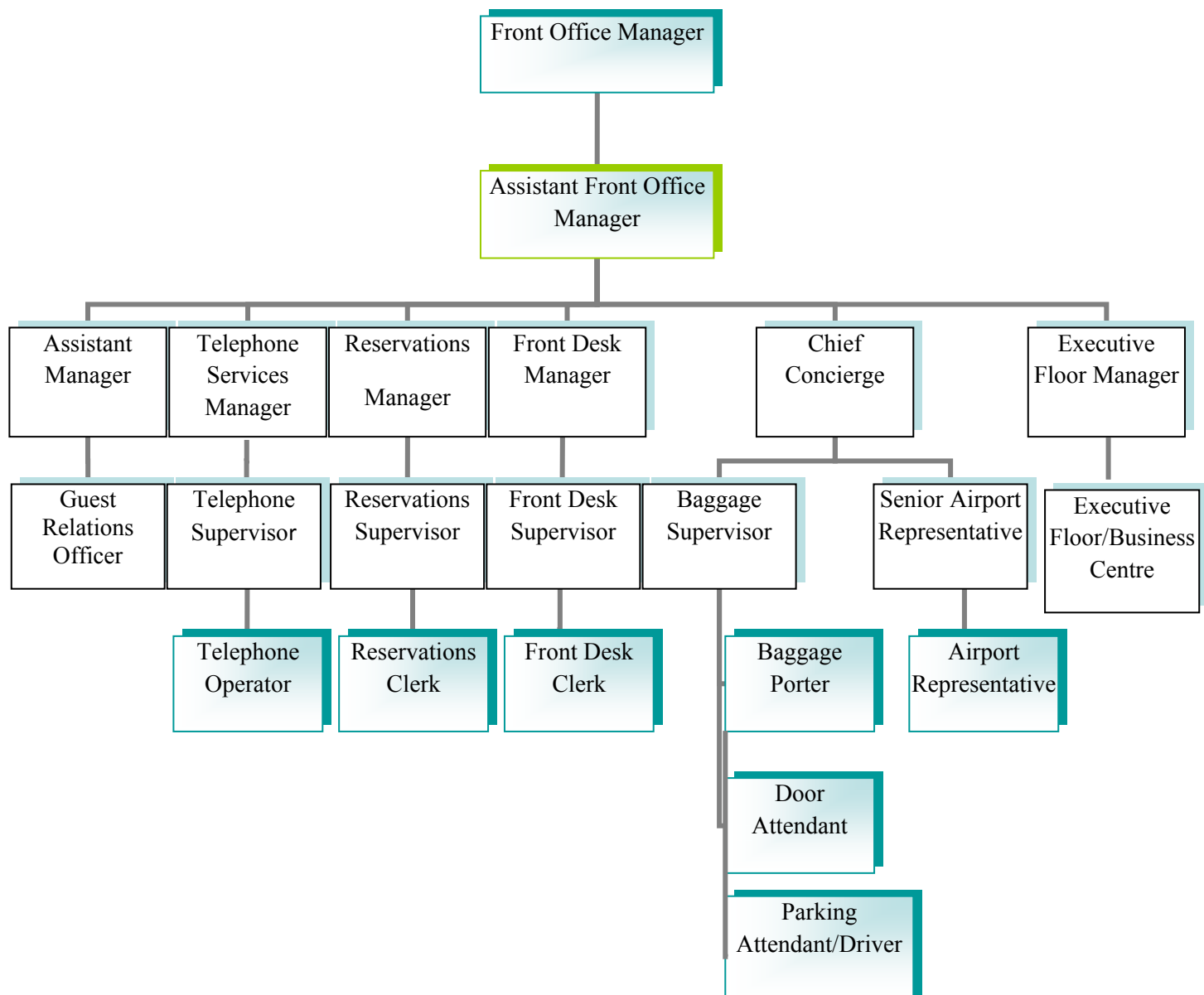


Figure 2.6— Front Office Organisation Chart of a Large Hotel

Figure 2.6 shows an organizational chart for a front office. This illustrates the structure and lines of communication which operate within the front office.

3. Duties of Key Positions

a) **Front Office Manager**

The front office department is headed by the front office manager (FOM) whose main duty is to enhance guest services by constantly developing services to meet guests' needs.

The FOM performs the following duties:

- Monitoring reservation status;
- Looking over market mix and preparing occupancy forecasts;
- Determining rate structures and supervising implementation of rate policies;
- Reviewing previous night's occupancy and average room rate;
- Reviewing arrivals and departures for the day and the next day;
- Making staffing adjustments needed for arrivals and departures; and
- Reviewing the VIP list, checking VIP rooms, meeting VIPs and entertaining them.

b) **Assistant Manager & Guest Relations Officer**

The Assistant Manager and the Guest Relations Officer also serve the guests from a separate desk located in the lobby of the hotel.

(i) Assistant Manager

The Assistant Manager represents the management in handling the daily operations of the hotel and could directly report to the General Manager in some hotels. Duties include:

- Welcoming VIPs upon check-in;
- Conducting guest relations role;
- Handling efficiently all inquiries and complaints of guests; and
- Ensuring the smooth functioning of all departments in the hotel.

(ii) Guest Relations Officer

The Guest Relations Officer reports to the Assistant Manager. Duties include:

- Greeting all arriving individual guests, especially those under commercial accounts;
- Providing local information for guests;
- Promoting in-house functions, facilities and services; and
- Assisting front desk staff when they are busy and assisting guest to check out.

c) Telephone

The telephone department is headed by the telephone services manager. The telephone supervisor and telephone operator process all incoming and outgoing calls through the hotel switchboard. Staff in this department generally possesses good language and communication skills. The members need to:

- Provide general information regarding the hotel or local attractions to guests over the telephone;
- Place international calls, morning calls and wake-up calls as required by guests;
- Administer the paging system of the hotel, which provides a communication service between certain hotel staff and management staff who are not always in their offices;
- Administer the in-room movie system of the hotel;
- Stay familiar with the names of Very Important Persons (VIPs) in the hotel;
- Protect guest privacy by not disclosing room number, guest information and reporting suspicious person;
- Communicate weather emergency to management, engineering, security and guests; and
- Perform the role of communications centre in the event of emergency.

In order to provide better service, some hotels have introduced the “one-stop service” with all guest requests being carried out through the telephone department. For example, if a guest called in and wanted to place a booking with the coffee shop, the line would be transferred by the telephone operator to the coffee shop in the past. With the “one stop service”, the telephone operator will take the booking for the guest. This can speed up the booking process and leave the guest a better impression.

d) Reservations

The reservations manager takes charge of this section and makes decisions on whether room reservations/bookings should be accepted when the hotel is fully booked. That is, to stop taking room reservations or to allow overbooking of rooms.

The reservations supervisor will monitor closely all the room reservations taken and report to the reservations manager when abnormal situations happen. For example, there is a larger number of room cancellations than usual.

Reservations Clerk

Duties include:

- Handle reservation request and prepare reservation confirmation slips;
- Request guests to confirm or guarantee their room reservations;
- Keep records of the details of each reservation and the number of room reservation taken for each night;
- Provide the front desk with details of room reservation due to arrive the next day;
- Prepare VIP lists; and
- Update guest history records.

Reservations may originate from different sources, including:

- Direct reservation via telephone, fax, letter, e-mail or Internet;

- Reservation network systems such as Leading Hotels of the World (LHW);
- Travel agents;
- Tour operators;
- Meeting planners; or
- Walk-in.

When a reservation request is accepted, the details of the room reservation such as guest name(s), staying period, room type and rate, method of payment, guest contact information and special requests will be recorded on a reservation form, as shown in figure 2.7, and in the computer.

It is common practice for hotels to overbook during peak season in order to ensure full occupancy as some guests are likely not to show up. Overbooking refers to a situation when the hotel takes more reservations than the number of its rooms to accommodate. Usually, reservations clerk will request guests to guarantee their booking during peak season.

For guaranteed reservation, hotel will hold the room for the guest overnight or during the guaranteed period as the guest has prepaid for the room and no refund will be given if the guest does not show up.

By contrast, a non-guaranteed reservation means that the hotel will hold the room until a stated cancellation time, normally up to 6 p.m. on the arrival date and then release the room for sale if the guest does not arrive.

RESERVATION FORM				
Title	Surname	First Name	Second Name	
Arrival Date:		Departure Date:		
Flight/Time:		Flight/Time:		
No. of Persons:		No. of Rooms/Room Type:		
Room Rate: _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ Corporate Travel Agent Airline Courtesy Package Discount Discount Discount Discount Discount				
Transportation Required: <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ Airport to Hotel Hotel to Airport Round Trip				
Billing Instruction: <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ Guest A/C Room on Company All Expenses on Company Other: _____				
Guaranteed By: <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ Company letter/fax/e-mail Fax Deposit <input type="checkbox"/> Credit Card No.: _____ Expiry Date: _____				
Company Name:				
Telephone/Fax no.:		Reserved by:		
E-mail Address:				
Confirmation: Yes/No Remarks:				
Approved by:		Taken by: Date:		

Figure 2.7 – Reservation form

e) **Front Desk (Reception)**

The front desk is headed by the **front desk manager** whose main duty is to ensure that the hotel achieves the highest possible level of room occupancy and the maximum revenue.

(i) *Front Desk Supervisor (Reception Supervisor)*

Duties include:

- Overseeing the smooth running of the front desk;
- Compiling duty roster;
- Greeting important guests (VIPs);
- Assigning rooms to guests;
- Dealing with group arrivals; and
- Handling guest requests such as room change and complaints not being able to be handled by subordinates.

(ii) *Front Desk Clerk (Receptionist)*

Duties include:

- Greeting the guest;
- Providing information and promoting hotel facilities and services to guests;
- Checking in the guest;
- Maintaining guest account;
- Checking out the guest;
- Administering the safe deposit system of the hotel; and
- Providing foreign currency exchange service to guest.

f) Concierge

The concierge comprises of a large group of uniformed staff, including:

- Chief Concierge;
- Airport Representative;
- Driver;
- Parking Attendant;
- Door Attendant;
- Baggage Porter; and
- Baggage Supervisor.

(i) *Chief Concierge*

The chief concierge is the overall in charge of this section. He/she normally works at a desk in the main foyer. The following guest services are provided by the concierge:

- Providing information/advice on hotel products/services, entertainment, attractions, sightseeing tours and local restaurants;
- Confirming airline passages and purchasing airline tickets;
- Reserving tables at restaurants and tickets to shows;
- Arranging the hire of hotel limousine and other transportation service such as a private jet; and
- Handling guest requests and inquiries, e.g. shopping request and an inquiry concerning the direction to a local bank.

(ii) *Airport Representative*

Duties include:

- Greeting hotel guests at the airport;
- Arranging hotel transportation for guests from the airport to the hotel;

- Answering inquiries from guests about the different means of transportation available from the airport to the hotel such as airport express train, airport shuttle and bus;
- Taking hotel room bookings;
- Assisting departing guests at the airport; and
- Liaising with airlines for special arrangements such as wheelchair for guests and the handling of guest baggage lost by the airlines.

(iii) Driver

Duties include:

- Taking guests to and from the airport; and
- Acting as personal driver for guest upon request such as taking guest to his office or for sightseeing tour.

(iv) Parking Attendant

Duties include:

- Parking cars for guests patronising the hotel; and
- Assisting the door attendant in ensuring that traffic at the main entrance is smooth.

(v) Door Attendant

In general, the door attendant works outside the hotel's entrance.

Duties include:

- Greeting all new arrivals;
- Providing door service to guests;
- Summoning baggage porter to assist arriving guests;
- Calling taxis and providing the hotel address card for guests;

- Paying taxi fare on behalf of the hotel guests who do not have local currencies; and
- Directing traffic and parking of vehicles at the main entrance.

(vi) Baggage Supervisor (Bell Captain)

Duties include:

- Answering telephone calls from guests regarding baggage pick up from room;
- Assigning baggage porter to handle the guest baggage;
- Receiving guest article, such as a tailor-made shirt from outsider, and assigning a baggage porter to deliver it to the guest room; and
- Handling guest requests for postal services such as collecting the postage fee of sending a parcel from the guest.

(vii) Baggage Porter (Bell Attendant)

Duties include:

- Handling guest baggage in and out of the hotel;
- Escorting check-in guests from the front desk to their rooms and introducing facilities in the room;
- Running errands for the executive office and hotel guests such as going to the post office buying stamps/sending parcels, doing grocery shopping and obtaining visa for guests;
- Delivering to guest room newspapers, mail, fax, message and parcel, etc; and
- Handling storage of guest baggage/belongings for late check-out, next arrival or outsiders to pick up.



Hotel entrance

g) The Executive Floor

The executive floor manager oversees the smooth operation of the executive floors and business centre.

(i) The Executive Floor

Business travelers who require an environment conducive to business and privacy will choose to experience enhanced services in the executive floor for an additional fee. The executive floor(s) is usually the top floor(s) of a hotel. Guests of the executive floor will enjoy a range of complimentary exclusive privileges and benefits which vary from one hotel to another. Examples are as follows:

- Express check-in and check-out services on the executive floor;
- Complimentary breakfast buffet, afternoon tea, cocktails, evening hors d'oeuvres and all-day refreshments in the executive floor's lounge;
- Complimentary in-room local calls and high-speed Internet access;
- Garment ironing service;
- Complimentary use of the hotel's fitness centre, swimming pool and private use of the boardroom for one-hour per stay; and
- Personalised business and concierge services such as flight confirmation and hotel limousine arrangement.

(ii) Business Centre

Many hotels provide a business centre to both their business and leisure guests. The range of services and facilities provided may include business equipment, presentation supplies, computers, meeting and function space with wired or wireless Internet access, secretarial and translation services. Economy properties typically offer limited business services with self-serve options.

4. Relationship Between Front Office Department and Other Departments

The front office is the centre of guest transactions in a hotel and so often acts as the centre for collection and distribution of guest information. Such information may help other departments providing the best service to guests throughout the different stages of the guest cycle.

a) Housekeeping Department

The housekeeping department requires the following information from the front desk:

- Check-in, occupied and check-out rooms in order to organise room cleaning; and
- Special requests from guests, such as baby cot or extra blanket, etc., so that extra amenities and services can be provided to guests.

In return, the housekeeping department will provide the actual room status to the front desk for comparison with the computer record which ensures that the front desk has the correct room status. Any discrepancy found will be double checked by the Assistant Manager.

b) Engineering

The engineering department is responsible for maintaining properly the hotel facilities under the care of the front office department such as the proper of functioning of the guest lift.

c) Security

The front office needs to provide guest information to the security department in the event of emergency; such as fire alarm, power failure and so on. When guest reports loss of property to the front office, security department will be informed to handle the case together with front office's assistant manager.

d) Human Resources

The human resources department provides staff training and recruitment service to the front office. It also sets up the staff grooming and discipline standard for staff to follow.

e) Food and Beverage Department

The front desk will provide the food and beverage department with a guest room special amenities request form. The food & beverage department then arranges for item such as welcome fruit basket with fruits, chocolates and wine to be put in the guest room. For groups, the food & beverage department will need the front desk to provide information on meal arrangements so as to reserve seats in the outlets or conference rooms for guests' meals.

f) Sales and Marketing Department

The sales and marketing department needs to work closely with the front desk and reservations department for reservations of groups, tours and corporate bookings. The front desk will provide to the sales and marketing department an updated rooming list, see example on figure 2.8, with guest room number upon the arrival of tours or groups.

g) Accounts Department

Information concerning advance deposits received by the reservations department and payments received by the front desk must be recorded and passed to the accounts department which is responsible for monitoring guest accounts, checking credit limits and seeking settlements of guest accounts. Accounts department is responsible for compiling a list of credit-approved enterprises, which is needed by reservations and front desk when receiving bookings.

Rooming List of Samson Trading Company Ltd. (May 1-12, 2009)

Guest Name	Title	Nationality	Passport No.	Period of Stay	Preference	Room Type
Ms Wong Mei Bo	Liaison Officer	Chinese	G45889246	May 1 - May 12	Non- Smoking Room	Standard Room
Mr Chen Wei Kit	Vice President	Chinese	G27205533	May 1 - May 10	Smoking Room	Harbour Suite
Mr Peter Gibbs	Financial Controller	Australian	E2007201	May 1 - May 5	Non- Smoking Room	Deluxe Room
Ms Patricia Sand	Trading Manager	Australian	E6572458	May 4 - May 12	Non- Smoking Room	Deluxe Room
Mr Bill Lewis	Project Manager	American	107225422	May 4 - May 12	Smoking Room	Deluxe Room
Ms Devon Morton	Marketing Manager	Australian	E4470237	May 5 - May 10	Non-Smoking Room	Deluxe Room
Mr Dan Morris	Marketing Manager	Australian	E4589632	May 5 - May 10	Non- Smoking Room	Deluxe Room
Mr Anthony Beer	Treasury Manager	American	197520409	May 5 - May 9	Non- Smoking Room	Deluxe Room
Mr Tey Wing Fatt	Sales Manager	Singaporean	S7127001H	May 5 - May 8	Non- Smoking Room	Deluxe Room
Ms Yetty Thomson	Sales Manager	Australian	E2477082	May 5 - May 8	Non- Smoking Room	Deluxe Room
Mr Jason Herrick	Technical Support Manager	Australian	E7142355	May 5 - May 8	Non- Smoking Room	Superior Room
Ms Jill Steward	Technical Support Manager	Australian	E7568933	May 5 - May 8	Non- Smoking Room	Superior Room

Figure 2.8 – Rooming List

5. Main Duties of Front Desk

a) Registration and Check-in Procedures

Most of the hotels allow their guests to check-in at 2 p.m. or after. The registration procedures performed by receptionists should be efficient and accurate. These contribute to a positive first impression to guests upon their arrival. Figure 2.4 shows the standard procedures of registration at the front desk counter:

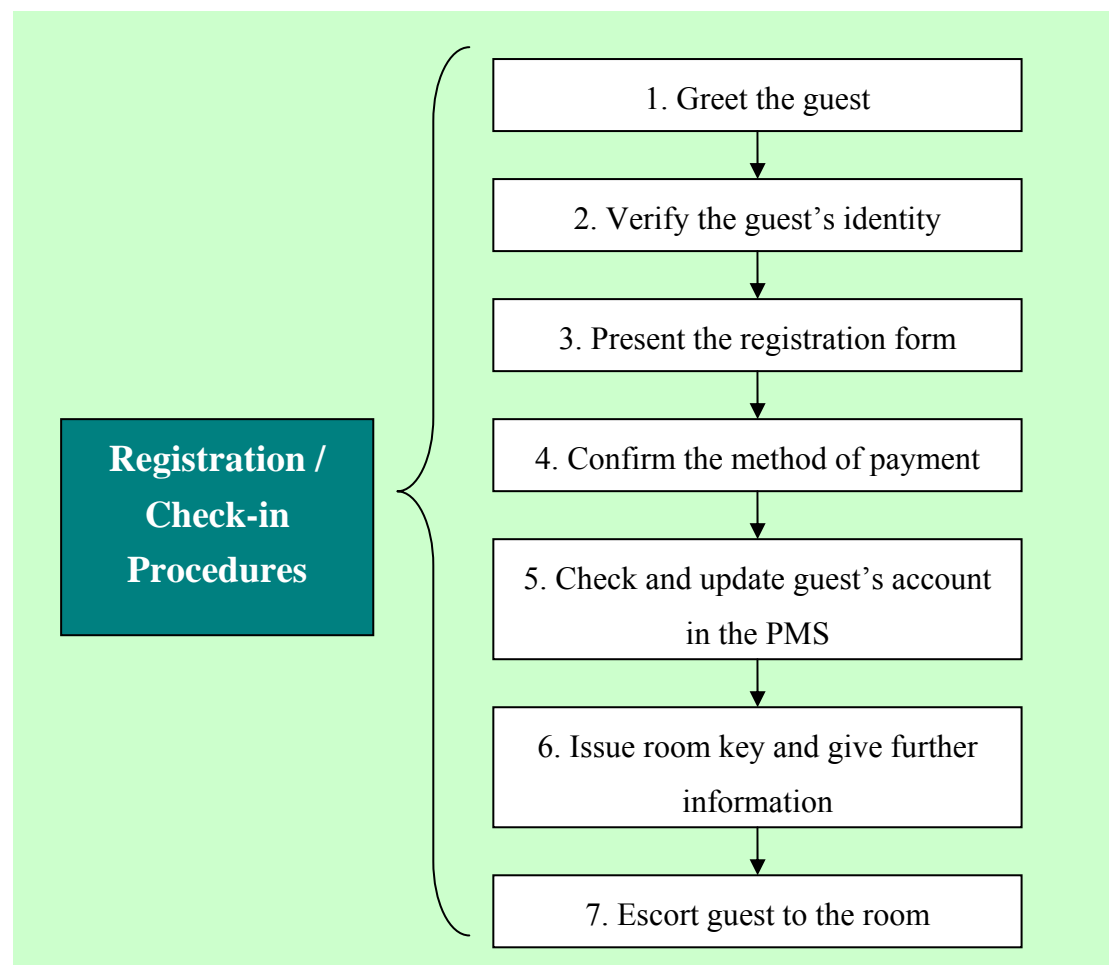


Figure 2.9— Registration / Check-in Procedures

(i) Greet the Guest

Receptionists should always be attentive to the presence of guests at the front door and lobby areas. They should give warm greetings to the guests when they approach to the front desk.

(ii) Verify the Guest's Identity

Ask if the guest would like to check-in. Verify the guest's identity by checking his/her passport, booking voucher and confirmation number.



(iii) Present the Registration Form to the Guest

Confirm booking information printed in the registration form with the guest. For example, room type, room rate, length of stay and special requests if any. Ask the guest to complete and sign the registration form if he/she agrees with the terms of accommodation arrangement.



(iv) Confirm the Method of Payment

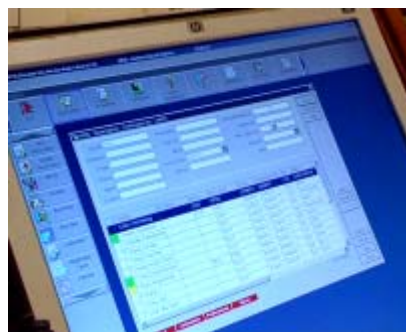
If a credit card is used, check the guest's name, the card's validity and its date of expiry. For guests who prefer paying cash, make sure they have "paid in advance" (PIA) with cash deposit. Guests should also be reminded that they will not be allowed to post any charges to their guest accounts if no credit card is provided at the time of checking-in.



Procedures of handling other types of payment, e.g. personal checks or direct billings should also be handled with extra care.

(v) *Check and Update the Information of the Guest's Account in PMS*

Check if any mail, message or article is received before the guest's arrival. Select and assign a suitable room to the guest according to his/her booking information.



(vi) *Issue Room Key and Give Further Information*

While issuing the room key and giving direction to the guest, a receptionist should also take the chance to provide more information of the hotel. For example, the breakfast arrangement; the operation hours of hotel's outlets and facilities and; how to contact the hotel's staff for assistance during the stay, etc.



(vii) *Escort Guest to the Room*

Ask if the guest need assistance from the baggage attendant who can take the guest's baggage and escort the guest to the guest room.



Additional Information - Variations of Registration (Check-in) Procedures for Groups

The registration procedures of group guests (e.g. tours and event attendees) are different from the general procedures of checking-in an individual guest. In order to speed up the service process and prevent guests from waiting too long at the lobby, the following procedures are usually performed by the hotel receptionists.

(i) Pre-registration

Some preparation works can be performed by receptionists before group guests' arrivals, including the confirmation of room numbers and number of rooms available for groups. Key cards are always prepared by receptionists in advance according to the rooming lists provided by travel agents or event organizers.



(ii) Group Check-in

Some hotels have group check-in counters which specifically serve group guests. Tour escorts or event organizers check-in at the group check-in counter without the need of checking-in each guest individually.



Some hotels would also set up a tour assembly point for large groups by using meeting rooms if necessary. Such a practice can control the traffic of hotel lobby and enhance the comfort of guests upon their arrivals.



ACTIVITY 2.21 – Up-selling During the Check-in Process

By examining the check-in procedures of a front desk receptionist, please discuss with your classmates and answer the following questions:

- At which stage should a receptionist conduct up-selling during the check-in process?
- What kinds of products or services can be recommended by a receptionist in an up-selling task?
- In which situations should a receptionist forego up-selling?

Figure 2.10 shows the sample of a completed registration form. During the process of registration, the front desk clerk will request to see the guest's identity card or passport to check if the guest is an alien, for verification purpose. When all formalities are completed, the front desk clerk will issue the room key to the guest. The baggage porter will then take the guest's baggage and escort the guest to the guest room.

Registration Form**Welcome to Parkside Hotel**

Guest Name:		Mr. Brent David Ritchie		Room Number :	1718
Address:		8200 River Road Richmond BC Canada V6X 3P8		Date of Birth:	11 Oct 77
				Nationality:	Canadian
Tel/Fax No.:				Passport No.:	JP089556
E-mail Address:		britchie201@yahoo.com		Next Destination:	Canada
Occupation:		Engineer		Arrival Date:	12 Sep 07
				Flight/Time:	CX839/20:55
Company Name:				Departure Date:	14 Sep 07
				Flight/Time:	CX838/16:35
Room Type:		Deluxe Suite		No. of Nights:	2
Room Rate:		\$2300 (HKD) Room rate is subject to 10% Service Charge & 3% Government Tax		No. of Guests: (Adult/Child)	1/0
Payment Method:	<input type="checkbox"/> VISA	<input type="checkbox"/> MASTER	<input type="checkbox"/> AMEX	<input type="checkbox"/> JCB	<input type="checkbox"/> DINERS
	<input type="checkbox"/> CUP	<input checked="" type="checkbox"/> 現金	<input type="checkbox"/> 其他: _____		
Guest Signature: <u>Brent D. Ritchie</u> I understand that the guest signature on the registration form is authorized for use of the credit card on the file for payment of my account for this and future stays. I agree that my liability for this bill is not waived, and agree to be held personally liable in the event that the indicated person, company, or other third party billed fails to pay part or all of these charges.					
Express Check Out Service:		I hereby authorize Parkside Hotel to charge my credit card for all expenses pertaining to my stay.			
Signature of Credit Card Holder: _____				*Express check out is available for credit card paying guest.	
I understand that Parkside Hotel is not responsible for money, jewels or other valuables that have been misplaced, stolen or left in the guest rooms, meeting rooms, public areas, and family and/or hotel vehicles. Safe deposit boxes are available at the Front Desk.					

Figure 2.10— A Completed Registration Form

Note —Guests who arrive at the hotel without having made a reservation are known as walk-ins. It is common practice for hotel staff to obtain from the guest a substantial deposit or credit card imprint before checking the guest into the hotel.

ACTIVITY 2.22

Mr Christie, a walk-in guest, will stay in your hotel for one night only and will be fully responsible for all charges incurred. As a front desk clerk, how would you explain to the guest that you have to collect one night room rate (HK\$2,000.00) + 10% service charge + prevailing government room tax (e.g. 3%) + an extra HK\$ 1,000.00 for hotel signing privileges from him as the deposit for check-in?

ACTIVITY 2.23

Role play

In groups of 2, one student will act as a front desk clerk helping a guest, i.e. another student, to check-in. Answer the following questions asked by the check-in guest:

- Question 1:** Is it possible for me to check-out two hours later than the hotel's standard check-out time with no additional charge?
- Question 2:** Is there any show or concert that you could recommend to me?
- Question 3:** Where could I find foreign currency exchange service?
- Question 4:** Where would you recommend me to go for delicious Chinese cuisine?

b) Check-Out Procedures

The standard check-out time is always set at 12 p.m. or before. The check-out procedures are as important as check-in since guests would expect they can leave with no ‘troubles’ on their bills. Important issues that the receptionists should put into focus are payment collection, give assistance and create a positive parting impression to guests. Figure 2.11 shows the general procedures of checking-out a guest upon departure:

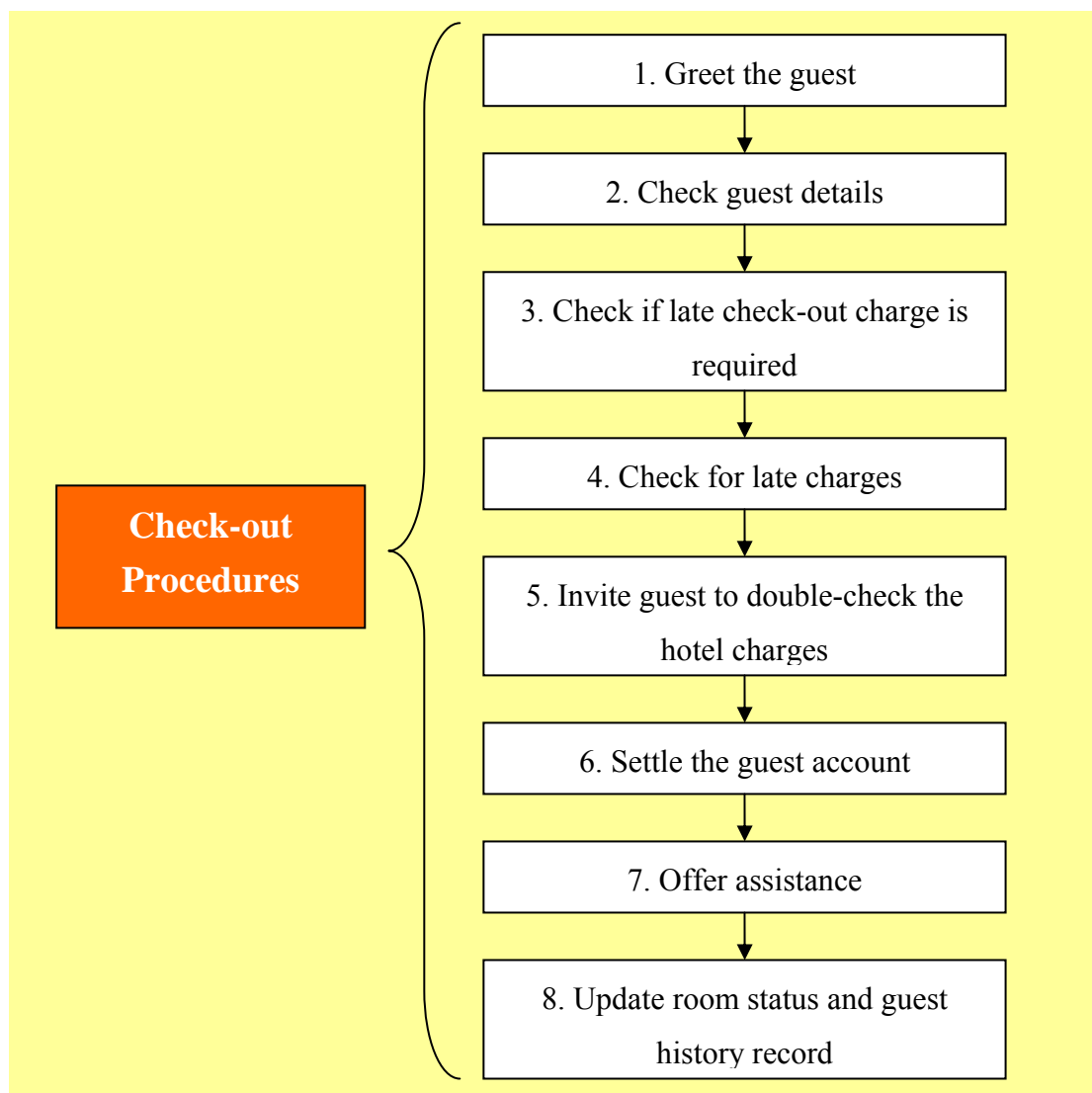


Figure 2.11– Check-out Procedures

(i) Greet the Guest

Same as the check-in procedures, greeting is the basic of a quality service to your guest. Through greeting, a receptionist can also take the chance to ask the guest for his/her comment about the stay.

(ii) Check Guest Details

It is important to check guest's details, e.g. the guest's name and room number. Guests with identical or similar names should be aware to avoid mistakes in the check-out process.



If the guest leaves earlier than expected, either departments will need to be informed. Double check with the guest so to make sure satisfactory services are provided to the guest during the stay. Ask the guest to return the room key. Check the corresponding room number if 'old-style' metallic keys are used in the property.

(iii) Check if Any Late Check-out Charges Should be Imposed

Normally, hotels would request their guests to check-out before 12pm. Receptionists should follow the hotel's policy for handling the cases of late check-out. Some hotels would charge 50% of the daily room rate for those who check-out before 6pm and a full rate is charged after 6pm.

(iv) Check for Late Charges

It is the responsibility of the receptionist to ask whether the guest has used some charged services while checking out. For example, the guest may check-out immediately after he/she has consumed



breakfast in the restaurant. The breakfast charge may not have been posted to the guest account by the restaurant staff if he/she is too busy in serving other tables at the moment. Consumption of mini-bar items is another common example of late charges which may require the help of room attendants in updating the status upon check-out. Any discrepancies could lead to unnecessary losses in hotel's revenue.

(v) Invite Guest to Double-Check the Hotel Charges

Produce guest folios (guest bills) for guest inspection and master folios (master bills) for tour escort's inspection. The receptionist should print and present the master to the guest for his/her checking before bill settlement. It is the responsibility of the receptionist to explain the charges to the guest if he/she has any questions and make corrections if necessary.



(vi) Settle the Guest Account

Re-confirm the method of payment. It is common that some guests, especially business travelers and tours would like to split their consumptions into two different folios (bills): **master** and **incidental**.

Generally, **master folios (master bills)** only include room and breakfast charges which should be paid by enterprises to cover the necessary expenses of their travelling staff or; by travel agents which have already received the payments from tourists included in packaged prices beforehand. Other personal expenses, such as telephone, spa, and in-room movies, would be put into the **incidental folios (incidental bills)** as guests' own responsibilities.



(vii) Offer Assistance

Ask if the guest need any assistance of the bell service, shuttle or arrangement of other transportations. Some may request the front desk to keep their baggage for a certain period of time before their departure. Receptionists should also take the chance to help the guests in making future reservations upon request, particularly reservations in other hotels under the same chain.



(viii) Update Room Status and Guest History Record

After checking out the guest, make sure to update the room status (i.e. from OD to VD) which facilitate room cleaning and make the room available for sale as efficiently as possible. The creation of a guest history record involves the transferring of guest's basic information, room preference and consumption record. Through the help of the new information technology, guest-history profiles can be automatically created and updated upon check-out by the property management system (PMS).

ACTIVITY 2.24 – Errors in Billing

The call accounting system has recorded a long-distance call made in Room 608. However, the guest said he has not made any call during his stay upon his departure.

Discuss with your classmates how a receptionist should respond to the guest in this case. Think about how the following may affect your decision:

- Number of people staying in the same room;
- Guest type, e.g. VIPs, frequent travelers or corporate business travelers, etc.;
- Room type and rate;
- Guest history record; and
- Duration of the call.

ACTIVITY 2.25

As a front desk clerk, you have been informed by Mr Schneider, a regular customer on own account, who receives daily newspaper and fruit basket that he has decided to leave now; one day earlier than expected. Fill in the reason(s) column below showing why the following departments need to be informed. The last one has been done for you as an example.

Department(s)	Reason(s)
Housekeeping	
Concierge	
Room Service (In-room Dining)	Stop delivering fruit basket the next day

c) **Handling Overbooking**

Overbooking occurs when a hotel takes more reservations than the number of rooms available. It is a common practice of hotels which contributes to a higher chance of full house while reducing the loss of no-shows and last minute cancellations. Major problems of overbooking should be noted, which include the loss of reputation, increase in guest dissatisfaction and complaints, etc.



Generally, receptionists should be able to anticipate overbooking and take appropriate actions prior to the guests' arrivals. Sometimes, it is possible to find additional rooms available for sale in the hotel property. For example, check whether OOO rooms can be fixed immediately by the engineering department (Refer to Table 2.13 for explanation of the term – OOO rooms) and any 'double up' reservations have been made, i.e. two reservations under the same person are made by mistake.



If no rooms are available, prioritize expected arrivals for room assignment according to hotel policy, e.g. put VIPs, guests with guaranteed reservation and frequent guests at top priorities. Contact and reserve rooms in sister hotels or hotels nearby before guests' arrivals.

For those who cannot get a room upon arrival, the hotel will have no choice but 'walking the guests'. It means that the hotel has to reject guests even they have made reservations. By turning a guest away who is supposed to get his/her room reserved, the hotel has breached the contract which can lead to legal actions of guests. Therefore, 'walking the guests' should only be handled by experienced receptionists or front desk managers. The proper procedures include the followings:

(i) Apologize to the Guest

As it is the hotel's own fault of overbooking, hotel staff should apologize to the guest with no excuse.

(ii) Provide Alternatives

Compensations are always provided by the hotel to please the unhappy guests which generally involve:

- Free room for the 1st night of stay in an alternate hotel;
- Free transportation to the alternate hotel;
- Free long distance calls;
- Fruit plates;
- Free room upgrade for future purchase; or
- Discount coupons for food and beverage consumptions, etc.

In case the guest has reserved more than one night in the hotel, try to invite him/her to come back in the remaining nights during the conversation if rooms are known to be available.

(iii) Provide Baggage Assistance and Transportation

Once the guest agrees with the hotel's arrangements, receptionist should ask the bell person to take care of the guest's baggage and arrange transportation to the designated hotel.

(iv) Follow-up Services

Call the designated hotels to pay special attention to the unhappy guests. Some hotels would request their duty managers or front desk managers to give personal calls to the unhappy guests so to make sure that they have no problems with their rooms in the alternate hotels.

ACTIVITY 2.26—Advantages and Disadvantages of Overbooking**Instructions:**

- Work as a group of 4 to 5.
- Discuss the following questions:
 1. What are the advantages of overbooking to a hotel?
 2. What are the disadvantages of overbooking to a hotel?
 3. What should be done in minimizing the problems of overbooking?
- Conclude and share your opinions to other groups in the class.

6. Guest Cycle

The operation of the front office department is mainly determined by the type and number of guest transactions which take place during the four different phases of the guest cycle as shown in Figure 2.12 and listed below:

- **Pre-arrival**—The stage where the guest makes room reservation.
- **Arrival**—The point when the guest arrives at the hotel.
- **Occupancy**—The period during which the guest stays in the hotel.
- **Departure**—The point when the guest checks out and leaves the hotel.



Figure 2.12 — The guest cycle

Complete Activity 2.27 to enhance your understanding of the various types of transactions and services which may occur between the guest and the hotel during different phases of the guest cycle.

ACTIVITY 2.27

Determine at which stage(s) of the guest cycle the following guest transaction or service could occur.

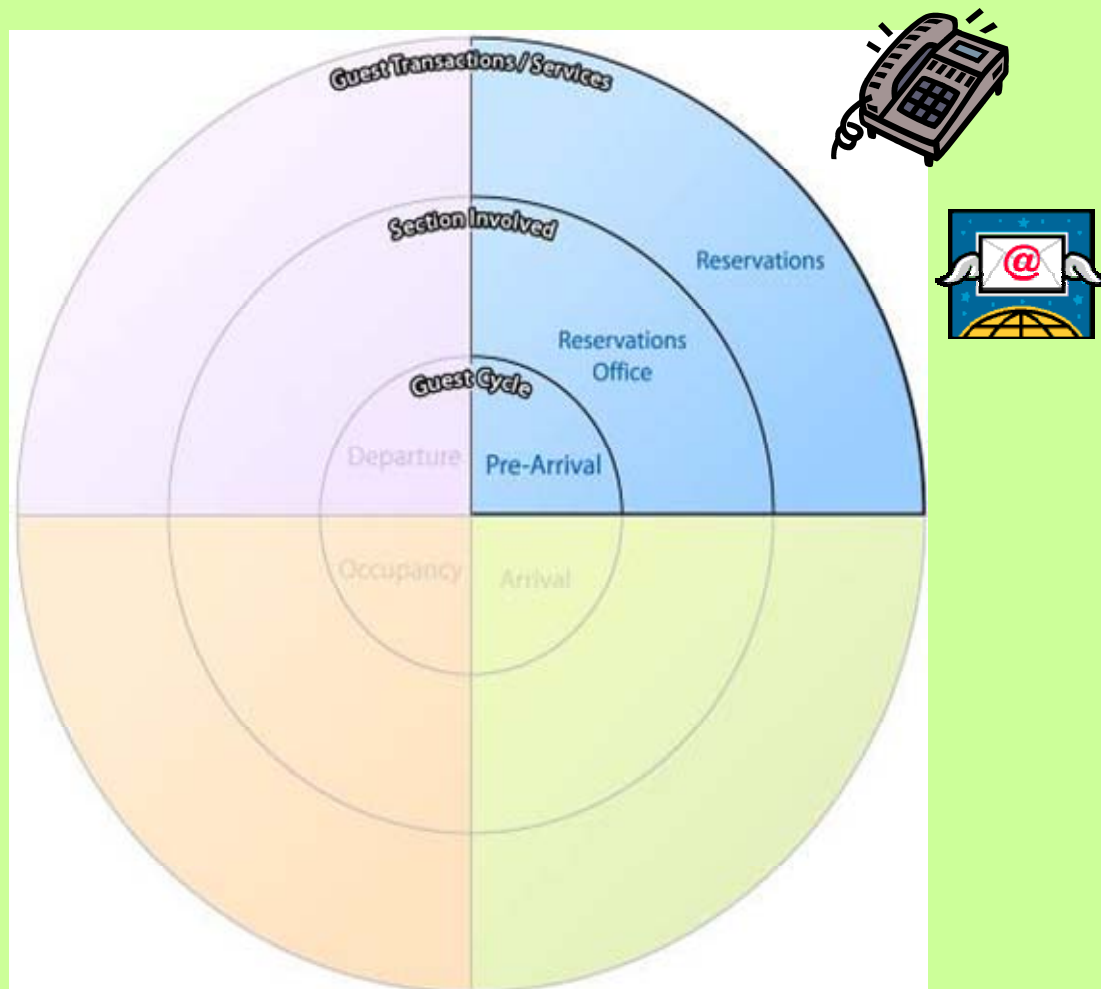
- a) Fill in the **Answer** column below with the correct alphabet (**A-D**) which denotes the four different stages of the guest cycle.

A – Pre-arrival	B – Arrival
C – Occupancy	D – Departure

The first one has been done as an example for you.

No.	Guest Transaction or Service	Answer(s)
1.	Reservation	A
2.	Mail and information	
3.	Transportation	
4.	Telephone call and message	
5.	Check-in and registration	
6.	Flight confirmation	
7.	Room assignment	
8.	Safe deposit	
9.	Issuing of key	
10.	Baggage handling	
11.	Maintaining guest account	
12.	Bill settlement	
13.	Issuing of breakfast coupon	
14.	Currency exchange	
15.	Wake-up call	
16.	Check-out	
17.	Booking of theatre ticket	

b) When you complete studying this section—2.2.4 Front Office Operations, try this activity again by filling in your answers using the guest cycle provided below.



In Activity 2.27, we have learned that different types of guest transactions and services could occur in the four different phases of the guest cycle which are being handled mainly by the front office department. The following will explain how different sections of the front office department are being organised to handle these guest transactions.

7. Revenue From Room Sales and Sales Indicators

a) Revenue From Room Sales

Figure 2.13 shows the percentage distribution of hotel revenue in Year 2010 in Hong Kong. Similar to hotels worldwide, room sales normally contribute to the majority of a hotel's revenue, followed by sales in food & beverage sections. Variations on revenue contribution of different units occur in different types of hotels. For examples, the revenue of casino hotels are mainly from the gambling units, while charges in rooms and catering services are relatively cheap or even subsidized in order to attract more guests. Convention hotels and those which target for events would also have higher income from banqueting and consumption of meeting facilities when compared with other hotels in general. Small-scaled hotels with no restaurant outlets mainly depend on their revenue in room sales for survival.

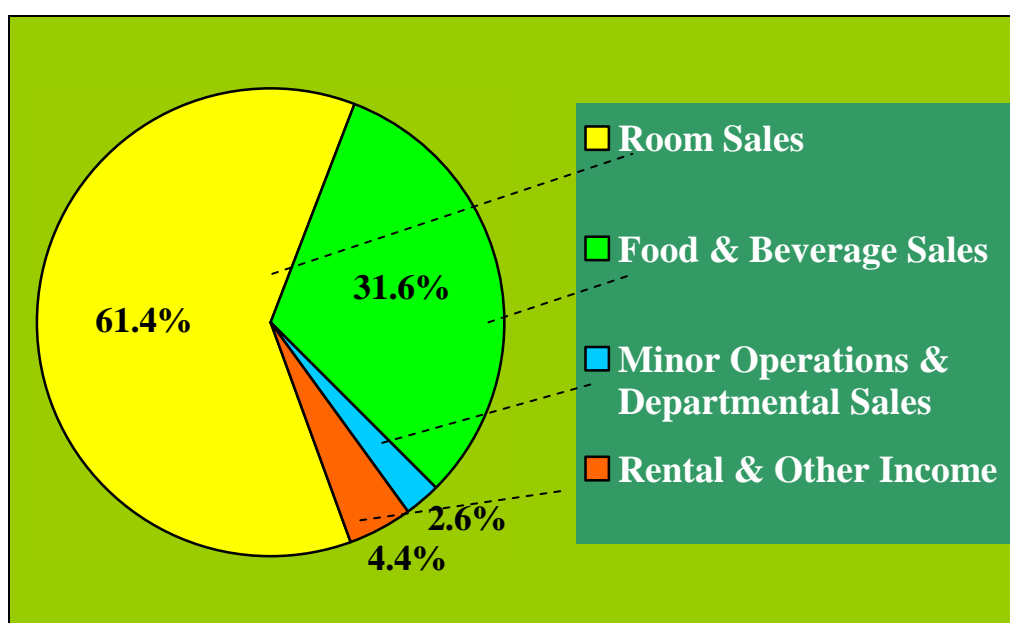


Figure 2.13 — Sources of Hotel Revenue in Hong Kong (Year 2010)



b) Sales Indicators

Sales indicators refer to how hotels count and measure their business performances. Some basic indicators which are applied by hotels include the followings:

(i) *Occupancy Rate*

‘Occupancy rate’ is a common sales indicator which tells how well the hotel has fully utilized the room resources to maximize profit. It is always the objective of hotels to achieve full-house, i.e. 100% occupancy, when all the rooms are sold out for the night. In Hong Kong, the hotels’ occupancy rates remain at around 80% to 87% (Year 2006 - 2010). The formula of occupancy rate is shown as below:



$$\text{Occupancy Rate} = \frac{\text{Number of Rooms Sold}}{\text{Total Number of Rooms in a Hotel}} \times 100\%$$

(ii) *Guests Per Occupied Room*



‘Guests per occupied room’ tells the ratio between guests staying in the hotel and the quantity of occupied rooms. Regardless of the room types available in the hotel, it gives a general idea of how many guests are being served in each room. The information would be useful for different departments, e.g. housekeeping department can refer to the guest ratio to estimate the consumption rate of guest supplies. The formula of guest per occupied room is shown as below:

$$\text{Guests Per Occupied Room} = \frac{\text{Number of Guests Staying in a Hotel}}{\text{Number of Rooms Occupied}}$$

(iii) *Average Daily Room Rate (ADR)*

While occupancy rate tells the ‘quantity’ of businesses, top management are also interested to know about the ‘quality’, i.e. how much they charge for a hotel room. The ‘average daily room rate’ is calculated which gives a general estimate of the average room charge received by a hotel, regardless of the differences in room types and rates. The formula of average daily room rate is shown as below:



$$\text{Average Daily Room Rate (ADR)} = \frac{\text{Room Revenue}}{\text{Number of Rooms Occupied}}$$

(iv) *Revenue Per Available Room (REVPAR)*

‘Revenue per available room’ (REVPAR) is similar to the ‘Average daily room rate’ (ADR) in indicating the hotel’s performance. The only difference between REVPAR and ADR is the denominator. Instead of just considering the actual number of rooms sold, hotels tend to use all rooms available in calculating the REVPAR, i.e. to include all vacant rooms, out-of-order rooms and rooms for ‘house use’ in calculation. The value is always smaller than the ADR which serves as a good means to check the ability of management in utilizing all room resources to maximize the hotel revenue. The formula of REVPAR is shown as below:



$$\text{Revenue Per Available Room (REVPAR)} = \frac{\text{Room Revenue}}{\text{Total Number of Hotel Rooms}}$$

ACTIVITY 2.23—Calculations of Sales Indicators

A business hotel with a total of 310 rooms had recorded 405 guests staying in the property in a particular night. The PMS had shown 265 rooms occupied which has generated HKD 424,500 in room revenue. With the above information, please calculate the followings: *(Note - Please give your answers with 2 decimal places if necessary)*

1. Occupancy Rate
2. Guests Per Occupied Room
3. Average Daily Room Rate (ADR)
4. Revenue Per Available Room (REVPAR)

2.2.6 Housekeeping Department

1. Housekeeping Operations

The housekeeping department is responsible for cleaning and maintaining the guest rooms, public areas, office spaces and back of the house areas in the hotel so that the property is as fresh and attractive as its first day of business. For both business and leisure travellers, having a clean room is the basic requirement for their staying in a hotel. It is also supported by numerous surveys conducted by the hotel industry which constantly indicate cleanliness as the prime factor in guests' decision of selecting a hotel. A hotel which fails to provide clean rooms to their customers would lead to less businesses received by the hotel.

Therefore, the housekeeping department and its staff play a critical role to ensure the profit and success of the hotel. In general, it maintains the cleanliness of guest rooms and public areas in such a way that reflects the hotel's commitment to standards of excellence. In many hotels, the housekeeping department is the largest department in the hotel.

ACTIVITY 2.28

Brainstorming – Using the information you learned in the previous sections, imagine yourself as a tourist or business traveler, what kind of a hotel would you like to stay in? In three minutes, brainstorm with your partner a list of the qualities of an ideal hotel. Use as many adjectives or phrases as possible to describe your ideal hotel. Here are examples of statements to use to start the brainstorming process:

An ideal hotel should be ...

An ideal hotel should have ...

2. Key Roles of Housekeeping Department

As a support center, the main duty of housekeeping department is to maintain the cleanliness of the hotel, including both back-of-the-house and front-of-the-house areas. Setting good standards in room cleaning and public area cleaning can ensure a comfortable, safe and hygienic environment for hotel guests and staff in the property. A detail description of the responsibilities of housekeeping department includes the following areas:

Cleaning of Guest Room Floors
<ul style="list-style-type: none"> • Guest rooms • Corridors • Service lift and floor storage areas
Cleaning of Public Areas
<ul style="list-style-type: none"> • Lobby and lifts • Public restrooms • Recreation facilities, e.g. tennis courts, swimming pools, gymnasiums, club centers • Guest self-serviced laundry • Business centers • Concierge • F&B operations, e.g. restaurants and bars • Meeting rooms and banqueting halls
Cleaning of Staff Areas
<ul style="list-style-type: none"> • Offices of different departments

<ul style="list-style-type: none"> • Staff canteen • Changing and locker rooms • Storage areas
Other Utilities
<ul style="list-style-type: none"> • Laundry services • Linen and uniform control • Gardening • Pest control • Flower shops

Table 2.10 – Responsibilities of the Housekeeping Department

3. Organisation of Housekeeping Department

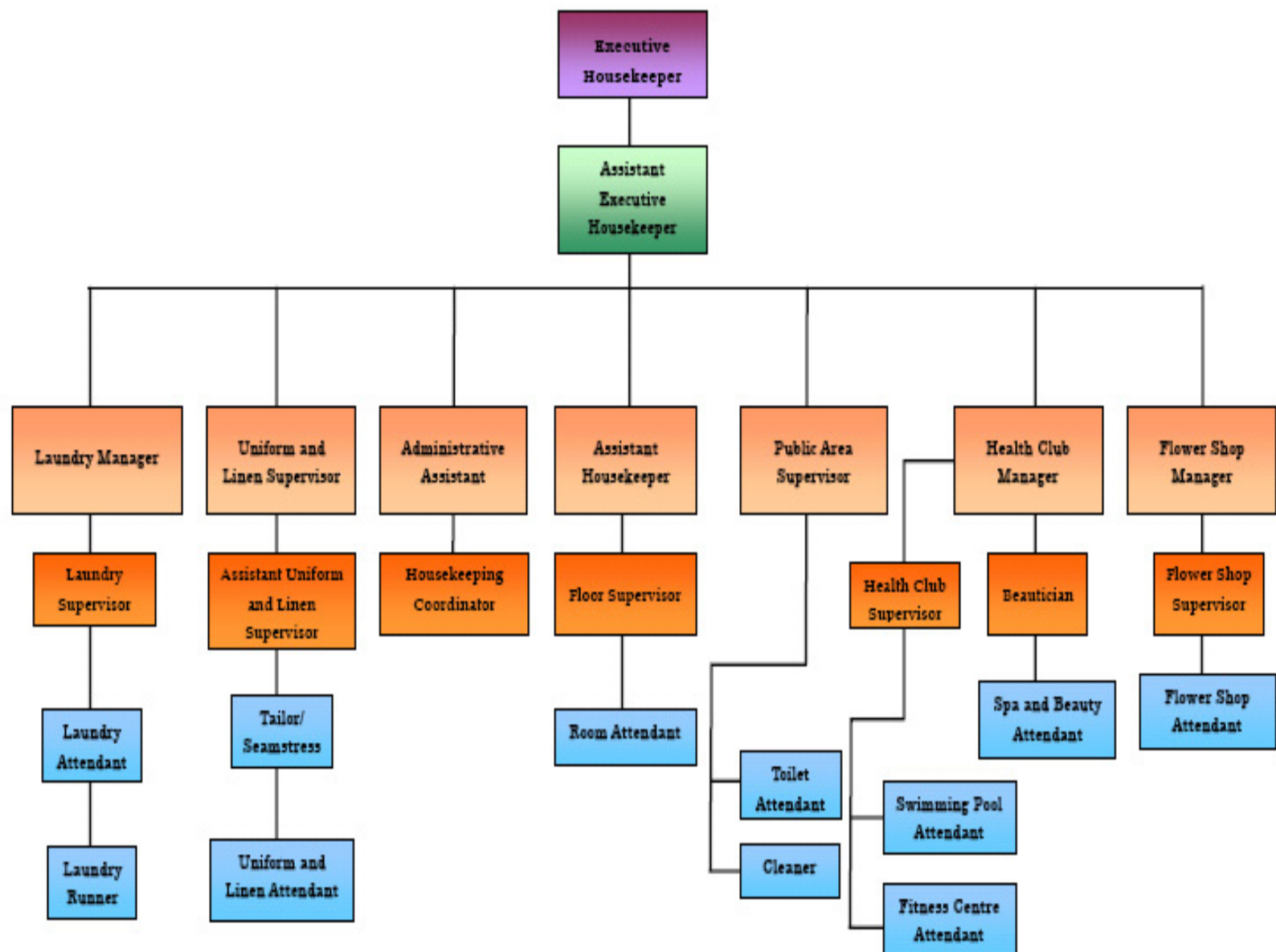


Figure 2.14— Housekeeping Organisation Chart of a Large-sized Hotel

The organisation of the housekeeping department will vary from one hotel to another depending on the number of rooms and the hotel management. This department is usually headed by an executive housekeeper, who is often assisted by an assistant and several supervisors. In the case of a small hotel, an executive housekeeper might have no assistant and is assisted by smaller number of supervisors. Increasingly hotel management are streamlining their organisational structures and employing casual employees. As a result many hotels have substantially reduced the number and role of housekeeping staff. This helps reduced the bottom line. However, set standards may be scarified and staff must assume a larger responsibility.

The housekeeping department of a large-sized hotel, see Figure 2.14, comprises of the following sections:

- Laundry department
- Uniform and linen room
- Housekeeping office
- Guest floors
- Public areas
- Health club
- Floral and plant arrangement

The laundry department provides laundry, dry cleaning and pressing services to guests. Some hotels maintain their own laundry, while others rely on commercial operators. In either case, close teamwork is necessary to assure a steady flow of linen back and forth for restaurants, banquet areas, floor pantry and recreational areas. Examples of linen follow:

- Towels
- Blankets
- Sheets
- Pillowcases
- Mattress protector

- Tablecloths
- Napkins
- Cleaning cloths

ACTIVITY 2.29

Imagine yourself as the executive housekeeper of a large-sized hotel. Due to the recent financial tsunami, your hotel decided to cut cost by streamlining the organisation structure. As the Executive Housekeeper, how would you redesign the organisational chart of your department, see Figure 2.14, to suit the need of your hotel?

4. Duties of Key Positions

As mentioned, the housekeeping department is generally the largest department in hotel operations. A sizeable hotel in Hong Kong would typically employ more than 100 staff. Owing to its sometimes complex organisational structure, it is important for every housekeeping staff to clearly understand his own responsibilities in order to provide the most efficient service to guests.

Study the following list of job descriptions for housekeeping staff. Do you think some of the responsibilities of one post can be taken up by another post in the housekeeping department? Why or why not?

a) Executive Housekeeper

Duties include :

- Interviews, selects and engages staff in conjunction with human resources manager;
- Training;
- Deployment;
- Prepares work schedules, work procedures and job descriptions;

- Compiles duty rotas, holiday lists, etc.;
- Personnel records;
- Arranges supervision;
- Staff welfare;
- Orders and controls equipment, materials and linen;
- Handles complaints; and
- Key control.

b) Assistant Executive Housekeeper

Duties include :

- Assists executive housekeeper in day-to-day operation;
- Assumes responsibilities of executive housekeeper in his/her absence;
- Revises daily work schedule depending on the occupancy;
- Prepares master list for carpet spotting, curtains, etc.;
- inspects work to ensure prescribed standard of cleanliness;
- Inspects rooms, lobbies and restaurants for cleanliness and also determines need for renovations and makes recommendations;
- Coordinates with the front office; and
- Screens applicants, trains new employees and recommends disciplinary actions or dismissals.

c) Assistant Housekeeper

Duties include :

- Assists executive housekeeper in day-to-day operation;
- Dispatches room attendants and floor supervisors to assigned floor;
- Checks equipment and recommends new purchases;

- Inspects guest rooms, lobbies and back stairs;
- Keeps records of extra work performed by housekeeping department;
- Takes inventory; and
- Prepares attendance records.

d) Floor Supervisor

Duties include :

- Checks staff on duty;
- Redeployment;
- Supervision of staff;
- Checks section/floor of rooms by filling in the room inspection list;
- Conducts induction and general training;
- Orders and issues cleaning materials;
- Linen checks;
- Maintenance checks; and
- Liaises with reception on guest arrivals and departures.

e) Room Attendant

Duties include :

- Cleans rooms, bathrooms and suites;
- Handle dirty and clean linen;
- Provide turn-down service; and
- Reports faults, maintenance and peculiarities.

f) **Public Area Supervisor**

Duties include :

- Inspects public areas cleaned to see whether cleaning is adequate, supplies in public areas meet the standard and needs for immediate repair is reported;
- Makes maintenance report for restaurant or item in need of repair and follows up to make sure work is completed satisfactorily;
- Supervises cleaning of public areas, corridors and offices;
- Trains cleaners, advises executive housekeeper if performance is not satisfactory; and
- Liaises with other departments such as food and beverage department regarding the cleaning schedule.

g) **Cleaner**

Duties include :

- Maintains the cleanliness and order of the hotel premises;
- Spots rugs, carpets, upholstered furniture using vacuum cleaner, broom and shampooing machine;
- Keeps corridors dust free;
- Moves and arranges furniture; and
- Carries out special work assigned by the public area supervisor.

h) **Tailor and Seamstress**

Duties include :

- Alters and repairs linens, uniforms, curtains and drapes;
- Distributes and measures uniforms for new employees and keeps record;
- Discards uniforms, room and table linen;
- Keeps records of all discarded items;

- Prepares inventory; and
- Repairs guest clothing.

i) **Uniform and Linen Room Attendant**

Duties include :

- Sorts and counts dirty linen and uniform;
- Checks and counts clean linen and uniform;
- Issues and receives linen and uniform; and
- Assists in inventory taking of all linen/uniform.

5. Relationship Between Housekeeping Department and Other Departments

No matter what the type of hotel or the category of traveler, hotels are in the service industry and their goal is to meet the guest expectations. To help achieving this goal, all hotel staff must work as a team to provide consistently high quality service that promotes guest loyalty. An example would be when the housekeeping and front office departments work closely as a team to ensure that the guest rooms are cleaned and made ready for arriving guests. If housekeeping cannot provide cleaned rooms quickly enough to front office for sale, especially in peak season, the result is a loss of sales and guests.

Apart from the front office, can you think of other departments which work closely with the housekeeping department? What is the result if communications breakdown between housekeeping and these departments? The following diagram shows the relationship between the housekeeping department and other departments:

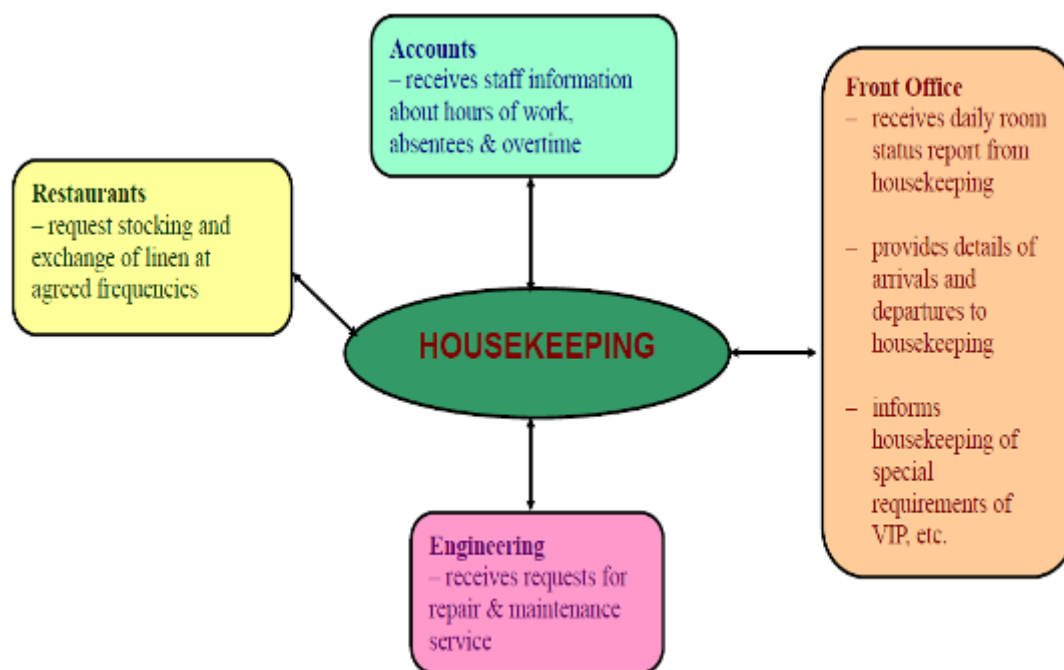


Figure 2.15 – Relationship of Housekeeping Department with Other Departments

The following are brief descriptions of the relationship of housekeeping department with other departments:

a) Front Office

Rooms are the main concern of both departments. They must continually exchange information on room status so that check-out rooms can be returned as quickly as possible. In addition, renovations, repairs and maintenance can be scheduled during periods of low occupancy. The housekeeping department needs to report to the front office any unusual guest behaviours that may result in loss of revenue or bad publicity for the hotel.

b) Engineering

It is the housekeeping staff's responsibilities to request the engineering department for minor repairs in order to avoid a major breakdown. They must work closely as a team to do preventive maintenance and renovations with minimum disturbance to guests. The engineering department also expects housekeeping staff to contribute to the efforts of conserving heat, water and electricity.

c) Security

Security's responsibilities may include patrolling the property, monitoring surveillance equipment, and in general, ensuring that guests, visitors, and employees are safe and secure at the hotel. Since housekeeping personnel work in every area of the hotel, they are in a position to significantly contribute to the hotel's security efforts. For example, when cleaning guest rooms, room attendants are usually responsible for locking and securing sliding glass doors, connecting doors, and windows.

d) Human Resources

The relationship between human resources department and housekeeping department is similar to those mentioned earlier with the front office department.

e) Food and Beverage

The relationship between the housekeeping department and food and beverage department involves the supply of table linen and uniform, and the cleaning of their outlets. The banquet department, in particular, must advise housekeeping of its anticipated needs since banquet business may fluctuate considerably, thus requiring special planning to assure the required quantity of linen is available and in good condition. The food and beverage department has a responsibility to separate stained or damaged linens that requiring special treatment. A good relationship should be maintained between housekeeping and room service to ensure provision of timely housekeeping services, e.g. removal of trays and tables from the corridors to service landings, VIP set-ups etc. In some hotels, housekeeping is also responsible for mini-bar replenishment, although the revenue goes to food and beverage department.

f) Sales and Marketing

The sales and marketing department relies heavily on the housekeeping department for prompt delivery of goods/services as promised to the guests. The major problem they face together, especially in large hotels, is back-to-back conventions and groups. Front office, sales and marketing and housekeeping share the responsibility to ensure that rooms are ready and cleaned for the arriving groups of guests.

g) Purchasing

The Purchasing department buys all cleaning and guest supplies. Its relationship with the housekeeping department is self-evident. When it comes to deciding what brand, quality or size should be stocked - whether the item is cleaning powder or mattresses - the executive housekeeper and the purchasing agent must pool their knowledge to consider the characteristics, cost and availability of the products.

h) Accounts

The hotel's controller manages the accounting division which is responsible for monitoring the financial activities of the property. As the housekeeping department maintains inventories of cleaning supplies, equipment, linen, uniform, and other guest amenities, the executive housekeeper must often work closely with for example the storeroom manager, etc who reports to the hotel's controller.

ACTIVITY 2.30

Fill in the right column with the correct hotel department(s)/staff involved so as to meet customer needs in the following scenarios.

Scenario	Department(s)/Staff Involved
1. A guest wants to get a bouquet and some chocolate for her girlfriend's birthday.	
2. A guest calls the housekeeping department to complain that there is no hot water in the bathroom.	
3. A guest orders room service.	
4. A business traveler discovers that his personal computer left in the guest room has been stolen.	
5. An old lady feels sick in her room.	

6. Cleaning Tasks

The main function of housekeeping department is to maintain the cleanliness of a hotel property. Cleaning tasks are mainly divided into two different categories:

1. Room Cleaning; and
2. Public Area Cleaning.

a) Room Cleaning

Room cleaning refers to the cleaning tasks of all guest rooms in a hotel property. It is the responsibility of the room attendants to follow the proper procedures of room cleaning so suitable rooms can be provided to guests during their staying in the hotel.

Room attendants should ensure that the rooms are:

- Tidy;
- Clean; and
- Comfortable.

(i) *Morning Briefing*

In general, most room attendants work in the a.m. shift (e.g. 8a.m.) as check-outs are always happened before 12 p.m. in the morning. Before the commencement of their normal duties, room attendants are required to attend a morning briefing conducted by the executive housekeeper or the supervisors. It gives important information to room attendants which include:



- How many rooms are required to be cleaned for the day;
- Will any large groups or tours come earlier and request for rooms; and
- Are there any special cleaning requests, such as the setting up of extra beds before guests' arrivals?

Special issues such as complaints received or problems associated with conducts or work procedures will also be addressed by supervisors during the meeting.

(ii) Room Assignment

Room assignment sheets and key cards will be distributed to room attendants during the briefing. In Hong Kong, the number of rooms to be cleaned by each room attendant ranged from 10 to 15, which varies according to the room sizes, room grades, complexity of room settings (e.g. supplies and amenities provided) and also the cleaning



standard as required by the hotel. Normally, the standard time of cleaning a standard check-out room is around 30 minutes. Less time is required for cleaning an occupied room than a check-out room should be considered by supervisors in room assignment so to ensure workloads can be fairly assigned to all room attendants.

(iii) Preparations Before Cleaning

The preparation works to be completed by room attendants before their cleaning tasks include stocking the maid cart and prioritizing the room cleaning orders. Maid cart should be filled with sufficient linens and guest supplies required for the day. Rooms being cleaned are always prioritized in a logical order as below:



- 1st priority — Occupied rooms with ‘first service’ request
- 2nd priority — Check-out rooms which have been blocked for arrivals
- 3rd priority — Check-out rooms
- 4th priority — Occupied rooms



(iv) Cleaning the Guest Rooms

The standard procedures of cleaning a guest room are more or less the same among different hotel properties. Room attendants with no experience are always provided with training in order to learn the skills and methods for performing their room cleaning duties. Table 2.11 summarizes the major steps performed by room attendants during the room cleaning process.

Room Cleaning Procedures	
1.	Entering the Guest Room <ul style="list-style-type: none"> Follow the industry standard by knocking the door and announcing housekeeping for 3 times before entering the guest room Park the maid cart properly in front of the door
2.	Having a First Check and Opening Up the Room <ul style="list-style-type: none"> Open all the lights, TV, air conditioner and refrigerator and check if they are in good condition Check items in refrigerator Make sure if no personal belongings are left in the check-out rooms
3.	Making the Beds <ul style="list-style-type: none"> Replace dirty linens with clean ones
4.	Cleaning Up the Trash and Dusting the Room <ul style="list-style-type: none"> Collect the trash in the room Empty and clean the ashtrays if any
5.	Cleaning the Bathroom <ul style="list-style-type: none"> Clean and disinfect the bathroom Replace clean towels Refill guest supplies, e.g. toilet rolls, toothbrush and shower lotion
6.	Vacuuming <ul style="list-style-type: none"> Vacuum from inside to outer side of the room
7.	Final Checking and Returning Rooms to Inventory <ul style="list-style-type: none"> Check all the items and setting inside the guest room before leaving Return rooms to inventory by using the in-room telephone system Update the room assignment sheet

Table 2.11 – Room Cleaning Procedures

b) Public Area Cleaning

Public areas refer to all front-of-the-house and back-of-the-house areas inside the hotel property. Generally, floor plans are sub-divided into sections which help assign job duties to cleaners or public area attendants. The schedules and frequencies of cleaning depend mainly on the level of traffic and also the conveniences and safety of both staff and guests.



For example, deep cleaning of the lobby can only be conducted in the overnight shift when traffic is low in the hotel. At day time, public area attendants can only perform some minor and routine cleaning to avoid any disturbances while maintain an impressive appearance to the hotel guests. Table 2.12 below shows some other examples of hotel areas being cleaned by public area attendants in their normal duties.

‘Front-of-the-house’ Areas Cleaned By Public Attendants	‘Back-of-the-house’ Areas Cleaned By Public Attendants
<ul style="list-style-type: none"> • Lobbies • Elevators and escalators • Restrooms • Parking areas • Restaurants • Banquet and meeting rooms • Gymnasiums and swimming pools • Business Centers 	<ul style="list-style-type: none"> • Staff changing rooms • Service elevators • Canteen or Cafeteria • Kitchens • Departmental offices • Stairways • Store rooms • Laundry and uniform rooms

Table 2.12 — Areas Cleaned By Public Area Attendants

It should be noted that areas, such as restaurants, kitchens and banquet rooms are always cleaned by their own waiters or waitresses, chefs and banquet servers, respectively. Departmental staff should take their own responsibilities in maintaining a clean and safe environment for their guests and other staff in the operational hours. Housekeeping department, on the other hand, would usually take a supportive role in assisting these departments to conduct some deep or routine cleaning in the off hours.



ACTIVITY 2.31 – Carpets Inside the Elevators

Some hotels in Hong Kong are using carpets with patterns of ‘weekdays’ or ‘weekends’ for their elevators. Try to think about the functions of using such kinds of carpets in hotel operations.



7. In-room Guest Supplies and Amenities

Hotels provide a variety of guest supplies and amenities for the guest's needs and convenience. Guest supplies refer to items the guest requires as part of the hotel stay, e.g. toilet tissues, hangers etc. Guest amenities refer to the non-essentials that enhance the guest's stay, e.g. in-room safe etc. The housekeeping department is responsible for storing, distributing, controlling and maintaining adequate inventory levels of both guest supplies and guest amenities.

Housekeeping staff may be called upon to provide special amenities and stock guest loan items to meet requests. These items include everyday items that the guest may have forgotten to pack or items such as irons and ironing board (if they are not routinely provided in the guest room) and personal care items.

Such items also vary from hotel to hotel, depending on the market segment the hotel attempts to reach and satisfy. Some examples (Table 2.13) of such items are:

<ul style="list-style-type: none"> • Adapter • Additional furniture, e.g. table, chair • Air-purifier • Bed board • Crib/Baby cot • Dehumidifier • Extension cord • Extra bedding supplies, e.g. pillow, blanket 	<ul style="list-style-type: none"> • Fan • Heater • Humidifier • Iron and ironing board • Morning set (tooth brush & paste...) • Rollaway bed* • Transformer • Vase • Tapes
--	--

* *chargeable item*

Table 2.13 – The In-room Guest Supplies and Amenities



Stationery & Service Directory



Iron & Ironing Board

Most items mentioned above are free of charge upon request. However, some hotels may charge the guest if they request to add a rollaway bed in the guest room. Note that some properties provide only the basic items of guest supplies to guests, while others pamper guests with extra items like fresh fruits and flowers etc. Apart from these items, guests may also request other services from the housekeeping department. If you were a hotel guest, what other services you would require or expect the hotel to provide to you?

ACTIVITY 2.32

Browse the website of Hong Kong hotels. Complete the table by filling the columns with three appropriate guest supplies and amenities. The first one has been done as an example for you.

Guest Supplies	Guest Amenities
Bath towels	Minibar
1.	1.
2.	2.
3.	3.

8. Room Status Codes

Special codes and terminologies are widely used by hotels in enhancing the inter-departmental communications. Room status codes are mainly applied by the housekeeping and front office departments in verbal or in words and can always be seen in reports of rooms division and computer systems.

One typical example of how these special codes and terminology are used is that when a guest check-out from the front desk and settles his account, the front desk computer system will automatically change the room status to 'Vacant Dirty' or 'VD'. This enables housekeeping staff to make up the room promptly for arriving guests. Once the 'Vacant Dirty' room is made ready for sale, housekeeping department will notify the

front desk through changing the room status to ‘Vacant Clean’ (‘VC’) or ‘Inspected Clean’ (‘I’).

Some common examples and their detail descriptions are shown in Table 2.14 as below:

Terminologies	Codes	Descriptions
Occupied Clean	OC	The room is occupied and has been cleaned by room attendant
Occupied Dirty	OD	The room is occupied and hasn’t been cleaned by room attendant
Vacant Clean / Ready	VC / VR	The room is vacant and has been cleaned by room attendant or ready for sale
Vacant Dirty	VD	The room is vacant and hasn’t been cleaned by room attendant
Do Not Disturb	DND	The guest has requested no disturbances
Out of Order	OOO	The room is under maintenance, refurbishment or extensive cleaning
Extra Bed	XB	An extra bed is being used in the guest room
Light Baggage	LB	An occupied room with no large baggage, e.g. trunk
No Baggage	NB	An occupied room with no baggage
No Need Service	NNS	The guest has requested ‘no service’ for the room

Sleep-out	SO	The guest is supposed to be staying in the room but the bed has no signs of being used
Check-out	CO	The guest has paid the bill and checked out his/her room
Expected Departure	ED	It is the same as 'due-out' which means the guest would depart prior to the check-out time of the following day
Inspected Clean	I	The room is double checked by the floor supervisor after the cleaning of room attendant
Did Not Check Out	DNCO	The guest has paid or made payment arrangement but has not completed the check-out processes or informed the front desk while leaving
Late Check-out	/	The guest has requested and is approved to check out later than the standard check-out time
Skipper	/	The guest has not paid and left without informing the front desk
Complimentary	/	The room is occupied for free
Stay-over	/	The guest is not checking out today and will remain at least one more night
Lock-out	/	The occupied room has been locked which disallows the guest to re-enter until he/she comes into contact with hotel staff to clarify his/her status

Table 2.1 – Room Status Codes and Terminologies

In reality, the room status codes and terminologies used by hotel practitioners could be different among various hotel chains and properties. Special attention should be paid by hotel practitioners on some special room statuses, such as DND, LB/ NB, SO and ‘lock-out’ which may turn into ‘skipper’ and would result in a loss of hotel revenue and reputation.

ACTIVITY 2.31 – Room Status

Give the correct room status codes or terminologies according to the following cases provided.

Cases	Codes / Terminologies
1. A room attendant entered an occupied room and found out that the guest has only left a small handbag in her room.	
2. A receptionist has just reconfirmed with a room attendant that the guest in Room 618 has already left without checking-out.	
3. A guest has just called the telephone unit in the morning and has requested to extend his stay for 1 more night instead of leaving in this afternoon.	
4. Room 810 has been blocked by the engineering department for changing the carpet for 3 consecutive days.	
5. The hotel's G.M. has reserved a room for the regional director who will be staying in the hotel for observation and meeting with hotel staff.	

Housekeeping Room Status Report

Date _____

Code :

CO	Check-out	NB	No Baggage	OOO	Out-of-order	VD	Vacant Dirty
DND	Do Not Disturb	NNS	No Need Service	OOT	Out-of-town	XB	Extra Bed
ED	Expected Departure	OC	Occupied Clean	SO	Sleep Out		
LB	Light Baggage	OD	Occupied Dirty	VC	Vacant Clean		

<div>Floor</div> <div>Room No</div>		<div>Floor</div> <div>Room No</div>		<div>Floor</div> <div>Room No</div>		<div>Floor</div> <div>Room No</div>		<div>Floor</div> <div>Room No</div>		<div>Floor</div> <div>Room No</div>	
01		01		01		01		01		01	
02		02		02		02		02		02	
03		03		03		03		03		03	
04		04		04		04		04		04	
05		05		05		05		05		05	
06		06		06		06		06		06	
07		07		07		07		07		07	
08		08		08		08		08		08	
09		09		09		09		09		09	
10		10		10		10		10		10	
"		"		"		"		"		"	
"		"		"		"		"		"	
"		"		"		"		"		"	
18		18		18		18		18		18	

Checked By: _____

Figure 2.16—Housekeeping Room Status Report

9. Security Procedures

In a hotel of any size, security is a major concern. The security division is responsible for maintaining systems and implementing procedures which protect the personal property of guests and employees and the hotel itself. Every hotel has its own procedures and guidelines for staff on how to handle guests' valuables, keys and telephone calls. Any unauthorized disclosure of guest information to anyone by hotel staff will be regarded as misconduct. Hotel staff should never disclose guest's information such as guest name and room number to anyone calling in.

a) Handling Guests' Valuables

A room attendant must report to the housekeeping office any guests' valuables found inside the guest room during cleaning. It is important that the room attendant stays in the room until the assistant manager, floor supervisor and the security officer arrive at the scene. The case must then be recorded very clearly in the Housekeeping Log Book with the time, room number, item(s) found, the name of finder, and the name of whom the case is reported to and handled by for future reference. The guest room will then be double locked until the guest returns.

b) Key Control

The room key is an important instrument that housekeeping staff use to access the guest room and carry out their duties. All keys must be kept securely and distributed properly. Every room attendant is responsible for taking care of the keys under their charge and not allowing anyone else access to their keys. All keys are kept in the housekeeping office in a locked cabinet and are properly coded. The housekeeping co-ordinator is responsible for the distribution and control of keys. All keys issued must be properly signed for and cancelled after return. The room attendant must complete or sign "The sign in and out" log book listing the number of keys issued.

The housekeeping co-ordinator takes inventory of the keys at the beginning of each shift and prior to the handover of keys to the subsequent shift in charge. The key cabinet must remain locked at all times. Keys issued to the employees must be kept under their own custody and never be left hanging on the trolley or in the door lock. All keys must always be returned to the housekeeping office.

Keys must never be taken out of the hotel premises. The misplacing or loss of key is a very serious matter and should be reported to the executive housekeeper or assistant

manager and security officer immediately. An immediate search must be made until the key can be located.

Every member of staff in the housekeeping department is trained to handle the different keys and use the correct procedures when someone asks to open a guest room.

c) Suspicious Person

The housekeeping staff must report any suspicious person loitering on guest floors and public areas to the housekeeping office. The housekeeping coordinator will in turn inform the floor supervisor/assistant housekeeper, the assistant manager and the security officer.

d) Lost and Found

'Lost and Found' refers to:

- a place or an office that keeps any items found inside the hotel; or
- a place or an office where reports of missing items, reported by either guests or staff, are kept and followed up.

All staff should hand in items found inside the hotel premises, regardless of their value. Most hotels assign this duty to the housekeeping department, or the Security department. All information is recorded in the Lost and Found Logbook for prompt and easy reference in case of a guest enquires about a lost item. All items found by the guests and staff should be stored in a ventilated room and **kept for three months** before being releasing to the finder. Some items, such as perishable food or drink, may be kept for a shorter period. The storage area must be secure.

ACTIVITY 2.32

Discuss the following scenario: A guest enquires about a missing item in his room, but the Lost and Found Log book has no record of it. How would you handle this situation if you were the assistant executive housekeeper?

Chapter 3 – Food and Beverage Sector

Outline of Content:

3.1. Introduction to the Food and Beverage Sector	
3.1.1. Food and Beverage Operations (Hotel) <ul style="list-style-type: none"> - Functions of the Food and Beverage Department Within a Hotel - Organisation of Restaurant and Duties of Key Positions - Organisation of Kitchen and Duties of Key Positions - Relationship Between Food and Beverage Department and Other Departments 	3.1.2. Classification of Food and Beverage Services <ul style="list-style-type: none"> - Classification Based on Market Segments / Types of Customers - Different Modes of Operations - Common Examples of Food and Beverage Services and Their Characteristics
3.2. Food and Beverage Service Principles	
3.2.1. Basic Knowledge of Menus <ul style="list-style-type: none"> - The Five Main Food Groups - Types of Menu - Comparison Among Different Types of Menus - Objectives of Menu - Menu Planning - Considerations in Menu Planning - Menu Pricing - Menu Design 3.2.2. Basic Knowledge of Food and Beverage Services <ul style="list-style-type: none"> - Table Setting 	3.2.3. Restaurant Design and Layout <ul style="list-style-type: none"> - Functional Considerations - Ambience of a Restaurant 3.2.4. Kitchen Layout for Different Food and Beverage Services <ul style="list-style-type: none"> - Features of a Well-planned Kitchen - Factors that Influence the Design and Layout of a Kitchen - Sample of Kitchen Design and Layout - Kitchen Equipment
3.3. Food Safety and Personal Hygiene	
3.3.1. Types of Food Contamination 3.3.2. Food Safety 3.3.3. Safeness in Food Handling Process	3.3.4. Personal Hygiene of Catering Practitioners 3.3.5. Fire Safety

3.1 Introduction to the Food and Beverage Sector

3.1.1 Food and Beverage Operations (Hotel)

1. Functions of the Food and Beverage Department Within a Hotel

Besides, room sales, profit generated from the provision of food and beverage services is another significant source of income in many of the hotel businesses.

“Food & beverage” is a general term used in hospitality which usually represents the required food and beverage items in events, banquets or outside catering services. The food and beverage department within a hotel consists of various units and huge quantity of staff in order to cater the needs of customers inside or outside the hotel. Generally speaking, the provision of food and beverage services are not only limited to restaurants and bars operating inside a hotel property. In fact, it also involves other functional units.



Related food and beverage departments and aspects in a hotel:

- Kitchens
- Restaurants
- Catering (internal and external)
- Banqueting (internal and external)
- Room Service (In-room dining)



Food and beverage operation

- Minibars
- Lounge bars
- Stewarding
- Staff Canteen

a) **Kitchens**

A kitchen is a place for the storage and preparation of food for consumption. In some hotels, there may be a variety of kitchens catering to different needs from breakfast, luncheon and dinner to events such as gala dinners and conferences. The number of customers being catered for varies depending on the size of the dining facilities and kitchen, the number of staff employed and the equipment being used.

The purpose of a kitchen is to produce the right quality of food of the highest standard for the required number of people, on time, by the most effective use of staff, equipment and materials.

Hotel kitchens can be divided into separate sections. Some examples are as follow:

- Production kitchen;
- Banqueting kitchen;
- *À la carte* kitchen;
- Grill room;
- Pastry kitchen; and
- Food preparation area.

It is sometimes necessary for a hotel to have different types of kitchens and cooking sections, especially for large-scaled hotels with more than one F&B outlets or units. Different types of kitchens / sections serve their unique functions. Let's have a look at the function of production kitchen as an example provided below:

Function of a Production Kitchen

Production kitchens produce foods for separate service areas in the hotel. The amount of food produced can be as large as in the production for airlines or functions centre dealing with several hundred people, or as in the food production for a counter area where smaller numbers of customers are catered for.



b) Restaurants

Most hotels have at least one dining room that can be used for breakfast, luncheon and dinner meals. There are some hotels that do not have a restaurant; in this case customers will have their meals at a local establishment. Some larger and higher-grade hotels may have several restaurants and dining areas, with the number and type depending on the type and service of the hotel, e.g. breakfast and coffee shop restaurant, formal dining room, banqueting facilities. Typically these food and beverage areas are run by a **Restaurant Manager**.

- A major chain hotel generally has at least two restaurants: a signature or upscale formal restaurant and a casual coffee-shop restaurant.
- The restaurants cater for both the hotel guests and the general public. Hotels will promote their restaurants to hotel guests, or in some cases a hotel will allow a brand name restaurant to operate within their hotel as this helps to reduce the hotel's food and beverage costs.



A casual and relax ambience created by 'Chef Mickey' Restaurant in the Hong Kong Disney's Hollywood Hotel



'Traditional-styled' decoration in restaurants of Ritz-Carlton, Tokyo

Restaurants often specialise in certain types of food or sometimes present a certain theme. For example, there are seafood restaurants, vegetarian restaurants or ethnic restaurants. Generally speaking, restaurants selling "local" food are simply called restaurants, while restaurants selling food of foreign origins are called, while restaurants selling food of foreign origins are called accordingly, for example a **Thai restaurant** or a **French restaurant**.

Hotels may have different restaurants to cater for different events and times of the day. For example, breakfast and luncheon may be served in the same restaurant whereas dinner may be in a more formal setting.

ACTIVITY 3.1

There are many different restaurants offering an array of foods and cultures in Hong Kong. Some specialise in foods from different countries. From the web sites **eatdrinkhongkong.com** and **www.vibesasia.com/restaurants/search.htm**, see how many different types of foods from different countries are offered in Hong Kong.

c) **Banqueting and Catering (Internal and External)**

A banquet, event or function can be described as the service of food and drink at a specific time and place, to a given number of customers at a known price. Banquet is a term used to describe a large formal occasion, e.g. Chinese wedding. Some examples of hospitality functions include:

- **Business functions:** Conferences, working breakfasts, luncheons and dinners, meetings
- **Social functions:** Gala dinners, anniversaries, weddings

A significant number of hotels in Hong Kong have banqueting facilities. Function rooms which are designed for multi-purposed uses enable customers to hold different kinds of catering functions, varying from personal wedding banquets to annual dinners hosted by enterprises. Some catering services have also been extended outside the hotel properties, serving food and beverage items to customers in remote locations upon customers' requests, such as a private party organized inside a clubhouse.



Different from hotel restaurants which operate daily, the banqueting service is on demand basis which always requires advanced reservations by customers. The demand for banquet staff is less stable when compared with restaurants and may involved the recruitment of more part-time staff in this department, especially in the peak seasons of events.

In Hong Kong, hotel catering events are usually organized in several different formats. Round tables are commonly used in the set-up for Chinese menu functions, as well as some Western menu functions. Set menus are generally preferred in most catering events. And some organizers would prefer choosing buffet style which is suitable for offering meals, particularly in breakfast and lunch when time is limited for a whole-day program.



Additional Information:

Buffet is a meal-serving system where patrons serve themselves. It is a popular method of feeding large numbers of people with minimal staff. Customers select food from a display, and it is consumed either seated at a table or standing.

There are different types of buffets. One form is to have a line of food serving sections filled with fixed portions of food; customers take whatever food items they want as they walk along and pay at the end for each dish. A good example is a cafeteria.

- (i) Well-known in Hong Kong is the ***all-you-can-eat*** buffet, where customers pay a fixed price and help themselves consume as much food as they wish in a single meal. This type of buffet can be either breakfast; luncheon or dinner and is found often in restaurants, especially in hotels here in Hong Kong.

As a compromise between self-service and full table service, a staffed buffet may be offered. Here diners bring their own plate along the buffet line and are given a portion from a server at each station. This method helps reduce food wastage and is becoming more common in Hong Kong.

- (ii) Another style of buffet is the traditional buffet offered in Sweden, the ***smörgåsbord***, which literally means *table of sandwiches*.

- (iii) ***Counter, Cafeteria or Self-service***

Customers collect a tray or plate from the beginning of the service counter and move along selecting their meal and then pay and collect appropriate cutlery. Customers may stand or sit while dining, and may also take food away. Schools and work cafeterias are good examples.

- (iv) ***Tray line***

Queuing in a line past a service counter and choosing menu requirements.



Buffet in Hong Kong



Dessert buffet in a Hong Kong restaurant

ACTIVITY 3.2

Write about the last experience you attended a buffet, either in Hong Kong or abroad.

1. How many different food items were offered?
2. What was the service like?
3. Was there sufficient food offered during the entire buffet?

Cocktail reception is another common but less formal catering event that can be provided by hotels. Only finger foods and drinks are provided during the events and no formal dining tables and chairs are required in the set-up for a cocktail reception.

Hotels, which provide banqueting facilities and services are always equipped with banqueting kitchens (An example of kitchen layout will be provided and explained in the later section). The setting of a banqueting kitchen should be spacious which allows mass production of food items required for every single event. In some hotels, special preparation areas are also available in adjacent to the banquet kitchen for the plating of dishes as the end stage of food production as shown in Figure 3.1. Movable warmers are always used to transport and keep prepared food in good condition before serving them in the banquet rooms.

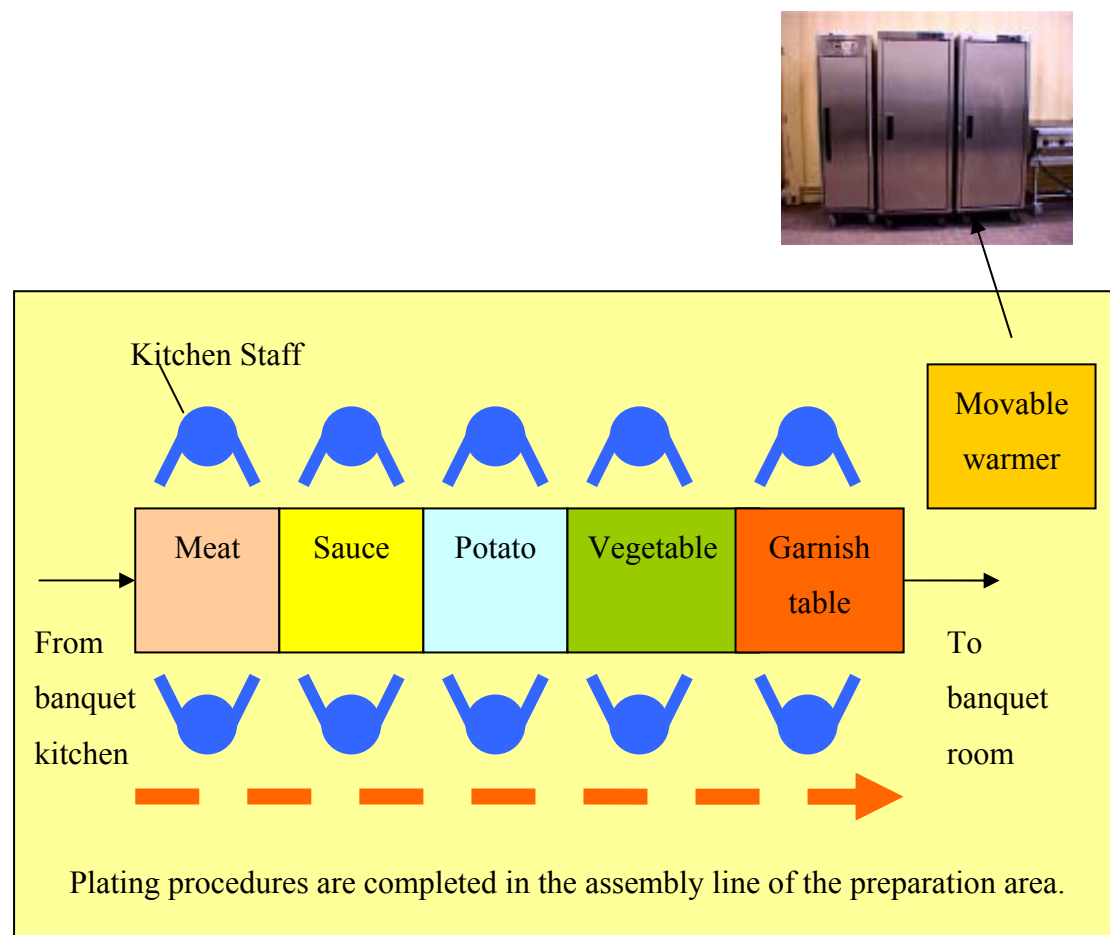


Figure 3.1 — Banquet Preparation Area

Note —Some hotels can cater for functions/banquets outside their establishment. The use of refrigerated vans and trucks is necessary for the transportation of food items.



Conference in a Hotel



Special Function at a Hong Kong Hotel

ACTIVITY 3.3

From the list below, which can be described as a function, banquet or event?

Service style	Function	Banquet	Event
Chinese wedding			
Hong Kong Hotels Association Gala Ball			
Premiere of a new film starring Tony Leung Chui Wai			
The launch of a new car for the Hong Kong market			
Conference dinner for the management of Hong Kong Tourism Board			

ACTIVITY 3.4

Can you think of any outside catering opportunities here in Hong Kong, for example a hospitality tent or booth at the Annual Dragon Boat Racing at Stanley? Give three other opportunities that you consider would be profitable in Hong Kong. Browse through the following website: www.discoverhongkong.com for more examples.



Outside catering

d) Room Service

This is the service provided in a hotel that allows customers to order food and drink to be delivered to their rooms.

Although not all hotels have room service available for their customers, such a service does give conveniences and enhance guest satisfaction during their stays. Customers who order food and beverages to be delivered to their rooms can enjoy high privacy and personalized services in their dining experiences.



In order to enhance the efficiency of this service unit, the room service department should be located conveniently near the kitchen and the service elevators. Some hotels offer 24-hour room service which enable customers to place food orders at any time, ranging from breakfast to night owl menus. Orders are normally taken by room service staff through telephone and some hotels have assigned such a responsibility to the telephone operators which serve as centralized points for handling all internal and external phone calls.



To ensure the freshness of food orders, hot dishes are kept in the warmer inside the service cart before being delivered to the room. Besides, close communications with the housekeeping department are essential to ensure no used trays and dishes are kept outside the guest rooms. In order to reduce the workload of room attendants, floor checks are performed regularly by room service staff to ensure the hygiene and tidiness of corridors in each hotel floor.

This service will depend upon several factors:

- Typically found in larger city hotels, especially airport hotels;
- Level of service and menu vary;
- Challenges:
 - Delivery of orders on time;
 - Making it a profitable department within food and beverage;
 - Avoiding complaints, e.g. food being cold or delivered late; and
 - Forecasting when the busy times will be during a day or week.



Room service

ACTIVITY 3.5 – Comparison Among Different Types of F&B Services in a Hotel

By referring to your dining experience plus descriptions from the handbook or in these supporting materials, discuss with classmates in groups of 4 and try to comment the different types of F&B services based on the attributes provided.

	Restaurant Service	Banquet Service	Room Service
Types of menu, e.g. À la carte or table d'hôte (if provided)			
Degree of interaction or communication between service staff and customers in the dining experience			
Degree of team work among service staff			

e) Bar Management

Bar management involves the functions of planning, organising, staffing, leading and controlling. Besides, a bar manager's responsibilities often include coordinating, training and evaluating the staff. Bars are run by managers that have a sound knowledge in the making, brewing and distillation of wines, beers and spirits, and also the ability to make alcoholic and non-alcoholic cocktails. Other duties may include:

- Supervising the ordering and storage of wines;
- Preparation of wine list;
- Overseeing staff, rotas and training;
- Scheduling of staff;
- Maintaining cost control;
- Assisting in wine selection by customers;
- Correctly serving wine; and
- Knowledge of other beverages.



Hotel bar



Restaurant bar in Hong Kong



Lobby bar in a Hong Kong hotel

f) Stewarding Department

The correct cleaning, drying and storage of all equipment used in the preparation and cooking of food is critical to prevent the spread of bacteria and cross-contamination.

Responsibilities of **the Chief Steward** are:

- Cleanliness of back-of-house;
- Washing of pots and pans and other kitchen equipment;
- Cleanliness of glassware, china and cutlery;
- Inventory of chemical stock;
- Maintenance of dishwashing machines; and

- Pest control, where necessary.

g) Staff Canteen

Most hotels have their own staff canteens which are always managed by the food and beverage department. In some cases, hotel appoints catering company in managing and offering food and beverage services for employees' restaurant. Some of them operate 24-hour a



day which provide free meals to staff working in different shifts. Operational cost would not be counted as an expense of the food and beverage department but budgeted by the financial controller of the hotel as a cost of the HR department. Besides offering set meals to staff, some hotels operate their canteens in buffet style which provide more flexibility and food choices to their employees.



2. Organisation of Restaurant and Duties of Key Positions

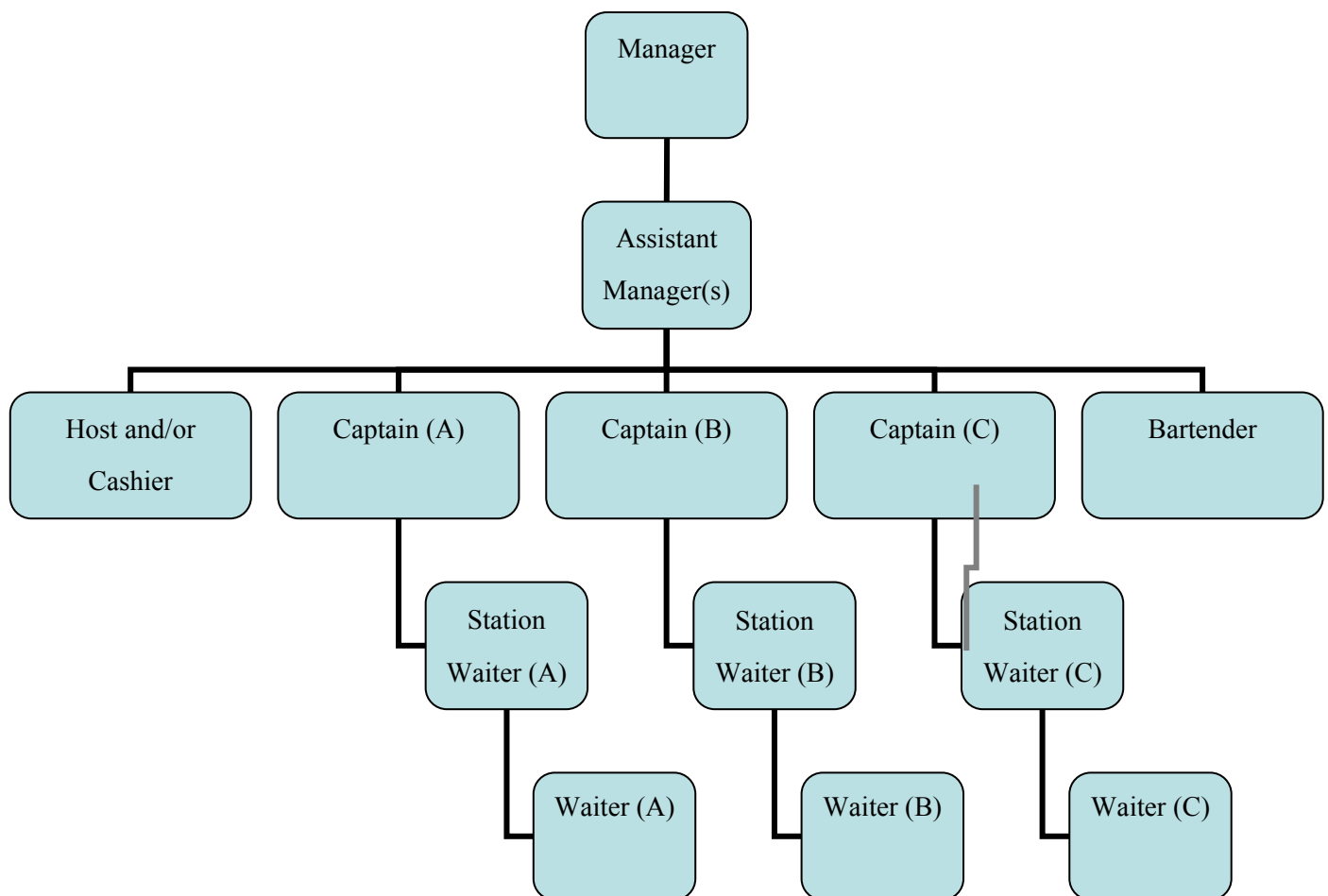


Figure 3.2 – Restaurant Structure

- Duties of Key Positions

a) Food and Beverage Manager

The responsibilities of a Food and Beverage Manager will typically cover a number of areas. They will have the sole responsibility for the day-to-day running of the F&B department and ensuring budgetary controls while overseeing pricing and purchasing in all food and beverage areas. They will also be involved in the recruitment and supervision of a highly skilled F&B team and be responsible for the creation and implementation of seasonal F&B marketing strategies including input into menu planning. Their responsibilities can also include:

- Dealing with all matters concerning spirits, wines and beers;
- Ensuring that the profit margins are achieved for each food and beverage outlet;
- Purchasing, receiving, storing and issuing liquor as well as controlling the overall inventory;
- Interviewing and selecting staff;
- Training of staff for supervisory level;
- Promotion of the beverage department and marketing;
- Co-ordinating requests from other departments within the hotel;
- Complying with health and safety regulations; and
- Holding regular meetings with section heads to ensure that all departments are working efficiently.

ACTIVITY 3.6

You are employed as **a Food and Beverage Manager** with a major hotel in Hong Kong. Make a list of the duties that you think you would be responsible for during the course of one week's work.

ACTIVITY 3.7

You are employed as **a Bar Manager** in a major hotel in Hong Kong. Make a list of the duties that you think you would be responsible for during the course of one week's work.

b) Restaurant Manager

A Restaurant Manager can also be referred to as the *maitre d'* (short for *maitre d'hotel* which literally means "master of the hall"). In a suitably staffed restaurant or hotel this person is in charge of assigning customers to tables in the establishment, and dividing the dining area into areas of responsibility for the various waiting staff on duty. He or she may also be the person who receives and records advance reservations for dining, as well as dealing with any customer complaint and making sure all servers are completing their tasks in an efficient manner. In some localities or traditions, particularly small organisations like a single restaurant, the post is also known as the headwaiter, host or restaurant manager. Their duties include daily operations, staffing and human resources, legal aspects of the business, accounting, finance, marketing, advertising and public relations. Their duties also extend to the followings:

- Responsibilities to the customers;
- Responsibilities to the employer;
- Responsibilities for health and safety;
- Responsibilities for staff training; and
- Interviewing and selecting new staff.

c) Assistant Restaurant Manager

An Assistant Restaurant Manager will assist the Restaurant Manager in the organisation and running of the restaurant. They will assume full responsibility when the Restaurant Manager is unavailable, on leave or absent. Their duties will include daily operations and staffing and will also extend to:

- Responsibilities to the guests;
- Responsibilities to the employer;
- Responsibilities for health and safety;
- Responsibilities for staff training; and
- Helping and assisting the Restaurant Manager with interviewing and selecting new staff.

d) Station Head Waiter or Section Supervisor

This person is responsible for a team of staff serving a set number of tables in the restaurant or function; this is known as a *station*.

e) Station Waiter

In larger hotels this position is sometimes called a *chef de rang*. This employee will work under the direction of the Station Head Waiter and serve customers.

f) Waiter/Waitress

This employee will work under the direction of the Station Waiter and is usually an apprentice or a person who is just beginning to learn the skills of serving customers.

ACTIVITY 3.8

Describe the roles of the staff positions listed below:

Position	Responsible to:
Restaurant Manager	
Assistant Manager	
Section Supervisor/ Captain	
Station Waiter	
Waiter/Server	



Waiting staff at work



Helping a customer

3. Organisation of Kitchen and Duties of Key Positions

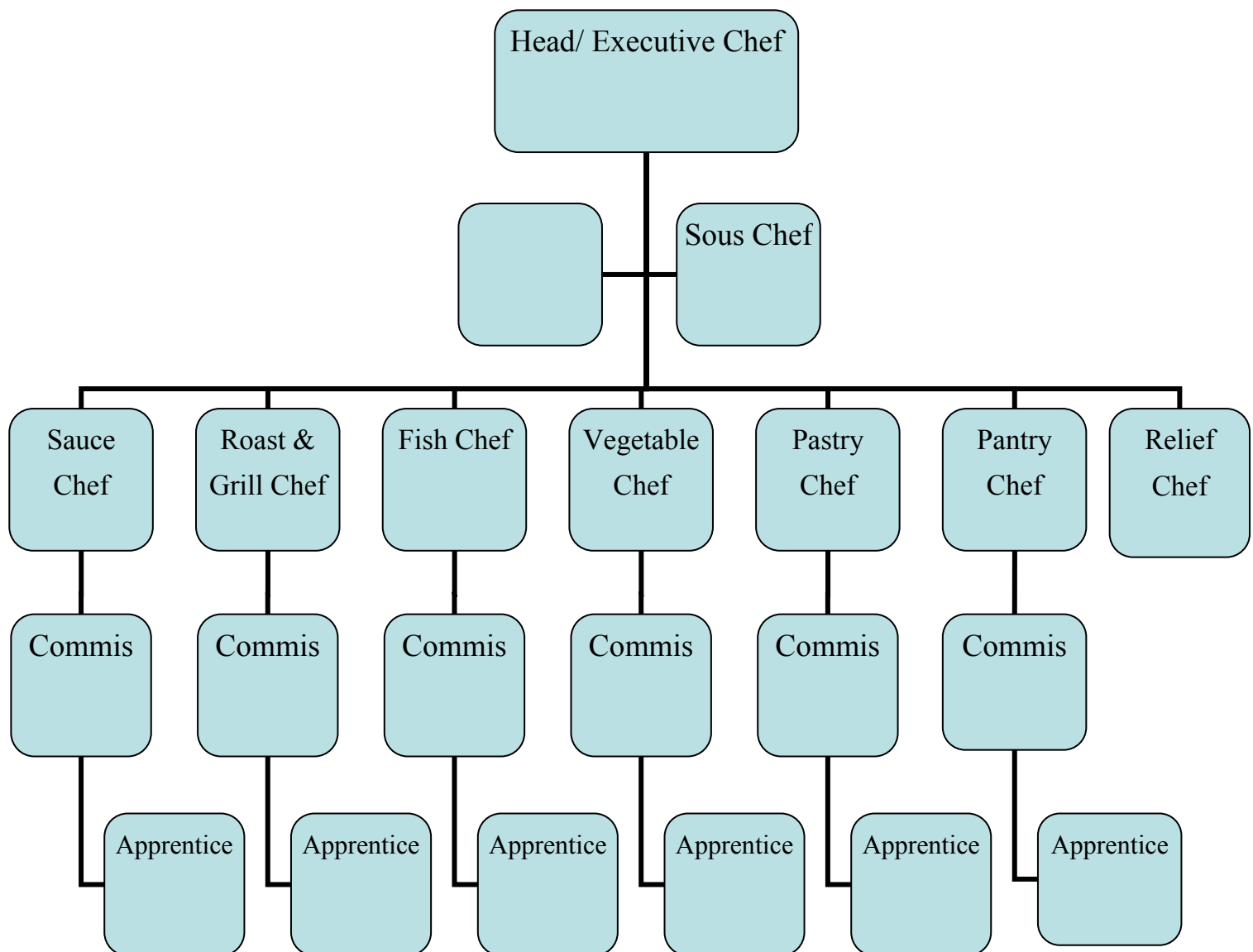


Figure 3.3 — Example of a traditional kitchen brigade in a large hotel

- **Duties of Key Positions**

a) **Head Chef / Executive Chef**



Executive chef is instructing kitchen staff



Chef at work

In large establishments the duties of the Head Chef / Executive Chef are mainly administrative; only in small establishments would it be necessary for the Head Chef to be engaged in handling the food. The functions of the Head Chef / Executive Chef are to:

- Organise the kitchen;
- Compile the menus;
- Order the food;
- Show the required profit;
- Engage the staff;
- Supervise the kitchen (particularly during service hours);
- Advise on purchases of equipment;
- Be responsible, in many cases, either wholly or partially, for the stores, still room and the washing up of silver crockery etc.;
- Be responsible for guest satisfaction; and

- Ensure food quality and consistency.

The Head Chef / Executive Chef also has to work in conjunction with:

- Other chefs and cooks;
- Food and beverage staff;
- Function staff; and
- Kitchen stewards.

*Note —In the late nineteenth Century, when labour in Europe was relatively cheap, skilled and plentiful, the public demand was for elaborate and extensive menus. In response to this, Auguste Escoffier, one of the most respected chefs of the era, devised what is known as the **partie system**. The number of parties required and the number of staff in each will depend on the size of the establishment. This system is still used to some extent in today's large hotel kitchens.*



Head Chef giving instructions to staff

b) Sous Chef

The Sous Chef relieves the Head Chef when they are off duty and is the Chef's 'right hand'. Their main function is to supervise the work in the kitchen so that it runs smoothly and according to the Chef's wishes. In large kitchens there may be several sous-chefs with specific responsibility for separate services such as banquets and grill room.

c) **Station Chef**

Each Station Chef is a senior chef in charge of a section of the work in the kitchen, such as sauces and soups, fish, vegetables, roast or pastry. This is the job of the specialist. The Station Chefs organise their own sections, delegate the work to assistants and are in fact the 'backbone' of the kitchen.



Kitchen staff at work

Brief descriptions of responsibilities of different Station Chefs are as follow:

Sauce chef	Responsibilities include the sauté station and preparation of most of the sauces
Roast and Grill chef	Responsible for all grilled/broiled/roasted items
Fish chef	Responsible for all fish and shellfish items
Vegetable chef	Responsible for all hot appetizers, soup and vegetable/starch/pasta
Pantry chef	Responsible for cold appetizers, canapés and salads
Relief Chef	Literally the “turning” chef, this chef fills in at any position
Pastry chef	Responsible for all baked items and sweets

d) Assistant Cooks / Commis

The Station Chefs are assisted by *commis* or assistant cooks, the number varying with the amount of work done by the section, e.g. the vegetable section is larger than the fish section due to the quantity of work to be prepared, so there are more assistants in that section. The Assistant Cook is usually capable of taking over a great deal of responsibility, and in some cases will take charge of the section when the Chef is off duty.

e) Apprentice

The apprentice is learning the trade and rotates among the parties to gain knowledge of all the sections in the kitchen.

For those of you who still desire to become a Chef, the main element that is required is hands-on experience. This experience coupled with an education in the culinary arts has the potential to give you an opening in the culinary world. You should gain this experience as early as possible, perhaps by working in a restaurant while you are in high school.

Even if you are not cooking food, you will still have the chance to observe and understand what is needed for the preparation of meals for a large number of people. From this starting point you can decide whether you want to become a chef.



ACTIVITY 3.9

Explain the differences between a Sous Chef and a Chef de Partie. What are their roles within a kitchen?

ACTIVITY 3.10

Describe the role that an Executive Chef would have in a large hotel in Hong Kong today. Use the criteria listed above and give six important functions that you think would be necessary for this position.

4. Relationship Between Food and Beverage Department and Other Departments

a) **Rooms Division**

F&B department always has coordination with Rooms Division in performing different duties. For example, in some hotels, they are supported by the telephone department in taking room service orders. Some housekeeping departments would also help the F&B department to collect used trays and utensils after the consumption of food items by in-room guests on each floor. Besides, it is the responsibility of F&B department to give support to the executive lounge in providing snack and beverage services to the hotel guests.

b) **Engineering**

Engineering department takes its responsibility to maintain all restaurant and kitchen facilities in good condition. In general, engineering staff will have close coordination with the F&B department and perform their duties, like repairing and conducting maintenance tasks for all kitchen equipment in a regular basis or upon request.

c) **Security**

F&B department relies heavily on the support of security department in ensuring the safety and security in its operations. For example, the F&B department will inform the security in advance if large-scaled conferences or banqueting events are to be held in the property, so safety and security measures can be formulated and executed to avoid any risks and uncertainties.

d) **Human Resources**

The relationship between human resources department and F&B department is similar to those mentioned earlier with the front office and housekeeping departments. The need of F&B department in recruiting a large quantity of casual staff in case of peak seasons and large-scaled events relies heavily on the support of the human resources department.

e) Sales and Marketing

F&B department should have close communication with sales and marketing department which aims at fulfilling the sales and marketing objectives set by the hotel in each financial year. For example, banqueting menus and menus of all outlets are always submitted to the sales and marketing team for formulating sales and promotional strategies to attract more business for the company.

f) Purchasing

F&B department relies on the purchasing team for ordering food materials in its daily operations. Close coordination are required between the departments for purchase decisions, such as quantities, types and prices of food materials to be ordered.

g) Accounting

The accounting department gives advice to the F&B department on budgeting and business performance analysis. Head of F&B department should work closely with the accounting department to set targets on sales, profit and cost control which can be in monthly or yearly basis.

3.1.2 Classification of Food and Beverage Services

Food and beverage (F&B) services refer to the provision of different kinds of food and drinks to customers in different types of premises. As the scope of food and beverage services is very broad, the ways of classifying them are various without a standard. Recommended below are some common methods in classifying the food and beverage services.

1. Classification Based on Market Segments / Types of Customers

On simple way of classification is based on different types of market segments or target customers of the food and beverage services. Figure 3.4 is an illustration of how food and beverage services can be grouped into different market segments.

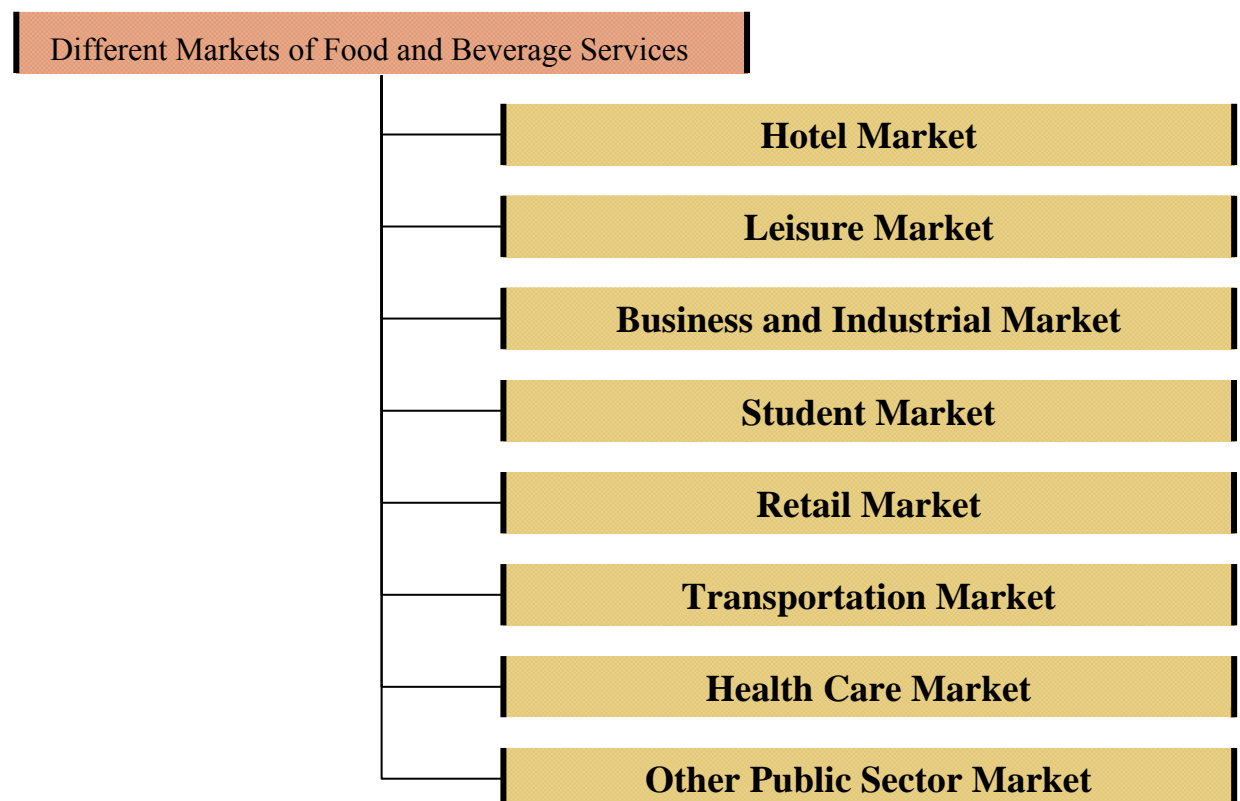


Figure 3.4 — The Market Segments or Customer Types in Food and Beverage Services

a) Hotel Market

Service providers in the hotel market represent those restaurants or outlets which provide food and beverage services inside the hotel properties for their customers, many of them are owned by the hotels as sub-units in serving the hotel guests and generating extra income for the companies.



b) Leisure Market

Leisure market refers to those restaurants operating in the sites of tourism attractions or leisure places. For example, food and beverage services available in attractions, theme parks, club houses (e.g. gold club) or snack counters located in beaches.

c) Business and Industrial Market

Most of them are purposely built inside the commercial or industrial buildings which provide a convenient dining place for those who work in the same building.



d) Student Market



Cafeterias or canteens operated in schools or universities which provide cheap food and beverage services to students and staff in the properties.

e) **Retail Market**

It generally refers to those self-service operations which sell food and beverage items for 'on-site' consumption (usually quick turnover) or 'off-site' consumption (take away). For example, food courts in department stores, convenient stores or vending machines.



f) **Transportation Market**

It refers to food and beverage services provided in transportation, such airplanes, rails and cruises.

Food and beverage outlets which are located at the transportation terminals, such as airport and cruise



terminals are also categorized under the transportation market.

g) **Health Care Market**

Food and beverage services in the health care market basically refer to meals provided in hospitals and nursing homes. Since the main target group involves patients or people with health concerns, more emphasis would be put on to the food control with ingredients suitable for the diners.



h) Other Public Sector Market

Food and beverage operations owned by the government or run by the contract caterers as approved by the government can be categorized under the public sector market. Examples in this category include catering service provided in prisons, police stations and military campuses, etc. Most of the operations are subsidized by the government and non-profit in their natures with cost minimization as their core objectives.

2. Different Modes of Operations

Besides classified by market segments and customer types, food and beverage services can also be categorized into:

- ‘Independent ownership’ or ‘chain ownership’; and at the same time positioned as ‘profit making focused’ or ‘non-profit making focused’ in their operations

a) **Independent Ownership**

Usually refers to small family-run food and beverage services where the owners have complete control. This was the only existing option before the emergence of chains. These food and beverage services do however have the highest failure rate. You often find that groups are made up of ‘independently-run’ food and beverage services. Depending on the location, the clientele may vary accordingly. However, business usually relies on local customers or its neighbourhood. Examples of independent ownership of food and beverage services in Hong Kong would be family-owned and operated.

b) **Chain Ownership**

There are many food and beverage service chains in Hong Kong, the Mainland, Asia and other parts of the world. These chains can be grouped into single-concept chains and multiple-concept chains. The general public usually has no idea multiple-concept foodservices chains are owned by the same company.

- **Single-concept chains** include : McDonald’s, MOSS Burgers, Subway, Burger King and KFC.
- **Multiple-concept chains** include : Maxim’s Catering Limited – operating fast food, Chinese and Western fine dining restaurants; Lan Kwai Fong – operating bars and fine dining restaurants; King Parrott Group and Igor’s – operating bars, theme restaurants and specialty restaurants. Usually they

have a centralised reservation system and some chains offer franchise opportunities.

The opportunities for promotion are considerable as they usually have a strong local and international brand identity. Normally, a percentage of sales is automatically taken for advertising. Again, depending on the location of restaurants the clientele may vary accordingly. Many non-adventurous tourists prefer these international food services chains given their consistency in quality and service. Examples are:

- **International food services chain** – McDonald's, Burger King, KFC, Moss Burgers, Pizza Hut, Subway, Tanyoto Hotpot, COVA, Haagen-Dazs and Outback Steakhouse, Starbucks Coffee, TGI Friday's.
- **Local food services chain** – Maxim's Catering Limited, Lan Kwai Fong, Igor's, Caffé Habitu, King Parrott Group, Café de Coral.

c) **Profit Making Focused**

Most food and beverage services available in the market are commercial-based which aim at generating profit. They include general restaurants, restaurants in hotels, fast food restaurants, bars and club restaurants, etc.

d) **Non-Profit Making Focused**

Food and beverage services which are non-profit making focused are mainly subsidized or welfare in their nature. Cost reduction is emphasized in the operations, which explains their relatively low prices when compared with those profit-oriented ones. Some of these food and beverage services may even provide meals for free. Common examples of these kinds of food and beverage services include cafeteria of enterprises, school canteens and cafeteria in hospitals, etc.

Figure 3.5 below shows a detail classification of food and beverage services based on the modes of 'independent ownership' or 'chain ownership'; and the directions of 'profit making focused' or 'non-profit making focused'.

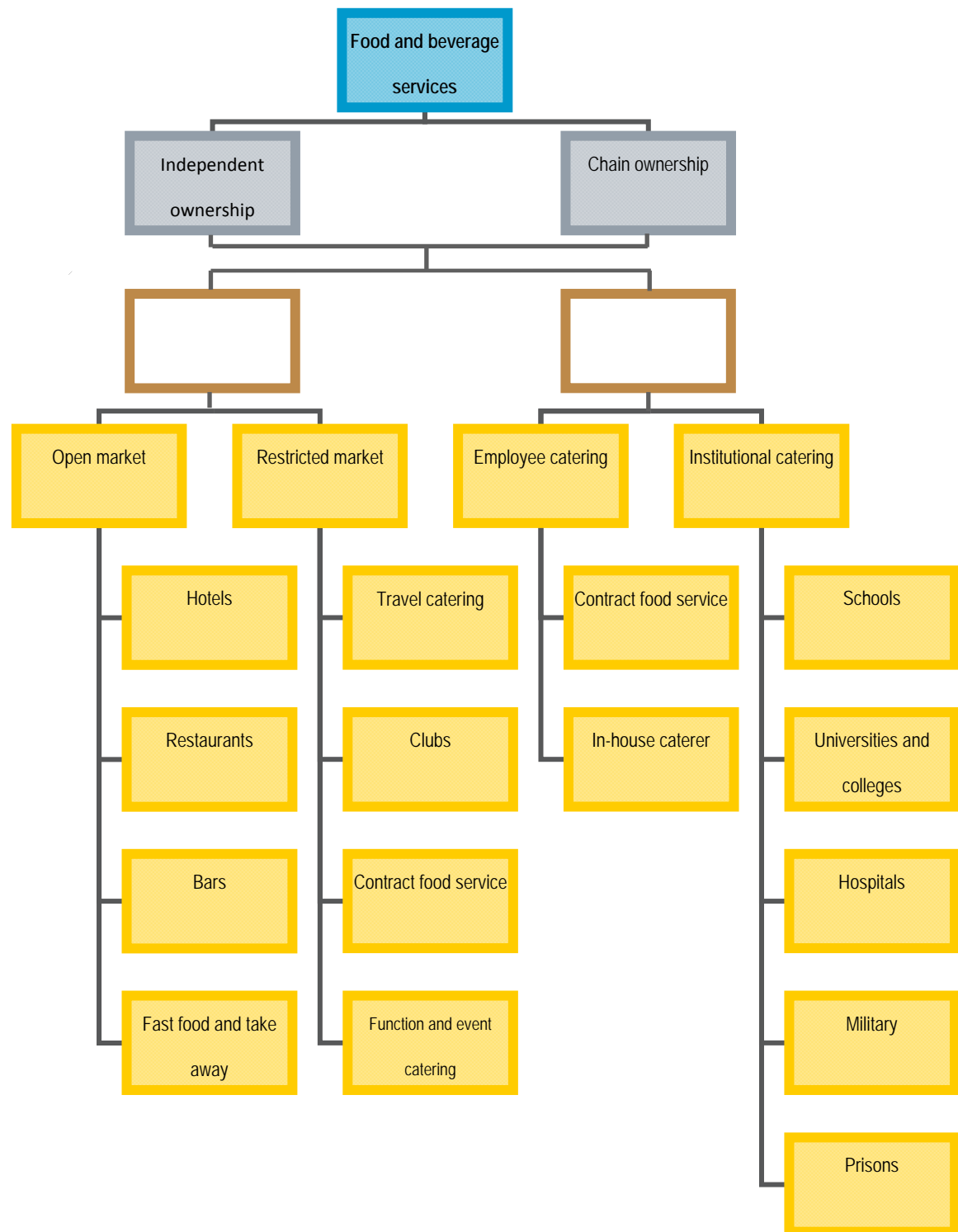


Figure 3.5 — Classifying Food and Beverage Services Under the Dimensions of ‘Profit Making Focused’ and ‘Non-profit Making Focused’

Source: Davis, B. *et, al* (2008). Food and Beverage Management. 4th ed. Burlington, Mass: Elsevier Butterworth-Heinemann

3. Common Examples of Food and Beverage Services and Their Characteristics

Since types of food and beverage services are numerous, only 4 common examples of food and beverage services would be focused and introduced in this section:

- Fine dining restaurants;
- Casual dining restaurants;
- Fast food restaurants; and
- Bars

Different food and beverage services have their unique characteristics and can always be reflected by their menus, services and themes. Their differences as stated as follow:

a) **Fine Dining Restaurants**

Fine dining restaurants are those establishments that offer very high standards in all aspects of their operation – an extensive à la carte menu, silver service, good quality facilities and décor, service accompaniments, etc. They can be found in four and five star hotels or as free standing restaurants. Table 3.1 shows some characteristics of a fine dining restaurant.



*Service Staff in a Fine Dining
Restaurant*

Types	Characteristics
Fine Dining Restaurants	<p><u>Menu</u></p> <ul style="list-style-type: none"> • Serve ‘A La Carte’ menu; • Beverage menu with long lists of wines and alcohols are always provided and is separated from the main menus; • Food are cooked-to-order; • Orders can be customized according to the customers’ preferences; • Emphasis on using high-quality and fresh ingredients; • High-priced menu. <p><u>Service</u></p> <ul style="list-style-type: none"> • High staff-to-guest ratio; • Low seat turnover; • Some require membership and dress code; • Dining etiquette is required; • Well-trained and well-groomed staff; • Full table service with formal table setting; • Unwritten rules on tipping; • Service charge of 10% is required; • Some may require advanced reservations of customers. <p><u>Theme</u></p> <ul style="list-style-type: none"> • Well-decorated; • Spacious which provides certain levels of customers’ privacy; • Quiet and comfortable dining environment; • Project a classy and elegant atmosphere.

Table 3.1 – Fine Dining Restaurants

b) **Casual Dining Restaurants**

A restaurant that serves moderately-priced food in a casual atmosphere is called a casual dining restaurant. Such restaurants usually provide table service and comprise a market segment between fast food establishments and fine dining restaurants. In terms of menu, service and theme, casual dining restaurant has the following characteristics:

Casual Dining Restaurants	<p><u>Menu</u></p> <ul style="list-style-type: none"> • Serve ‘A La Carte’ menu, buffet and healthy food; • Some provide set menus in certain occasions, e.g. lunch menu and tea-set menu; • Drink list is either combined with or separated from the main menu with less choices on wine but beer when compared with fine dining restaurants; • Dishes are moderately-priced; • Generally provide more choices of dishes than fine dining and fast food restaurants; • Food can be pre-cooked or cooked-to-order. <p><u>Service</u></p> <ul style="list-style-type: none"> • Low staff-to- guest ratio when compared with those in fine dining restaurants; • No formal dress code or dining etiquette is required; • Full table service with simple table setting, and customers order their food from a counter and serve themselves before paying. • Service charge of 10% is required by most of the restaurants. <p><u>Theme</u></p> <ul style="list-style-type: none"> • Less formal in decoration when compared with fine dining restaurants; • Project a relax atmosphere
----------------------------------	---

Table 3.2 – Casual Dining Restaurants

Under the category of casual dining restaurants, there are three extended types of food and beverage establishments which are commonly seen in Hong Kong, including (i) café; (ii) specialty restaurant; and (iii) cafeteria. Variations in their characteristics

when compared with the traditional casual dining restaurants can be observed and compared as follow:

(i) *Café*

A small social gathering place (shop) which sells food and drink.

Cafés	<p><u>Menu</u></p> <ul style="list-style-type: none"> • Simple menus with limited choices for customers' selection; • Mainly provide beverage items rather than food items; • Only light foods or easy-to-prepared items are provided; • Menus can be in the format of printed booklets or simply presented at the sales counters; • Customers can either choose to dine-in or take-away the orders. <p><u>Service</u></p> <ul style="list-style-type: none"> • Low staff-to-guest ratio; • Self-serviced: customers are required to go to the counters for ordering and collecting their own orders; • Free seating and no reservation is needed; • No table set up; • Generally no service charge is imposed; • Servers should have certain knowledge about coffee and give suggestions to customers if necessary. <p><u>Theme</u></p> <ul style="list-style-type: none"> • Comfortable seats which encourage customers to stay longer and socialize with others for various purposes, including business and gathering with friends; • Home style decoration with warm colors and lightings to create a relax and casual atmosphere; • Open-kitchens which create a friendly environment and high transparency in operations.
--------------	---

Table 3.3 – Café

(ii) Specialty Restaurants

A specialty restaurant was defined as a dining establishment that emphasized on one particular food product or one type of ethnic cuisine in its menu and in its advertising.

Specialty Restaurants	<p><u>Menu</u></p> <ul style="list-style-type: none"> ● Choices are moderately limited based on their specialties; ● Food and beverage items' ranged from ethnic to healthy cuisine; ● Generally emphasis on unique features such as health-conscious market – salad bar, Non Genetic Modified (organic) food and beverage; traditional / local food – e.g. spicy cuisine in Sichuan, and hot dogs and milkshakes provided in classic American diners, etc; ● Menus can be in the format of printed booklets or simply presented at the sales counters. <p><u>Service</u></p> <ul style="list-style-type: none"> ● Varied from low staff-to-guest ratio to full service. <p><u>Theme</u></p> <ul style="list-style-type: none"> ● Specialty food service establishments are those whose focus is on maximizing the uniqueness of food and beverage concepts, therefore, varied from simple decoration to well-decorated atmosphere; ● Create a friendly environment;
------------------------------	--

Table 3.4— Specialty Restaurant

(iii) Cafeteria

A cafeteria is a type of food service establishment in which there is little or no table service. A cafeteria can also be a restaurant in which customers select their food at a counter and carry it on a tray to a table available after making payment, if necessary. It is also a dining area in an institution where customers may select meals at a counter which are then purchased. Alternatively meals may be brought in from elsewhere and consumed on the premises.

Cafeteria	<p><u>Menu</u></p> <ul style="list-style-type: none"> ● Choices are always limited; ● The menu items available at cafeterias usually cover a variety of tastes, e.g. rice or noodles with a choice of vegetable, meat or fish. Soups, sweets and beverages are also available; ● Customers can simply refer to the brightly lit menus with photographs near the counters for choosing their orders; ● Customers can either choose to dine-in or take-away the orders. <p><u>Service</u></p> <ul style="list-style-type: none"> ● Very low staff-to-guest ratio; ● High seat turnover; ● Counter: Customers line up in a queue at a service counter and then choose their menu items. The chosen items are then placed on a tray and taken to the payment point; ● Free flow: The selection is counter service. Customers move at will to random service points exiting via a payment point; ● Supermarket: Island service points within a free flow area; ● Free seating and no reservation is needed; ● No table set up; ● No service charge is imposed; ● Less staff-to-guest interaction. <p><u>Theme</u></p> <ul style="list-style-type: none"> ● Simple decoration; ● Narrow which cannot provide certain levels of customers' privacy.
------------------	--

Table 3.5 — Cafeteria

c) **Fast Food Restaurants**

Customer demand has resulted in a rapid growth in fast food outlets here in Hong Kong. There are a variety of establishments offering a limited to very comprehensive choice of popular foods at reasonable prices. Some establishments may be small and suited to the local area offering local delicacies, whereas others may be part of an international chain employing a particular theme, e.g. the type of food and range of items available depends on the type and location of the establishment.

Fast Food Restaurants	<p><u>Menu</u></p> <ul style="list-style-type: none"> • Choices are always limited; • Generally provide ‘quick-food’ which are easy in preparation and convenient for take away, e.g. burgers, hot dogs, chicken, pizzas, sandwiches and lunch box; • Items generally have lower health values when compared with other types of restaurants; • Cheap menu items which are affordable by all general public; • No book menu is available in fast food restaurants and customers can simply refer to the brightly lit menus with photographs near the counters for choosing their orders; • Food ingredients are semi-processed in central kitchen before delivering to the restaurants; • Food can be consumed either on the premises or taken away. <p><u>Service</u></p> <ul style="list-style-type: none"> • Very low staff-to-guest ratio; • Self-serviced: customers are required to go to the food counters for ordering and picking up their own food; • Free seating and no reservation is needed; • No table set up; • No service charge is imposed; • Less staff-to-guest interaction; • There is little or no waiting time;
------------------------------	--

	<ul style="list-style-type: none"> • Long hours of operations: some operate 24-hours a day. <p><u>Theme</u></p> <ul style="list-style-type: none"> • Modern in decoration; • Sharp colors and logos are always used to create a unique image of the brand; • Sharp uniforms of staff help strengthening the brand images of restaurants.
--	---

Table 3.6—Fast Food Restaurants

*Hong Kong fast food*

d) **Bars**

A bar can be part of a larger operation, like a restaurant, or it can be an individual business. The physical set-up of bars is critical to set the ambience and the theme of the establishment. A bar also allows customers to meet and socialise for both business and pleasure. There are many bars in Hong Kong, mostly in tourist areas and scenic locations, e.g. Lan Kwai Fong, SoHo, Tsim Sha Tsui, Wan Chai, the Peak and along the harbour front. Most bars will have a quick snack menu available for the customers to choose from. The profit percentage from beverages is higher than that from food and, unlike food, beverages can be held over if not sold.

Bars	<p><u>Menu</u></p> <ul style="list-style-type: none"> • Mainly serve beverage items, especially alcoholic drinks, such as beer, cocktails and wines; • Food provided are subsidiary and easy-to-prepared in nature which generally include snacks and finger foods; • Some provide discount in non-peak hours (happy-hour offers) to attract more businesses. <p><u>Service</u></p> <ul style="list-style-type: none"> • Most of them operate in the evening; • Only customers over 18 are served; • Some require membership for entrance; • Service charge of 10% is required; • Bartenders and servers should have professional skills and knowledge of beverage items. <p><u>Theme</u></p> <ul style="list-style-type: none"> • Always have a bar table with bartenders preparing drinks visible to the customers; • Dimmer lightings when compared with restaurants; • Can have different themes which mainly depend on the entertainment provided to customers, e.g. discos are usually equipped with large dance floors with DJs or live bands playing music for the customers; sports bar are usually equipped with large TV screens which allow customers to enjoy watching sport events.
-------------	---

Table 3.7 – Bars



Lan Kwai Fong



Bar Area

ACTIVITY 3.11- Different Markets in the Food and Beverage Sectors

By referring to Figure 3.4 which shows the scope of the food and beverage sectors, try to match up the following examples to their right markets.

Examples	Markets
1. John buys a coke from 7-Eleven.	A. Hotel market
2. May decided to stay and have her lunch at school instead of going out.	B. Leisure market
3. Patrick goes to have Christmas buffet in ABC Hotel.	C. Business and industrial market
4. Christine is wondering if meals are included in her train ticket.	D. Student market
5. Alex doesn't like the food provided in the elderly home.	E. Retail market
6. As Mary would be very busy, she can only go to the restaurant near her office for lunch today.	F. Transportation market
7. Peter thinks that the food in the Ocean Park is a bit expensive.	G. Health care market

ACTIVITY 3.12

Explain the differences between an independent and chain ownership restaurant.
List examples of these two types of restaurants which are available in Hong Kong.

ACTIVITY 3.13

Can you give three examples where a major restaurant brand name is operating inside a hotel in Hong Kong?

ACTIVITY 3.14

1. Explain the differences between a Cafeteria and a Café.
2. Which would you prefer and why?
3. What type of service style is used in each?

ACTIVITY 3.15

There are many theme bars in Hong Kong. Search the following areas and list four different theme bars that you can find?

1. Lan Kwai Fong
2. SoHo
3. Tsim Sha Tsui
4. Wan Chai

ACTIVITY 3.16— A Study of Western Food and Beverage Operations in Hong Kong

Based on the descriptions of the above table about the different types of Western food and beverage operations in Hong Kong, discuss with your classmates and try to complete the following table according to your dining experience or information collected from the Internet.

Types of F&B Services	Fine dining restaurants	Casual dining restaurants	Fast food restaurants	Bars
One Local Example				
Target Segments				
Characteristics of Menu Items				
Service Quality				
Price or Average Spending Per Person				

3.2 Food and Beverage Service Principles

3.2.1 Basic Knowledge of Menus

Menus were once used as a list of foods in a random order that the patron would choose from, including raw, prepared and cooked items. Not until the 19th Century did menus become more individual with different courses defined. With the formulation of menus, other things began to influence their structure such as the artistry and flair of different cookery methods and the creation of different styles or dishes named after famous people, e.g. Peach Melba, named after Dame Nellie Melba, a famous opera singer of her day.

As more people moved and settled from country to country they brought with them different styles of food and service resulting in a broad variety of restaurants offering an assortment of ethnic dishes. There are many types of food, service styles and menus on offer in Hong Kong that satisfy different budgets and tastes.

1. The Five Main Food Groups

Establishing a menu format is helpful in ensuring that each of the five food groups is represented. This will make certain that healthy balanced items are available from the menu. There must be at least one food item from each category on the menu:

- **Starchy foods:** Potatoes, pasta, rice or noodles, etc.
- **Fruit and Vegetables:** Mango, melon or broccoli, etc.
- **Meat, fish and other non-dairy sources of protein:** Meat, e.g. pork, beef or chicken, etc. Fish, e.g. grouper, sea bream, etc. Non-dairy sources of protein, e.g. tofu, red beans or soya products, etc.
- **Milk, eggs and dairy foods:** Cream, cheese, yogurt or sour cream
- **Fat-containing Foods and sugar-containing foods:** Cheese, bacon, eggs, fatty cuts of meat. Dried fruits, canned fruits, sauces and soups, sugar-containing ice cream

There are many ways in which a person can stay healthy throughout their lifetime. One way to stay healthy is to eat a balanced diet. The five main food groups are listed below, with information of each provided.

Note —What is a Serving? An individual quantity of food or drink taken as part of a meal. An individual portion or helping of food or drink.






	<p><u>Bread, Cereal, Rice and Pasta</u></p> <p>To maintain a balanced diet, a person should eat the right amounts of foods from this group. The food from this group gives your body energy.</p>
<p><u>Milk, Yogurt and Cheese</u></p> <p>To maintain a balanced diet, a person should eat the right amounts of foods from this group. The food from this group provides you with calcium, which makes your bones and teeth hard.</p>	
	<p><u>Fruit</u></p> <p>To maintain a balanced diet, a person should eat the right amounts of foods from this group. The food from this group helps keep your body healthy as fruit contains many vitamins.</p>
<p><u>Meat, Poultry and Fish</u></p> <p>To maintain a balanced diet, a person should eat the right amounts of foods from this group. The food from this group provides your body with protein, which helps your body grow strong. Nuts and beans are also in this category as they also provide protein.</p>	
	<p><u>Vegetables</u></p> <p>To maintain a balanced diet, a person should eat the right amounts of foods from this group. The food from this group provides your body with vitamins, just like the fruit group.</p>

Table 3.8— The Five Main Food Groups

For more information on healthy diet, visit:

<http://www.choosemyplate.gov/food-groups/>

ACTIVITY 3.17

Name two *menu items* for each of the five food groups listed above that would be suitable when designing a well-balanced menu:

1. Starchy foods
2. Fruit
3. Vegetables
4. Meat
5. Fish
6. Non-dairy protein
7. Milk
8. Dairy foods
9. Foods containing less fat
10. Foods containing less sugar

ACTIVITY 3.18

You have several friends coming to your house for a dinner this weekend. From the items that you have listed in activity 3.16, assemble a well-balanced menu for the evening, including one non-alcoholic drinks.

2. Types of Menu

There are many different types of menus. Some common ones include the followings:

a) À la carte Menu

This is a menu with all the dishes individually priced. Items on the menu are prepared and cooked to order.

b) Table d'hôte Menu

Table d'hôte menu has a fixed number of courses and limited choices within each course at a fixed price.



A table d'hôte menu

c) **Carte du jour**

This menu is a list of dishes that are available from the restaurant on a particular day. Customers can choose from this list which may be given to them as a menu card on the table, written on a blackboard or introduced verbally by the waiter/waitress. This type of menu provides set items at fixed price and would be changed on a daily basis.

d) **Children's Menu**

A children's menu can be à la carte or table d'hôte and offered in conjunction with one for adults. Puzzles and pictures are often found on the menu. The dishes can be prepared very quickly with smaller portion size and lower pricing when compared to those for adults. This kind of menu is usually available in theme restaurants. Visit these two web sites to look at some children's menus.

www.joetheismanns.com

<http://allears.net/menu/menus.htm>

e) **Banqueting Menu**

Banqueting menus can also be *table d'hôte menus* (set menu at a set price) when a large number of people are served at their table at the same time, course by course. Sit-down wedding banquets are a good example.

f) **Cocktail Menu (finger food)**

This menu consists of small items (no more than two bites). There is usually a selection of items – canapés, hors d'oeuvres. Service staff will circulate with a tray of items which are offered to the standing customers.

- Usually no menu card
- Dishes can be hot or cold

Visit this website to learn more about cocktail foods.

http://entertaining.about.com/od/horsdoeuvres/Hors_DOeuvres_Canapes_and_Finger_Foods.htm

g) Cycle Menu

A cycle menu is a series of table d'hôte that are offered in rotation, covering a given length of time, e.g. one, two, or three week(s). They are simple and easy to make when comparing with those which require daily changes. These menus are usually available in industrial catering establishments, cafeterias, hospitals, prisons, colleges.

The length of the cycle depends on:

- Management policy;
- The time of year;
- Foods available; and
- Cost of items to prepare.

The advantages of using a cycle menu include the followings:

- It reduces menu planning time.
- It streamlines purchasing procedures.
- It helps standardize food production.
- It helps the food service become more efficient.

An example of cycle menu is introduced as below:



Figure 3.6 – An Example of Cycle Menu

3. Comparison of Different Types of Menus

As observed in the previous section, different types of menus have their own characteristics. As affected by various factors, menus fall into either one of the following two categories – “selective” and “non-selective”.

- Non-selective menus refer to those with only one single choice available in each food category.
- Selective menus refer to those with a number of choices available in each food category which provide customers with a higher degree of freedom in selection when compared with non-selective ones.

<u>Advantages of applying non-selective menus in operations</u>	<u>Advantages of applying selective menus in operations</u>
<ul style="list-style-type: none"> • Additional staff are not required in the production; • Simpler and easier to control purchasing; • Less costly due to the limited items required; and • Better and easier portion control. 	<ul style="list-style-type: none"> • Often less expensive as the menu can be balanced with less expensive items; • A large quantity of food is not required as you have more varieties to choose from; and • Items can be frequently updated based on changes in trends and seasonality, so as to stimulate the consumption of target customers.

Table 3.9 – Advantages Brought by Selective and Non-selective Menu

The comparison of different types of menus in the dimension of “selectivity” is provided in Table 3.10 below.

	Selective vs Non-selective
<u>À la carte Menu</u>	Highly selective
<u>Table d’hôte Menu</u>	Less selective to non-selective
<u>Carte du jour</u>	Less selective to non-selective
<u>Children’s Menu</u>	Mostly non-selective to non-selective
<u>Banqueting Menu</u>	Non-selective or advanced requests are required for any changes
<u>Cocktail Menu (finger food)</u>	Non-selective since menus are confirmed in advance. True menus are usually not required or provided in the service process.
<u>Cycle Menu</u>	Less selective to moderately selective

Table 3.10 – Comparison of Different Types of Menus on Their Degree of Selectivity

ACTIVITY 3.19

Give three good reasons why a restaurant in Hong Kong would choose to serve a *table d'hôte* menu to its customers during the Lunar New Year.

ACTIVITY 3.20

Among the restaurants that you know or have been to recently, which of them offer a *table d'hôte* menu? Make a list and see how many you can name.



ACTIVITY 3.21

Among the restaurants that you know or have been to recently, which of them offer an *à la carte* menu? Make a list and see how many you can name.

ACTIVITY 3.22

There are several reasons why some restaurants or hotels may choose to use a **cycle menu**. Can you give two good reasons?

ACTIVITY 3.23

Among the restaurants that you know or have visited recently, can you name any of them that use a **cycle menu**?

ACTIVITY 3.24

What are the differences between a selective and a non-selective menu?

ACTIVITY 3.25

What are the differences between a selective and a non-selective menu?

Match the description on the left with the appropriate menu on the right.

1. Of the day's menu	A. À la carte
2. Repeats menu after a predetermined period	B. Table d'hote
3. Offers separate food items at separate prices	C. Carte du jour
4. Offers a fixed number of courses at fixed price	D. Cycle menu

4. Objectives of Menu

- Menu items are selected not only to please the customers but to make a menu profitable for a commercial operation;
- To identify the food and drink to be offered and portions to be served;
- To identify the quantities and quality of food and beverage ingredients to be purchased;
- It contributes in a big way to the business's market image; and
- Menus are effective marketing tools if they are designed with the needs of the target markets in mind (See 8. - Menu Design).

ACTIVITY 3.26

Consider:

1. The factors which influence or constrain the choice of products to be offered on a menu, and how the resulting menu will affect other activities in a business.
2. Imagine that you are having a dinner party with some friends. What are the factors you would take into account when deciding what to serve them for dinner?

ACTIVITY 3.27

List five objectives that need to be considered when planning a menu for a new casual dining restaurant in either Happy Valley or Tsim Sha Tsui.

5. Menu Planning

The menu is a/an:

- Basic document in food and beverage operations;
- Printed document which informs patrons of the products offered; and
- Integral part of all other functions of any food or beverage outlet.

Everything starts with the menu. The menu dictates much about how your operation will be organised and managed, the extent to which it meets its goals, and even how the building itself – certainly the interior – should be designed and constructed. It is the foundation upon which the layout and other design functions are based. The menu influences every basic operating activity in a food service organization, it affects management decisions about:

- Menu items which reflect a balance between profitability and popularity and are some of the most important decisions that food service managers have to make
- The usage and the space of and equipment requirements for the food service facility
- The production methods
- Sources of food and staples suppliers

We can therefore consider the menu to have two broad uses:

- As a working document for the back of house (kitchen)
- As a published announcement to patrons out front



Book menus

6. Considerations in Menu Planning

The menu is the plan used to achieve the organisation's profit objectives and to satisfy customers' desires. The main objective of **Menu Planning** is for the business to make a profit while catering to its customers needs, using all available ingredients, equipment, physical surroundings and skills of its employees at a reasonable cost.




Therefore, during the process of menu planning, top management of a restaurant should consider numerous factors before coming up with a decision of what and how food and beverage items should be put into a menu and how they should be priced. A comprehensive list of considerations is provided below which can be categorized into **4 different dimensions**:

Considerations	Descriptions
1. Customer-related factors - Types of customers to be attracted - Spending power	<ul style="list-style-type: none"> The nature of target segments would affect the decisions of what items to be provided in a restaurant. For example, a restaurant would provide more healthy food if it mainly targets on seniors. The marked prices of food and beverage items should be decided by the spending power of the customers, and the market positioning of the restaurant.



菜套餐	
11時至晚上10時半	
京葱爆牛肉	\$45
宮保雞丁	\$45
咸魚煎肉餅	\$45
咕嚕雞球	\$45
咕嚕斑腩	\$45
脆皮豬軟骨	\$48

<ul style="list-style-type: none"> - Dining sequence - Special requests 	<ul style="list-style-type: none"> • Food items should be placed orderly according to the dinning sequences of customers. Sequences of items are always started from appetizers to main dishes and then desserts. • Restaurants should also consider if they have to fulfill some special requests of customers. For example, it is very common for restaurants to receive special requests from hotel guests who have religious beliefs, such as non-pork meals provided for Koshers.
<p>2. Food-related factors</p> <ul style="list-style-type: none"> - Cost and price of the food materials - Supply of food materials 	<div data-bbox="1110 931 1406 1167" data-label="Image"> </div> <ul style="list-style-type: none"> • Besides considering the spending power of target segments, top management should also think carefully about the cost of food materials and other auxiliary costs to ensure a certain percentage of profit can be achieved. • Managers should ensure the stable supply of food materials when planning the menu. Special attention should be put on food materials which may only be available in certain seasons. If necessary, these items should be put in the seasonal menu rather than the regular one. <div data-bbox="1110 1554 1331 1845" data-label="Image"> </div>

<ul style="list-style-type: none"> - Nutritional values of food items - Variety and number of choices - Food hygiene and safety 	<ul style="list-style-type: none"> • A balanced diet is important in this fast-paced modern city of Hong Kong. Nutritional value should be one consideration. When planning a menu, customers' preferences for low-fat, high-fibre diets and vegetarian food items also need to be considered. • Especially for fast food restaurants, which are now required to disclose their food ingredients or health value to the public. • Managers should make sure if they have provided enough choices for their target segments. Items in different food categories should be reviewed from customers' points of view and see if any items should be added or deleted to maintain a good menu balance. • In order to avoid food poisoning, the restaurants should re-examine the proposed menu and see if any high-risk ingredients can be avoid in the planning stage.
<p>3. Operation-related factors</p> <ul style="list-style-type: none"> - Kitchen size and facilities 	<ul style="list-style-type: none"> • Kitchen procedures should be reviewed to ensure the food materials proposed can be handled and stored properly in the existing kitchen setting. 

<p>- Restaurant's location</p>	<ul style="list-style-type: none"> Location has close connection with the target segments of the restaurant. Casual dining restaurants which are located in commercial districts should consider having menu items which are easy to be prepared in order to handle the huge customer flows during the lunch hours. Due to this reason, fast food restaurants and cafés are very common in these districts. Regarding the fine dining restaurants which are also located in commercial districts, fewer changes are made on their menus because of their target segments and market positioning.
<p>- Operational hours</p>	<ul style="list-style-type: none"> Some restaurants would provide different menus at different time intervals, such as breakfast, lunch, dinner and tea menus. These menus are generally different in their contents. For example, quick and easy to make food are always provided in breakfast menus for customers who are in a hurry at the moment. <div data-bbox="1059 864 1323 1064" data-label="Image"> </div> <div data-bbox="1083 1077 1303 1279" data-label="Image"> </div>
<p>- Skills of kitchen staff</p>	<ul style="list-style-type: none"> The menu items proposed must be communicated to the kitchen staff. Make sure if the team has sufficient skills and abilities in preparing the proposed dishes consistently with no difficulty. <div data-bbox="1059 1509 1329 1722" data-label="Image"> </div>

<p>4. Marketing-related factors</p> <ul style="list-style-type: none"> Competitors' practices Decoration of restaurants Design of menu as a marketing tool Language used 	<ul style="list-style-type: none"> Benchmarking is applicable which provides useful information to restaurants about what other close competitors are now providing to their customers. It is a good source of reference when planning a restaurant menu. Menu items provided should be matched with the decoration of restaurant for its unity. For example, 「McDonald's」 is a fast food restaurant which provides quick and convenient service. The menu items are limited when compared with other restaurants, such as hamburger and French fries. The decorations are also simple and clear such as chairs and tables with simple design and plain adornments. The design of menu should be attractive and easy to read which can be acted as an effective marketing tool to attract potential customers. Management should be considerate in offering menus which are written in the same languages as used by the target segments. Restaurants which target for both locals and foreigners should provide menus with corresponding languages.
---	--

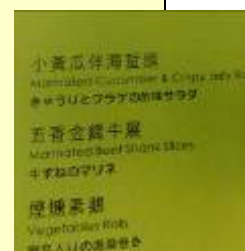


Table 3.11 – Considerations in the Menu Planning Process

Through considering the above 4 factors, top management would be able to design a menu which **can**:

- Cater the needs and preferences of customers by providing the right food in the right quantities and prices as customers expected;
- Ensure the profitability of the business by keeping a good balance between cost and price;
- Fully utilize all resources, including restaurant and kitchen facilities, ordered food materials and manpower of both service and kitchen staff;
- Act as an effective marketing tool to differentiate the restaurant from other competitors; and
- Help to achieve the quality objectives of the business and the quality standards:
 - Flavour, texture, colour, shape and flair of the dishes offered.
 - Consistency, palatability and visual appeal.
 - Aromatic appeal and temperature of each item.

Activity 3.28— Designing a Menu for a Theme Restaurant**A. Work as a team of four and design a menu according to the following instructions:**

1. Decide a theme for your restaurant which is marketable in Hong Kong;
2. Base on your theme and target segments selected, try to design a menu with the following considerations:
 - What colour/colours will be used;
 - Will any photos or graphics be added;
 - What language/languages will be used;
 - What kinds of menu items will be available (only the main categories with a few examples are required);
 - What types of menu format will be suitable (e.g. À la carte or table d'hôte; book-folded or window-folded, etc.)
3. Share and present your ideas in the class and discuss for any suggestions recommended by other teams.

B. Now, jot down how your proposed menu would affect the followings:

- Purchasing the ingredients
- Storing the ingredients
- Production of menu items
- Serving menu items

7. Menu Pricing

Menu pricing is one of the critical factors to the success of a restaurant's business. It determines how much money the restaurant would make and the perception of how much customers would be willing to pay for dining in the restaurant. There is no standardized method in pricing the menu but a few approaches are commonly used by practitioners for different purposes. Two different approaches of menu pricing are introduced below:

a) Cost-based Approach

Cost-based approach is the most popular approach used by restaurants in pricing their food. Basically, the selling prices are marked-up from the cost of goods sold. A food cost percentage is always calculated to represent the difference between the cost and the actual selling price of the menu item as shown below:



$$\text{Food cost percentage} = \frac{\text{Food cost}}{\text{Selling price}} \times 100\%$$

In generally cases, the food cost percentages of restaurants are ranged from 20 to 30%. Some exceptional cases, such as steak and seafood items can have higher food costs which are quite common and reasonable in some fine dining restaurants. Beverages, when compared with food items, usually have lower food cost percentages, meaning a higher profit margin can always be achieved by restaurants through selling of beverages and alcohols to their customers.

In reality, the calculation of cost is much more complicated. Restaurant managers have to put into consideration of all expenses in order to figure out the actual profit of

running the restaurant. Besides the food cost, expenses like labor and other overhead cost must be counted. Labor cost involves the salaries paid to kitchen and service staff in full-time or part-time basis. Overheads consist of rent of stores and equipment, bills of electricity and gas, laundry cost of table cloths and general cost of maintenance, etc.

b) Subjective Approach

Pricing through this approach is not based on the consideration of food production cost but other factors. For example, a fine-dining restaurant which aimed at emphasizing its high quality food and beverage services would choose to set the highest prices for its menu items when compared with other competitors. Such an approach can project a luxury image of the restaurant in order to attract the high-ended customers.

Besides, some fast food restaurants would also use the subjective approach by pricing some menu items below the market prices (sometimes even lower than the cost) to attract customers. This 'lowest price' approach can especially help in increasing the market share and it usually works well under the assumption that customers who come for a 'low-priced' item would also purchase other items in their dining experiences.

ACTIVITY 3.29 – Menu Pricing

The following table shows the proposed selling prices and food costs of some menu items that would be available in a casual dining restaurant opening soon in next month.

Item	Proposed selling price	Food cost	Food cost percentage
French fries with cheese	\$25.00	\$6.00	
Chicken wings (4 wings)	\$45.00	\$7.00	
House salad	\$18.00	\$6.50	
Cheeseburger (with fries)	\$50.00	\$20.00	
Thai-fried noodle	\$60.00	\$18.00	
Strawberry sundae	\$30.00	\$9.00	

1. Try to complete the following table by calculating the food cost percentage for each item.
2. Comment about the proposed selling prices of all items. Should any modifications be made based on the information shown in the table? Try to explain your answer.

ACTIVITY 3. 30

Indicate which points need to be considered when planning the following menus?

Tick the appropriate boxes.

Menu Planning	Customer	Price	Items offered	Skill of staff	Equipment available
Buffet menu					
Themed menu					
A la carte menu					
Table d'hôte menu					

8. Menu Design

A menu is anything you use to communicate with your potential customers by showing them what your restaurant has to offer. There are different types of menus including traditional hand-held menus, elaborately-printed menus, menu boards and even verbal menus. Not only does a menu play a major role in establishing market position and reaching customer expectations, it is probably the single biggest merchandising and marketing tool you have. Unfortunately many restaurateurs underestimate the role a menu plays in influencing customers' selections and miss out on major sales and profit-building opportunities.

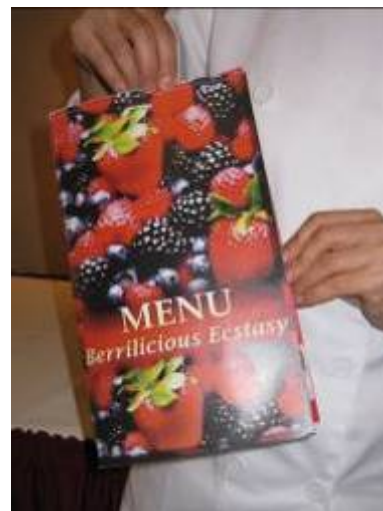
Virtually everything that is undertaken in the restaurant and how the establishment is perceived in the identified market is linked to the food and menu. The menu in large part defines your restaurant's image and elevates or lowers your customers' expectations. Having a stained, dog-eared menu handed to you is not a great way to set the tone for a memorable dining experience.

Therefore, first impression is always important; the entire menu should complement the operation of the business. Some menus are built around the history of the establishment or the local area, the cultural setting, cuisine or theme of the restaurant.

- The menu cover should reflect the identity or the décor of the restaurant and should also pick up the theme, which is effective in creating the correct image.
- The paper or card chosen needs to be of good quality, heavy, durable, stain and grease resistant.
- Menu design should be unique, simple, highly recognisable, and should develop a relationship with customers. Recognisable designs and symbols can be carefully chosen to appeal to the target segment identified.
- The style of print should be easily read and well spaced. Customers also recognise and interpret colour differently. Colours are often identified with elegance, wealth, sophistication and other symbols, e.g. navigation lights for shipping and aircraft – red port side, green starboard side. Through the use of colour, fast food restaurants design menus to attract customers quickly.
- The task of the menu writer and designer is to direct the customers' attention to the menu items that the restaurant wishes to sell. A well-identified pattern of customers' eye movement can be followed: What

the customer sees first after opening a window-folded menu is the centre inside panel, therefore it is important to use the centre panel to promote items you most wish to sell. With a book-folded menu the customers' eyes move from the lower right-hand panel to the upper left-hand panel.

- Clip-on inserts in menus may be used to advertise daily specials and upcoming events.
- Menus that contain little information and no descriptions usually fail to inspire customers. A menu should be accurate and honest in its attempt to inform and describe and, above all, reach customers' expectations.



Book-folded menus



A Window-folded menu



A window--folded menu

ACTIVITY 3.31

From the information you have read above, list six factors that will make your menu design unique and therefore stand out from those of competitors.

ACTIVITY 3.32

Again assuming you're planning a dinner party, think of a theme you like and design a menu you feel would be suitable to serve your friends involving this theme.

Take into account the following aspects of menu design:

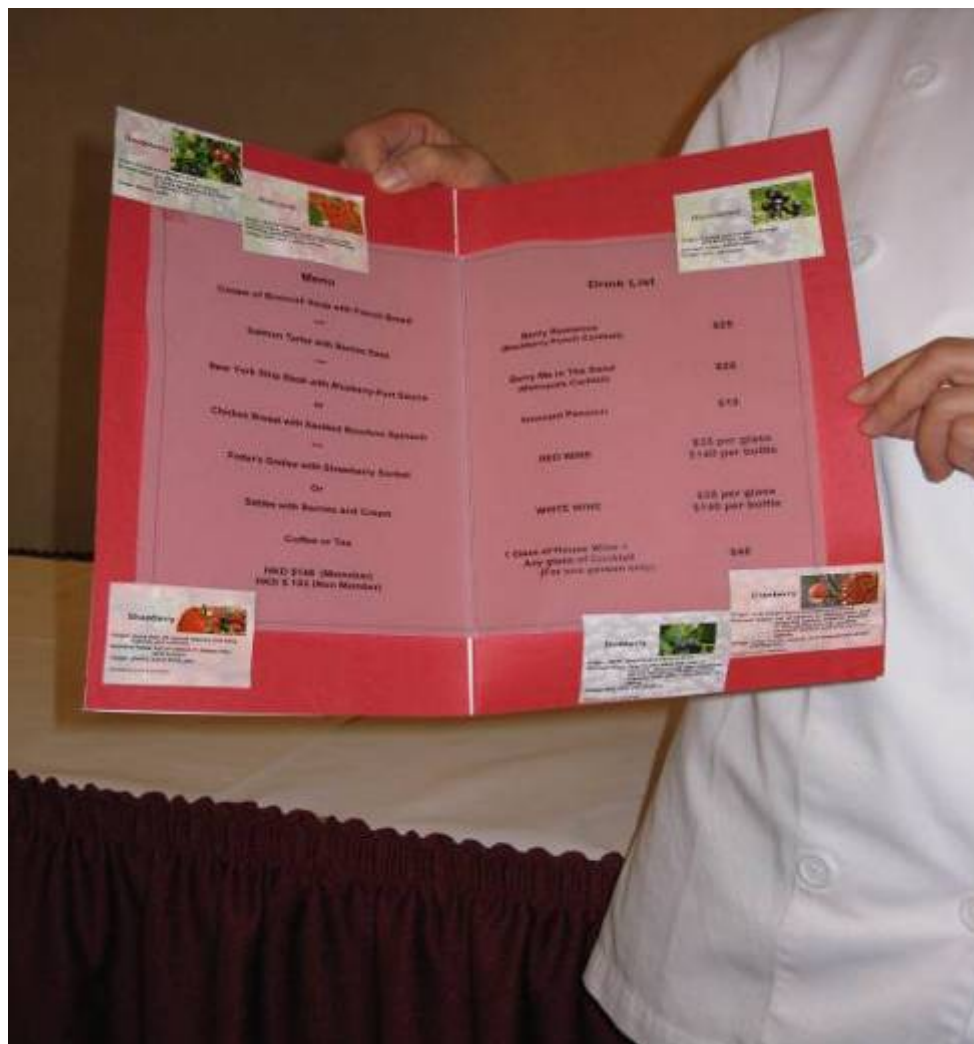
- Book-folded or a single sheet
- Colour
- Type of card or paper used
- Language used and the font size and type
- Size of the menu
- Cover design



A book-folded menu

ACTIVITY 3.33

Can a menu be used as a marketing tool? List three changes you would like to make on the menu below to improve its marketing potential:



A book-folded menu

ACTIVITY 3.34

Visit several restaurants or hotels, either in person or through their web sites. Look at their menus and identify the areas that are good and not so good. What can be changed to improve its potential as a promotional tool for marketing the establishment? Comment on the followings:

- Typeface
- Page design
- Colour
- Language
- Size
- Cover
- Paper
- Shape and form
- Artwork

3.2.2 Basic Knowledge of Food and Beverage Services

1. Table Setting

a) Table Setting Procedures

By referring to the video – ‘Multimedia Series – Hotel’, the proper procedures of a table setup for one ‘cover’ involve the following steps:



1. Cover the table with a tablecloth if it is required by the restaurant. Some restaurants would use table mats to replace tablecloths in setting up a table.



2. Put the side or butter plate on the left side of the table mat. Put the butter knife on the butter plate at its right as shown in the picture with the cutting edge facing left.



3. Put the show plate at the centre of the table mat. Be reminded that some restaurants have no show plates on a table setup.



4. Put the main or dinner knife at the right side of the show plate as shown in the picture with the cutting edge facing left. And then put the main or dinner fork at the left side of the show plate.



5. Put the soup spoon at the right side of the dinner knife as shown in the picture.



6. Put the side or salad knife at the right side of the soup spoon with the cutting edge facing left as shown in the picture.



7. Put the side or salad fork at the left side of the dinner fork.



8. Put the dessert spoon at the upper side of the show plate with its head facing left. Then, put the dessert fork in between the dessert spoon and the side plate with its head facing right.



9. Put the water glass at the upper right-hand corner of the table mat.



10. Finally, put the napkin at the centre of the show plate.

b) Different Kinds of Table Settings

The table setting also portrays the image of the business and the ambience of the dining areas. The setting should have a centerpiece that performs a solely decorative function. Care should be taken not to make the centrepiece too large so that there will be sufficient room to place serving dishes.

High standard hotels and restaurants usually have white linen table cloths and napkins. Napkins can be folded into many different designs and shapes to add a decorative atmosphere to the restaurant.

Depending on the type of service, utensils are placed about one inch from the edge of the table, each one lining up at the base with the one next to it. The glasses are positioned about an inch from the knives, also in the order of use: white wine, red wine, dessert wine and water tumbler. A well-laid table can add atmosphere and ambience to any restaurant.



Formal dinner setting



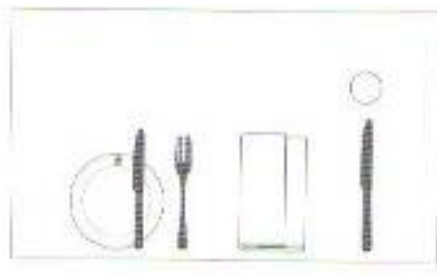
Lunch setting in a Hong Kong restaurant



Lunch setting

(i) *À la carte setting*

- **À la carte:** Menu with all the dishes individually priced. Cooked to order. List of dishes.
- **Table setting:** Large joint knife and fork

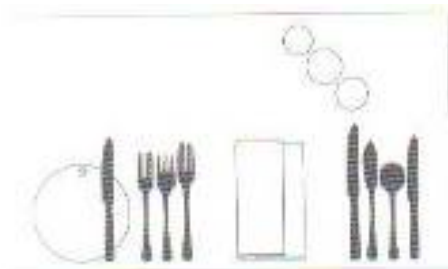


A la carte cover/basic cover

À la carte setting

(ii) *Table d'hôte setting*

- **Menu** is at a set price, usually with two or three courses. Fixed price.



Set menu cover, with no dessert gear



Set menu cover, with dessert gear



Set menu cover, with small spoon

- **Table setting:**



Formal dinner setting



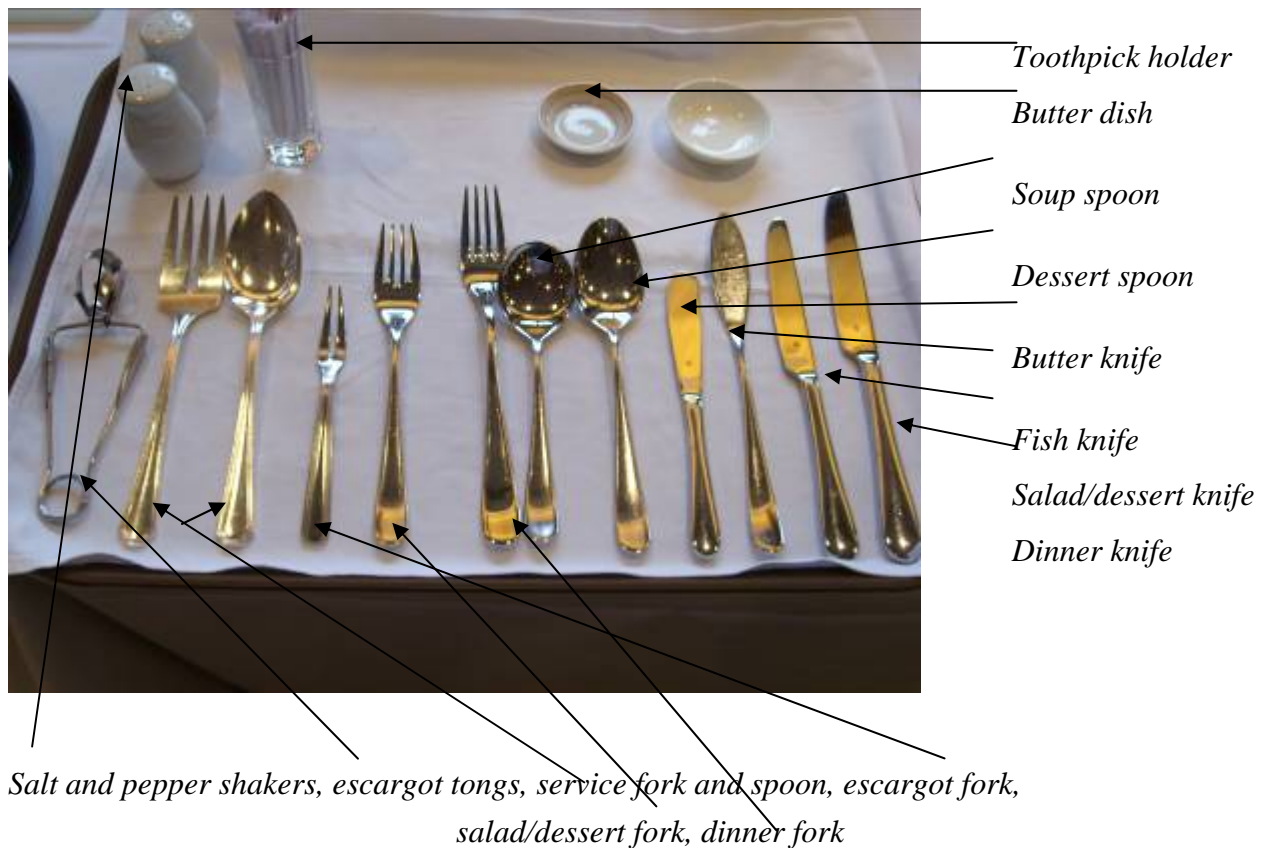
Formal dinner setting in a Hong Kong Restaurant



Table Set for Luncheon

c) **Silverware, Tableware and Glassware Used in Hotels and Independent Restaurants**

(i) *Silverware and Tableware*





Entrée plate

Soup Bowl

Flower Vase

Soup Cup & Saucer

Bread and Butter Plate



*Demi-tasse cup
and saucer,*

*Coffee cup &
Saucer*

Sugar bowl

Milk jug

Hot water pot, tea pot, coffee pot

(ii) *Glassware*



White wine glass, water goblet, pepper mill, salt and pepper shakers, sugar bowl, red wine glass, flower vase, toothpick holder



Champagne flute

Pilsner glass

Margarita glass

Special cocktail glass

Martini glass

Irish Coffee



Water goblet

Wine glass

Champagne flute

Balloon glass

Liqueur glass

Port glass

(iii) *Bar Equipment*



Cocktail shaker

Measuring jug

Ice bucket and tongs

Boston shaker

Jigger

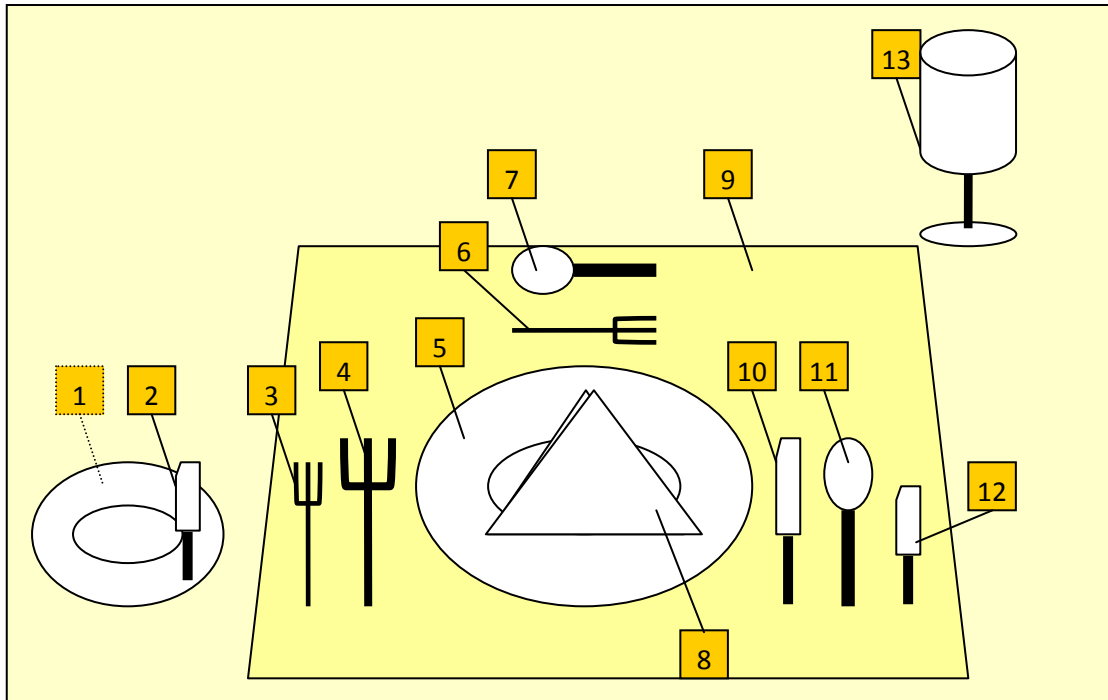
Wine stopper, wine pourer, wine bottle opener, zester, Hawthorne strainer, ice scoop, bar knife & spoon



Wine bucket and stand

ACTIVITY 3.35 – Table Setting

By referring to the following figure, try to name the items (1 – 13) in a formal table setup.



- | | |
|----------|-----------|
| 1. _____ | 8. _____ |
| 2. _____ | 9. _____ |
| 3. _____ | 10. _____ |
| 4. _____ | 11. _____ |
| 5. _____ | 12. _____ |
| 6. _____ | 13. _____ |
| 7. _____ | |

ACTIVITY 3.36

1. Describe the place setting for an *à la carte* dinner at an up-market restaurant.
2. Describe the place setting for a *table d'hôte* lunch at a local restaurant.

3.2.3 Restaurant Design and Layout

The layouts of restaurants can be affected by many factors which include the restaurants' themes, styles of services, origins of cuisines, staff-to-guest ratios and layouts and sizes of the stores, etc. Figure 3.6 shows a sample floor plan of a mid-scaled restaurant.

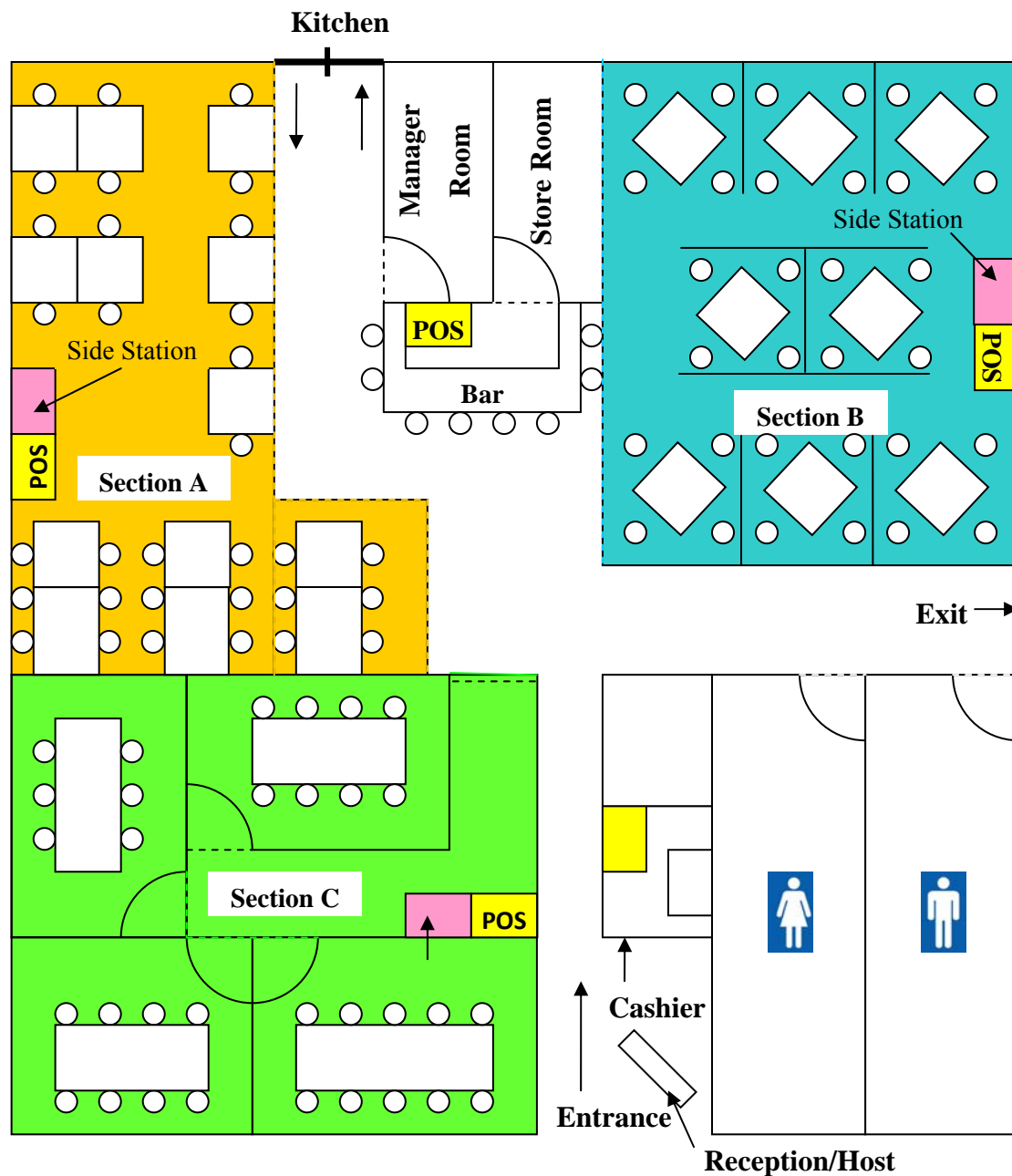


Figure 3.7 – Layout of a Mid-Scaled Restaurant (Dining Section)

1. Functional Considerations

In the planning stage of opening a restaurant, the top management should carefully think about what and how many sections would be set up in the site and how space can be fully utilized so to enhance the profitability and operational efficiency of the business. The layouts of different food and beverage services could be very different. For example, bars and cafés generally have small or no food kitchens while the sittings of traditional restaurants should be more spacious when compared with fast food restaurants and cafeterias.

a) Dining Area

It is quite common that a mid or a large-scaled restaurant would be divided into sections which enable the ease of management and manpower distribution. By referring to Figure 3.7, it can be seen that the whole restaurant mainly consists of 3 different sections. Each section has an average of 32 sittings which requires 1 to 3 servers to serve the tables depending on the staff-to-guest ratio as set by the restaurant manager.



The layout of the 3 dining sections are unique and purposely designed for catering different types of customers. Section A mainly comprises of tables for 4-6 persons coming in groups. In addition, these tables can be separated to form smaller tables for 2 persons which enhance the flexibility of the restaurant to cater different types of customers through making simple changes in the setup according to customer demand for the day.

Section B differs from Section A in its setting with a fixed layout of tables. This section mainly serves 4-person parties with partitions separating each table among the others which aims at providing higher privacy and comfort to customers.

Section C differs from the open nature of the dining areas in Section A and B, which comprises 4 individual rooms for groups looking for high privacy and comfort. They are especially ideal for holding events, such as parties and business meetings

without being disturbed by other customers in the restaurant. Some restaurants would reserve their rooms for VIPs who generally spend more in their dining experiences. In some occasions, minimum charges for using the rooms are imposed and reservations in advance are always recommended.

b) Bar Area

Bar area is located at the central part of all dining sections. It is responsible for providing beverage items for all tables in the restaurant. At the same time, there are also some sittings provided in the bar area which are most suitable for 2-person parties and those who come alone, looking for more interactions with the bartenders. Store room located at the back of the bar area is mainly for keeping beverages and table snacks which can be separated from the central store for easier accessibility by the bartenders.



c) Other Subsidiary Units and Facilities



Point-of-sale (POS) systems are available in all sections, for inputting food and beverage orders and are always put together with side stations as temporary storage of trash and both clean and used tableware. In reality, servers of some restaurants are required to perform simple cashiering functions, such as handling credit card payments with the utility provided by the POSs. The role of cashier relieves the workloads of servers in handling all types of payments, including cash and credit cards. Posting the F&B expenses of hotel guests into their room accounts is an additional duty performed by cashiers of restaurants inside a hotel.

Receptionist at the front door takes an important role in controlling the customer flow and table turnover rate of the restaurant. By separating the dining area into different sections, it enables the receptionist to assign tables to customers evenly for each section and workload can be fairly shared by all servers.

Finally, it is appropriate to put the manager room right in the middle of the dining areas and the kitchen which gives managers conveniences in communicating with customers and staff working at front-of-the-house and back-of-the-house units.

2. Ambience of a Restaurant

Atmosphere refers to the overall feel within the restaurant, and it conveys an image as related to the customers, the menus, and the types of service. The special atmosphere or mood created by a particular restaurant environment is its **ambience**. An intimate ambience can be created by low-key lighting reflecting deep shadows, creating feelings of romance, or bright lighting which could convey a cheerful ambience of joyfulness and happiness. Besides, the colour of the lighting can also affect the atmosphere and customers' feelings, so as the music being played in the restaurant which can have an emotional effect on people; sad or joyful songs, loud or soft music can set a subdued, formal or informal scene and atmosphere in a restaurant. Scent is another way to set an appealing ambience of a restaurant; freshly brewed coffee or the aroma of freshly baked bread, cakes or chocolate are always alluring to customers and in some cases conjure up happy memories from childhood.

Other **factors** can also affect the ambience of a restaurant:

a) Décor

The décor of a hotel or restaurant is the style of interior furnishings. For a business in hospitality to survive it needs to measure up to every detail that ensures a comfortable and pleasurable stay for the customers as well as the food and service. Along with other factors, decoration is an integral part of the hotel and restaurant business. Interiors of many hotels are in line with the particular hotel design concept, and each hotel or restaurant can be decorated individually – conventional, classical or contemporary as the case may be.



Entrance to a Hong Kong restaurant



Lounge area in a Hong Kong restaurant

b) Uniforms

A uniform is a set of standard clothing worn by an employee of a hospitality organisation while participating in that organisation's activities.

The use of uniforms by hospitality businesses is often an effort in branding and developing a standard image. It also has important effects on the employees required to wear the uniform. To maintain the high standard and ambience of a business, uniforms need to reflect image and brand identity through their colour, freshness and cleanliness.

In some establishments a laundry department will launder the working uniforms or clothing for the employees. If this is not the case then laundering can be outsourced.

c) **Senses**

- Sight—the perception of visual space depends on a combination of lighting, decoration and colour. It should provide both psychological and physical sense of freedom.
- Touch—the perception of comfort while a customer is sitting in the restaurant including physical contact with table, tableware, seat and floor coverings.
- Hearing—the perception of overall noise levels including customers' conversation, in-house music, kitchen sounds, machinery and equipment (air conditioners, coffee makers, microwave ovens), servers' conversation and outside noises (cars, shoppers, improvement works).
- Smell—the perception of cooking aromas, effectiveness of ventilation and air pollution in the neighbourhood
- Temperature—the perception of air temperature in particular outdoor dining (poolside dining, alfresco dining), cooking heat and relative humidity.

ACTIVITY 3.37

1. Describe the differences between the ambience of a restaurant and the décor.
2. Does each have an impact on customer expectations of service and quality?

Examples of Restaurants Which Emphasize the Element of Ambience –

Theme Restaurants

Theme restaurants are those in which the concept of the restaurant takes priority over everything else, influencing the architecture, food, music and overall 'feel' of the restaurant. It is usually emphasizing fun and fantasy, glamorizing or romanticizing an activity such as sports, travel, an era in time or almost anything (Walker, 2005). The food usually takes a back seat to the presentation of the theme, and these restaurants attract customers solely on the basis of the theme itself. According to Martin Pegler (Pegler, 1997), theme restaurants are divided into six categories:

1. Hollywood and the movies;
2. Sports and sporting events;
3. Time – the good old days;
4. Records, radio, and TV;
5. Travel – trains, planes, and steamships; and
6. Ecology and the world around us.

Popular theme restaurants in Hong Kong (excluding ethnic cuisines) include:

1. Hard Rock Café – Records;
2. Charlie Brown's – TV / The good old days;
3. TGI Friday's – Theme of fun;
4. Jumbo and Tai Pak Floating Restaurants – Travel; and
5. Modern Toilets – Theme of fun;

Some restaurants and hotels theme their business for a particular event or occasion. Many hotels are decorated for special occasions such as festivals, Christmas, Lunar New Year or Mid-Autumn Festival, or for different promotions. Food and wine festivals organised by different F&B outlets and special events like book and product launches or corporate events and private functions are also reasons for hotels, or certain parts of it, to dress for the occasion.



Themed menu



Chinese New Year

ACTIVITY 3.38

How many different theme restaurants are there in Hong Kong? Type “Hong Kong Restaurants” into your search engine and locate restaurants that fall into this category.

ACTIVITY 3.39

Name **three factors** that will make a hospitality outlet into a good Theme Restaurant.

ACTIVITY 3.40—Layout of a Fast Food Restaurant

Work as a group of 4 and draw a layout of a fast food restaurant near your school. Try to observe if there are any differences in the design of the selected fast food restaurant with reference to the layout provided in Figure 3.7. Through your own observation and analysis, try to explain why there are such differences in the layout between Figure 3.7 and the one drafted by your group, if any.

Layout of the Selected Fast Food Restaurant

Differences in Design Observed	Reasons

ACTIVITY 3.41

You are employed as a *maitre d'* in a restaurant that can seat 56 customers. Your task is to draw a restaurant plan for the seating for the night. There are:

1. 4 tables for two customers
2. 3 tables for four customers
3. 3 round tables for six customers
4. 3 oblong tables for six customers

Divide the restaurant into three sections with a Station Supervisor for each.

1. 3 Station Waiters in each section
2. 2 Waiters/Waitresses in each section



3.2.4 Kitchen Layout for Different Food and Beverage Services

Before a kitchen is planned, the management must consider their goals and an objective in relation to the establishment's marketing strategies. The menu will determine the type of equipment required, number of staff employed, positioning of the business and the type of customer.

A well-planned design and layout of kitchen can make a major contribution to good food hygiene. Staff respond better under good working conditions by taking more pride in their work, themselves and their environment. Adequate working space must be provided for each process in the kitchen and the separation of raw and cooked, clean and dirty must be followed to reduce the risks of food contamination.

1. Features of a Well-planned Kitchen

- **Designed** so that it can be easily managed.
- **Management** must have easy access to the areas under their control and have good visibility in the areas which have to be supervised.
- **Products** – raw materials to finished product must have an easy flow
- **Personnel** – how people work and move in the kitchen must have a good work flow, therefore good time management.
- **Containers/Equipment/Utensils** – equipment should, where possible, be separated into specific process areas to increase efficiency, hygiene and work flow.
- **Storage areas** should be kept clean and tidy, with temperatures monitored where necessary, and be close to the production areas for improved time management.



A well-planned kitchen contributes to a good working environment

2. Factors that Influence the Design and Layout of a Kitchen

Kitchens are designed for easier management. The market that the business is catering for and the style of food operation, which includes the menu structure, are all needed to be considered. Other important factors include:

1. Capability of the staff;
2. Working methods of staff employee;
3. Size of dining area if applicable;
4. Number of staff employed and their skill levels;
5. Type of operation, e.g. breakfast, luncheon and dinner;
6. Storage areas for chemicals and equipment, perishable and non-perishable foods.
7. Workers' safety — layout should safeguard the workers by eliminating hazards;
8. Movement — the layout should provide easy movement of materials and workers, and the cross traffic should be minimized;
9. Capacity of the operation

- Fast food;
 - Fine dining for 150 customers;
 - Banqueting for 500 customers;
 - Family restaurant;
10. Equipment available and efficient use of equipment;
11. Extent and size of the menu; and
12. Methods of services — serviced or self-serviced:
- **Serviced facilities include:**
 - Table service;
 - Counter service — Japanese sushi restaurants, salad specialty shops, ice-cream and pastry shops;
 - Room service — primarily in hotels;
 - **Self-serviced facilities include:**
 - Takeaway;
 - Cafeteria (used primarily in universities and hospitals);
 - Fast food; and
 - Vending machines (snacks and soft drinks).



Kitchen design



Chinese kitchen



Western kitchen

ACTIVITY 3.42

There are many factors that can influence the design of a kitchen. Take your kitchen at home as an example. Can you think of some factors that have influenced its design? Look at its size and shape. How have these two things had an effect on your kitchen?

ACTIVITY 3.43

List four factors that you think could influence the design of a newly-built hotel's kitchen in Central, Hong Kong. The main kitchen will be located four floors above ground level. Think of the hotel's location and possible problems that they may have.

3. Sample of Kitchen Design and Layout

In mid-scaled or large-scaled restaurants, kitchens are normally divided into different sections which are always affected by various factors, including the types and varieties of food provided to customers, work flows of different positions, food hygiene and work safety, etc. An example of kitchen layout for a mid-scaled to large-scaled restaurant is illustrated in Figure 3.8 as below:

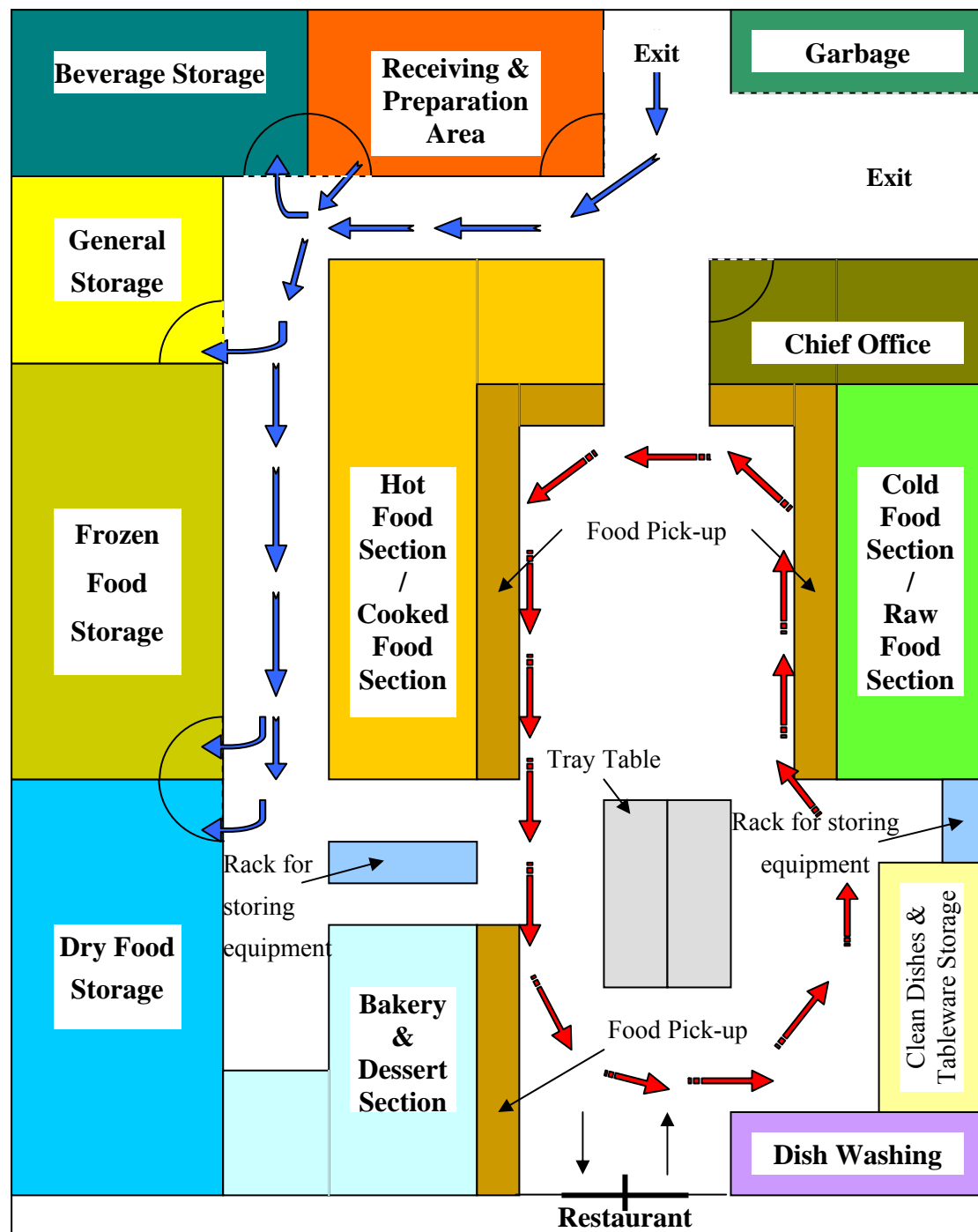


Figure 3.8 – Kitchen Layout of a Mid-Scaled to Large-Scaled Restaurant

Layouts of kitchen are not standardized and can vary according to many factors, such as spaces and cuisines to be provided, number of customers being served and restaurants' budget in kitchen investment. Besides, there are also some principles which are being followed during the process of kitchen planning. Work safety is always at its' top priority and a kitchen setup which facilitates a smooth work flow from food processing to points of delivery and service is also considered as critical. An example of kitchen workflow is shown in Figure 3.8 and would be explained in the following paragraphs.



a) **Food Production Area**

In the illustration, food cooking or processing areas are laid out according to the menu and dining sequence, starting from the cold food section to the hot food section, and then the dessert section (shown by red arrows). Food items prepared by chefs are put on the food pick-up areas in each section for servers' pick-up. Food items would be put on trays by servers at the tray table before being served to the customers. Cooking equipment can be easily refilled or replaced by chefs from the pot sink and rack areas near their work sections. Used dishes and tableware once collected would be delivered to the dish washing area for processing with cleaned ones being stored next to the washing area. Due to the huge volumes of dishes and tableware used in hotel operations, an additional unit, called "stewarding" is available under the F&B department to manage the related issues in some large scaled hotels.



b) Food Storage Area

By referring to Figure 3.8, the blue arrows also show the procedures of how ordered food materials are being processed once they are delivered from suppliers. Incoming



food materials will first go to the receiving and preparation area and some may need to go through certain processing before storage. Only large scaled restaurants would have separate rooms for storing different types of items as shown in Figure 3.8, which can be categorized into beverage storage, general

storage, dry food storage and frozen food storage. Chief office is only available in mid-scaled to large-scaled restaurants.

Some hotels have multi restaurants. The F&B departments in hotels would also provide banqueting services to customers which may involve the provision of food and beverage items. Therefore, it is necessary for some hotels to operate more than one kitchen for its different food and beverage facilities, including a production or a banqueting kitchen according to their facilities' needs.

Activity 3.44— Safety and Hygiene Measures in Kitchen Operations

Without referring to the section of food safety and personal hygiene, try to set up 10 work rules that should be generally followed in any kitchen operation (5 rules relating to food safety and 5 relating to personal hygiene). Work as a team with your classmates and sum up a list before presenting it to the class.

Food Safety Rules	Personal Hygiene Rules
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

4. Kitchen Equipment

Apart from the silverware, tableware and glassware mentioned earlier, restaurants also invest heavily on different kinds of kitchen equipment with some of the examples shown in Table 3.12 below:

		
Ventilator or Grease Filter	Grill	Pan
		
Fryer	Oven	Mixer
		
Refrigerator	Steamer	Slicer

		
Kettle	Range	Chopping Board
		
Warmer	POS – Order Printer	Freezer

Table 3.12 – Examples of Kitchen Equipment

ACTIVITY 3.45 – Other Examples of Kitchen Equipment

Through surfing the Internet, try to find some other kinds of kitchen equipment/ utensils which are commonly used by kitchen staff in their daily works and for what purposes.

Kitchen Equipment / Utensils	Functions / Purposes
1.	
2.	
3.	
4.	

3.3. Food Safety and Personal Hygiene

3.3.1 Types of Food Contamination

1. What is Food Poisoning?

- Food poisoning is acute illness caused by the consumption of food or drinks contaminated with pathogens (including bacteria, viruses and parasites), bacterial or biochemical toxins or toxic chemicals.
- Incubation period: from a few hours to a few days.
- Symptoms: stomach pains, vomiting, diarrhoea etc, but most symptoms are mild. Some diseases may severely affect infants, pregnant women, elderly and the sick.
- It can be classified into bacterial and non-bacterial food poisoning.

2. Food Poisoning in Hong Kong

After a continuous decline since 2006, the number of cases in 2011 slightly increased as compared with that of 2010. (see Figure 3.9)

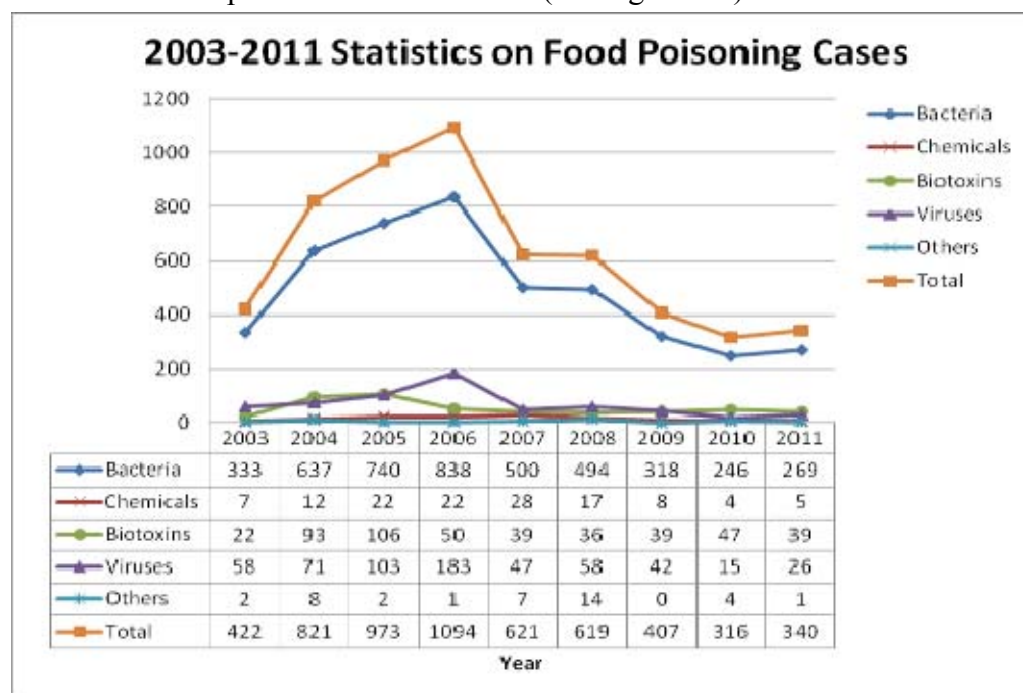


Figure 3.9— Statistics on Food Poisoning Cases in Hong Kong (Year 2003-2011)

Source— Department of Health, HKSAR

*Notes — Biological Contamination: bacteria, chemicals and biotoxins;
Chemical Contamination: viruses;
Physical Contamination: others.*

- In 2011, the total number of the food poisoning cases is 340, involving 1284 persons.
- Bacterial food poisoning cases account for about 80% of the total.

The actual figures should exceed what the statistics have shown as there are many unreported cases.

3. Food Contamination

- **Food Poisoning** — refers to acute illness caused by the consumption of contaminated food.
- **Food Contamination** — refers to any harmful substances unintentionally added to food. These substances may come from natural sources or environmental pollution, or arise from food processing.

4. Types of Contamination

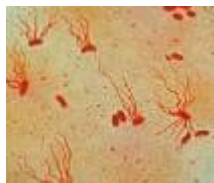
I. Biological Contamination (including bacteria, viruses and parasites)

- **Sources:**
 - Human beings, unprocessed food, pests, dust and soil



1. Bacteria

a) Examples of Bacterial Food Poisoning:



Bacteria	Source/Contaminated Food	Characteristics of Bacteria
Salmonella	Raw meat and products, undercooked eggs and egg products	<ul style="list-style-type: none"> – Cannot form spores – Dies at 70 °C
Staphylococcus aureus	Human skin, hair, nasal cavity, throat, wounds	Cannot form spores, but its toxins are heat resistible
Vibrio parahaemolyticus	Seafood, shellfish	Dies after heating at a high temperature for 10 minutes
Listeria	Soft cheese, vegetables, ready-to-eat meat and salads	Can grow at a temperature as low as 0°C, and dies at 70 °C
Bacillus cereus	Leftover cooked rice, fried rice, meat products and vegetables	Can form heat resistible spores

Table 3.13 – Examples of bacterial food poisoning



b) **Common Symptoms of Bacterial Food Poisoning:**

Vibrio parahaemolyticus	Nausea, fever, abdominal pain, diarrhoea and vomiting
Salmonella	Fever, headache, abdominal pain, diarrhoea and vomiting
Staphylococcus aureus	Nausea, vomiting, diarrhoea and abdominal pain
Listeria	Meningoencephalitis, particularly in the newborn, elderly and immunocompromised people; infected pregnant women may have abortion or dead fetus
Clostridium botulinum	vomiting, constipation/diarrhoea, blurred vision, dysphasia, dry mouth, paralysis

Table 3.14 – Common Symptoms of Bacterial Food Poisoning

c) **Foodborne Illnesses:**

Illnesses	Mode of Transmission
Hepatitis A	Consumption of food, beverage and shellfish contaminated by faeces or human-to-human transmission
Cholera	Consumption of contaminated water, raw or undercooked seafood
Bacillary dysentery	Transmitted directly by faecal material of a patient or carrier, or indirectly through contaminated food and water
Typhoid fever and paratyphoid fever	Consumption of food, beverage and shellfish (especially oysters) contaminated by faeces.

Table 3.15 – Foodborne Illnesses

d) Common Causes of Bacterial Food Poisoning and Foodborne Disease

(i) Food Preparation

- Use of unsafe food source;
- Inadequate cooking of food;
- Inadequate thawing of food before cooking;
- Preparation of food too early in advance; and
- Inadequate reheating of cooked food.

(ii) Food Storage

- Contamination of cooked food; and
- Improper storage - prolonged storage at 4°C- 60°C.

(iii) Employees and Eating Habit

- Employees' lack of attention in personal hygiene or employees infected with intestinal diseases;
- Consumption of raw food; and
- Consumption of leftovers.

Note — High-risk Group: young children, elderly people, chronic patients, pregnant women

e) Preventions of Bacterial Food Poisoning and Foodborne Diseases :

- Protect food from contamination;
- Prevent bacteria from propagating; and
- Destroy bacteria in food.

2. Viruses

- **Traits:**

- Around 10 to 100 times smaller than bacteria;
- As virus can only replicate in a cell, they are not able to grow in food and water, nor to make food perish; and
- Viruses cannot replicate in contaminated food. The number of viruses in contaminated food will not increase and they cannot make food perish. The infective doses of most viruses are very low (10 to 100 pathogenic virus particles can cause diseases).

- **Sources:**

- Mainly shellfish and food items handled by infected food handlers.

- **Prevention:**

- Products brought from reputable and reliable suppliers;
- Thoroughly cook food at a high temperature; and
- Food handlers with symptoms like vomiting or diarrhoea should not handle or touch food until at least two days after recovery.

- **Examples:**

- Norovirus

- Norovirus is the most common virus agent found in the food poisoning cases in Hong Kong. It is the main pathogen of the outbreaks of non-bacterial gastroenteritis. Typically, it is transmitted by the consumption of contaminated food and water, person-to-person contact, contact with contaminated objects and by aerosolised vomitus.

- Locally, raw oyster was identified as the most commonly incriminated food for foodborne norovirus outbreaks. Its attack rates in outbreaks tend to be high and only about 10-100 particles are needed to cause disease. Its attack rates among at-risk groups may reach 90% in seafood-associated outbreaks.

Hepatitis A Virus

- Hepatitis A is usually transmitted by faecal-oral route either through contaminated drinks or food such as shellfish, or directly from person to person.

3. Parasites

Parasites are organisms that can live on or in a host as well as to derive benefit from or at the expense of its host. They can be found on various kinds of food, such as meats, seafood and fresh produce. Two main types of parasites found in food are protozoa and helminths (also known as worms).

(i) Protozoa

- Similar to bacteria, protozoa are single cell organisms;
- They are not able to multiply in food but in humans; and
- Infective dose is generally believed to be low.

● **Examples:**

- *Toxoplasma gondii* found in raw or undercooked meat; or
- *Giardia lamblia* found in contaminated water.

(ii) Helminths

- Helminths are multiple cell organisms; and
- Helminths cannot multiply in humans.

- **Examples:**

Flukes

- Clonorchis sinensis (Example: Raw sliced grass carp)
- Fasciola hepatica (Example: Watercress)
- Paragonimus westermani (Example: “Drunken” crab (crab marinated with wine))

Roundworms

- Angiostrongylus cantonensis (Example: Golden apple snail)
- Trichinella spiralis (Example: Pork)

II Chemical Contamination

It includes food additives, pesticide residues, veterinary drugs, insecticides, chemical detergents, container materials and biochemical toxins.

- **Sources:**

- Food additives intentionally added during food processing for certain technical purposes;
- Environmental pollutants that enter the food chain as contaminants;
- Chemicals generated during the processing or cooking of certain food; and
- Agricultural chemical residues of pesticides and veterinary drugs used in the production and storage of edible crops and animals.

1. Food Additives

- **Examples of violation:**

a) Sulphur Dioxide

- Sulphur dioxide is a widely used food additive, including its use as a

preservative in a variety of food, e.g., preserved fruits, fruit juice and other food. It may induce allergic reactions such as shortness of breath. Some people may complaint of headache and nausea.

- It is commonly found in fresh and frozen meat to retain the colour of fresh meat. Consumers must not buy and consume meat in unusual bright red colour.

b) Artificial Colouring Matters (e.g. Red 2G and Sudan dyes)

- Red 2G is a widely used synthetic coloring matter with excellent stability. It can impact a range of red colours in food. It is genotoxic and commonly found in melon seeds and Chinese sausages.
- Sudan dyes are a group of industrial dyes. They are added to enhance and maintain the colour of the product, and may cause cancer in experimental animals. They are commonly found in spice mix and chilli products, eggs and egg products.

2. Pesticide and Veterinary Drug Residues

- **Examples of violation:**

a) Pesticide Residues

- The three types of pesticides include insecticides, fungicides and herbicides, e.g. Methamidophos and DDT. They have to be washed and soaked in water to be removed.

b) Veterinary Drugs

Antibiotics

- Malachite Green is an artificial dye originally, which has been used worldwide in aquaculture for a long period as an antifungal agent. It can persist in fish tissue for a long period of time and may cause cancer after ingestion. The chemical is commonly found in aquaculture products and freshwater fish.
- Nitrofurans is a family of antimicrobial agents which can be used as veterinary drugs. It has been found in canned pork products and

luncheon meat.

Artificial hormones

- Clenbuterol, also known as leanness-enhancing agent, can promote growth and muscle leanness in certain food animal species. The heat stable Clenbuterol may cause acute poisoning. It was commonly found in pork and pig offal, but has been rarely seen in recent years.
- A study has found that a higher level of estrogen is found in chicken than in other kinds of meat in Hong Kong. Moreover, the content of estrogen is five or six times higher in chicken skin than in chicken meat.

3. Chemical Detergents

- **Examples of violation:**

Detergents and Disinfectants

- There may be chemical residues due to the use of inappropriate concentration of detergents and disinfectants, or not yet properly cleaned utensils after washing and disinfecting. Apart from food poisoning, they may leave an unpleasant odour.

4. Container Materials

- **Examples of violation:**

a) Plastic Containers

- Plastic containers such as EPS and PP containers may release chemicals at high temperature or to acidic food, such as residual styrene monomers, heavy metals and other impurities, such as Bisphenol A.

b) Disposable Tray Liner

- Chemicals in printing ink may be released from the liners when in contact with food. It is advised that food should not be placed directly on these tray liners to minimize any health risks.

5. Biochemical Toxins

- **Examples:**

- a) **Phycotoxins**

- Phycotoxins are produced by certain types of microalgae and accumulated in species such as some coral reef fish and shellfish along the food chain. They may cause gastrointestinal and neurological effects. At present, there are no antidotes against these phycotoxins. Phycotoxins are heat-stable, tasteless and odourless.
- **Ciguatoxin**—commonly found in groupers (e.g. leopard coral grouper, tiger grouper) and coral reef fish (e.g. humphead wrasse).
- **Shellfish Toxins**—commonly found in shellfish, e.g., oyster, scallop, cockle, mussel and clam.

- **Prevention:**

- Buy coral reef fish from reputable and licensed seafood shops and those caught from safe harvesting area;
- Avoid eating the roe, liver, guts, head and skin of coral reef fish; and
- Remove the viscera and gonads of shellfish before cooking, and avoid consuming the cooking liquid since some of the shellfish toxins are water soluble.

- b) **Bacterial Toxins**

Histamine

- Certain fish (tuna and scombroid) contains the amino acid histidine naturally. Amino acid Histidine present will be converted into histamine by certain bacteria when the fish is stored at an improper temperature after catch and before ingestion. Histamine is heat-stable and can cause scombroid fish poisoning with symptoms of flushing, palpitation, dizziness, vomiting and diarrhoea after ingestion.

- **Prevention:**

- Store fish at 4°C or below for chilled fish and -18°C or below for frozen fish to prevent spoilage.

6. Other Natural Toxins

a) Tetrodotoxin

- Tetrodotoxin is a potent and heat-stable marine neurotoxin. It is advised to avoid dressing and cooking puffer fish on your own.

b) Plant Toxins

- The heat-stable glycoalkaloids in the sprouted potatoes and cyanide-generating compounds in bitter apricot seeds and bamboo shoots can be eliminated by soaking, cutting into small pieces and thorough cooking. Plant toxins can cause acute poisoning or chronic poisoning with symptoms from mild gastrointestinal symptoms to severe central nervous system symptoms.

- **Prevention of Chemical Contamination:**

- Purchase food from reliable suppliers. In case of doubt, should request reference to relevant shipping documents and health certificates accompanying the consignment;
- Check the colour and odour carefully; and
- Inquire about the uses and characteristics of containers from the supplier.

III Physical Contamination

Some non-chemical articles or objects are called physical contamination. Although some may not pose threat to customers' health, they may do harm to customers, such as sharp tools, bamboo sticks, glass fragment and dressing. They seriously affect the images of food and customers' impressions.

- **Examples:**
 - Pest carcasses, packaging materials, accessories, fragments, hairs, and dressing for coving wounds.

- **Sources:**
 - Contamination occurs in raw materials of food or during food production, storage, transportation and display.

- **Prevention:**
 - Examine raw materials of food, and clean and handle food carefully. Protect food in each step of production.

- **Contamination routes:**
 - **Direct Contamination:** direct contact of food with contamination sources.
 - **Cross Contamination:** contact of food with contamination sources through mobile or fixed media.
 - a.) Common mobile media include hands, equipment and clothing.
 - b.) Common fixed media include the surfaces touched by food and hands.

ACTIVITY 3.46 – The Types of Food Contamination

1. Which of the following is not a main source for bacterial contamination?

- A) Pests
- B) Human beings
- C) Cooked food
- D) Dust and soil

2. Which kind of bacteria may contaminate seafood and shellfish?

- A) Salmonella
- B) Vibrio parahaemolyticus
- C) Clostridium botulinum
- D) Staphylococcus aureus

3. Which of the following are contamination?

- A) Micro-organisms
- B) Chemicals
- C) Objects such as hair and staples
- D) All of the above

4. Which of the following is not a type of biological contamination?

- A) Bacteria
- B) Biotoxins
- C) Viruses
- D) Parasites

5. Which of the following can be removed or eliminated by high temperatures?

- A) Bacteria
- B) Detergent
- C) Ciguatoxin
- D) Shellfish toxins

6. Which of the following bacteria can grow at temperature near 0 °C?

- | | |
|--------------------|----------------------------|
| A) Listeria | B) Staphylococcus aureus |
| C) Bacillus cereus | D) Vibrio parahaemolyticus |

7. Which of the following is a common contaminant of meat which appears unusually bright red?

- | | |
|--------------------|-------------------|
| A) Malachite green | B) Salmonella |
| C) Sudan dyes | D) Sulfur dioxide |

8. Which of the following is not a type of physical contamination?

- | | |
|-----------------|------------|
| A) Paint scraps | B) Hair |
| C) Detergent | D) Staples |

9. Which colour of dressing should be chosen for covering wounds?

- | | |
|-----------|------------------|
| A) White. | B) Transparent. |
| C) Blue. | D) Flesh colour. |

3.3.2 Food Safety

- **Food Safety**—means the content of food presents no health hazards for humans.
- **Food Hygiene**—means to keep equipment and facilities, and food premises clean, and food handlers maintain good personal hygiene, so as to meet the standard of hygiene. It also means to comply with the operation principles of keeping food from being contaminated, reducing the chance for bacteria to reproduce and thoroughly eliminating the bacteria in food, during food processing.

1. Introduction to the Food Industry in Hong Kong

Transformation of the Local Catering Industry and the Importance of Hygiene :

- As the society moves forward, the quality of people's lives keeps improving, and their requirements on food safety and hygiene are also increasing;
- In respect of diet, there is higher chance for people to dine out at restaurants or buy processed food. Problems may occur during the production process at restaurants or food factories, and if the problems are not detected and reach the consumers, they will pose a threat to consumers' health;
- Food safety and hygiene have become a topic of public concern and discussion, which the media are scrambling to report and make it become the focus of public concern. In face of the appeals from consumers and the society, the catering industry has to strengthen regulations over food quality and safety; and
- The observance of good hygiene codes and habits by the leading group in the industry can ensure the food is produced in accordance with hygiene and safety requirements, increase consumers' confidence, and largely enhance the professional image of the catering industry of Hong Kong, making Hong Kong a more attractive place which has always been hailed as food paradise.

2. Advantages of Better Food Hygiene and Cost of Poor Food Hygiene

	Advantages of Better Food Hygiene	Cost of Poor Food Hygiene
Regulations	<ul style="list-style-type: none"> • Comply with statutory requirements • Comply with licensing requirements and conditions • Reduce the chance of food poisoning incidents 	<ul style="list-style-type: none"> • Breach the law and be prosecuted • Bbe fined or pay lawsuit fees • Victims may bring civil actions
Business	<ul style="list-style-type: none"> • Earn reputation and boost business • Improve productivity 	<ul style="list-style-type: none"> • Lose goodwill • Reduce productivity • May cause closure of business
Employees	<ul style="list-style-type: none"> • Elevate morale • Reduce staff turnover • Good working environment 	<ul style="list-style-type: none"> • Lose work days • Increase staff turnover • Unemployment(closure of business)
Food	<ul style="list-style-type: none"> • Extend shelf life of food • Ensure the quality of food 	<ul style="list-style-type: none"> • Food wastage

Table 3.16— Advantages of Better Food Hygiene and Cost of Poor Food Hygiene

In catering industry, it is critically important to keep the food sold hygienic and safe. In addition to improving food quality, emphasis should also be put on healthy diet of customers and the public. Any problem in food that leads to food poisoning will harm people's health and people will lose their confidence in the industry. The quality of food and the hygiene of food premises are of equal importance in boosting business and building up good reputation.

3.3.3. Safeness in Food Handling Process

The control of food supply sources and temperature control of food receiving and processing involves steps of transport, preparation and cooking, etc.

1. Conditions for the Growth of Bacteria

a) Food

Bacteria have to grow in food. Food rich in moisture and protein such as milk and meat are very suitable for the growth of bacteria. Such food include poultry, meat, shellfish, seafood and dairy products. They are also called “high risk food”.

b) Moisture

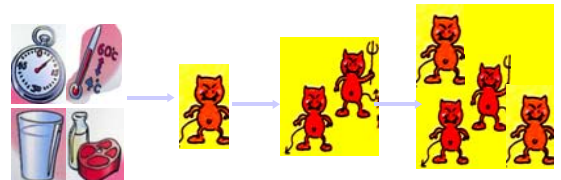
Bacteria are dormant in dry food, which is not favorable for their growth. However it takes only a little moisture for bacteria to become active again.

c) Temperature

Bacteria quickly grow and multiply under proper temperature (**temperature danger zone: 4 °C to 60 °C**).

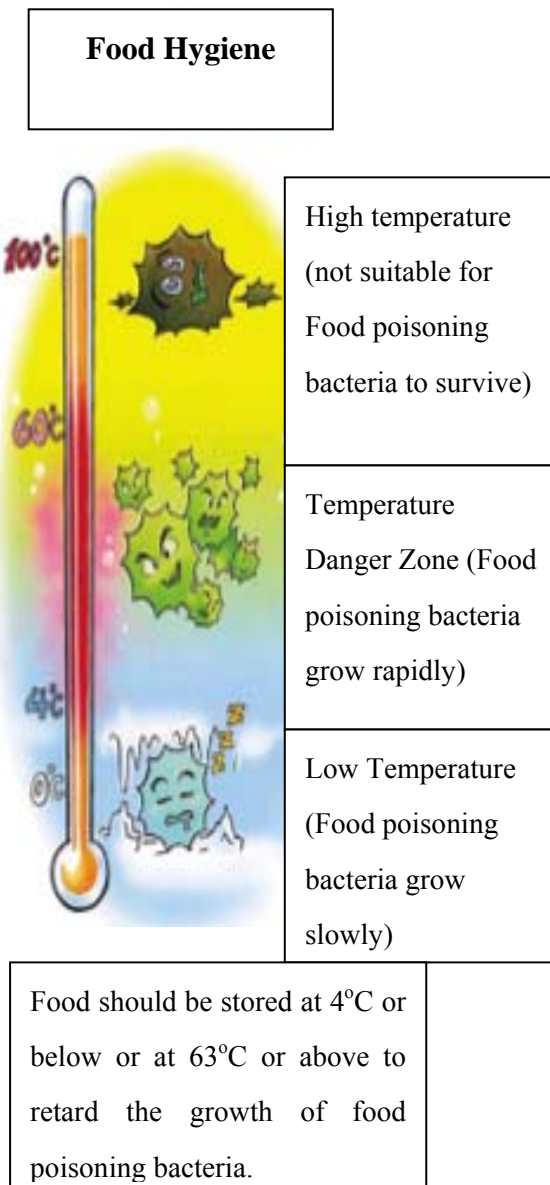
d) Time

In general, bacteria double every 10 to 20 minutes. For example, if food contains 1,000 bacteria in the beginning, their number can reach 1,000,000 within 1 hour and 40 minutes. Such amount of bacteria per gram of food can cause illness.



Around 70% to 80% of the food poisoning cases in Hong Kong are bacterial food poisoning. Improper temperature control in food handling is the common reason for bacterial food poisoning.

2. Temperature Control



- **Most suitable temperature for bacteria growth**
 - It is called optimum temperature: between 20 °C to 45 °C
 - Optimum temperature for *Staphylococcus aureus*, *Vibrio parahaemolyticus*, and *Listeria*, etc. is 37 °C, the human body temperature
- **Temperature danger zone**
 - 4 °C to 60 °C
 - Food should not be placed at temperature danger zone for over 2 hours
 - *Listeria* can grow and multiply at temperature close to freezing point (0 °C)
- **Influence of high temperature on bacteria**
 - Above 60 °C : most of the bacteria would stop growing
 - Over 60 °C : bacteria start to die off, and the higher the temperature, the less time it takes to kill bacteria
 - Bacteria can produce spores, which can survive at high temperature
 - Cook food thoroughly by maintaining the core temperature at 75 °C for at least 15 seconds

a) **Chilling**

- Cannot kill the bacteria in food but can slow down its multiplication;
- **4 °C or below**—Only suitable for short-time storage(such as chilling) of cook-chilled or cold dishes;
- **Below -2 °C**—Frozen confections (excluding soft ice cream);
- **Below 10 °**—Milk or milk beverage.

b) **Freezing**

- **-20 °C or below**—Bacteria cannot be killed but will stop multiplying;
- **-18 °C or below**—Only suitable for long-term storage (such as freezing), frozen food (excluding ice cream);
- **-23 °C**—Ice cream.

c) **Food Temperature Checking**

- Temperature checking ensures the safety and quality of many food products especially potentially hazardous food.

- **Common Types of Food Thermometers**

(i) *Bi-metallic Stemmed Thermometer*

- Suitable for measuring the core temperature of thick food (any food more than 76 mm thick), because the entire sensing area of the thermometer must be inside the food. Depending on the types, these thermometers give readings within 20 seconds to 2 minutes.



(ii) Thermocouple Thermometers and Thermistor Thermometers

- With a sensor in the tip, this type of thermometer can measure temperatures in thin and thick food conveniently. They give readings quickly (within 10 seconds). These thermometers may also be called “**digital food thermometers**” because measured temperatures are normally indicated on a digital display.

*(iii) Infrared Thermometer*

- Useful for checking the storage temperature in freezers and refrigerators, temperature of food held in hot holding equipment and temperature of incoming food products.
- Hand-held, portable infrared thermometers measure the surface temperature, in less than 1 second, of food and packages of food without contact by measuring the amount of radiant energy emitted from the surface.
- Unsuitable for measuring the centre temperatures of food during cooking or cooling as only the surface temperature can be measured.
- Cannot accurately measure the temperature of metal surfaces and reflective foils.



Note — Glass thermometers are filled with mercury or spirits. They are not recommended to be used for measuring the temperature of food.

- Checking Thermometer Accuracy

- Manufacturer or distributor should be asked to calibrate the food thermometers at least once every year; and
- Self-checking on the accuracy of food thermometers should be done at least quarterly.



(i) Ice Point Method

- Mix finely crushed ice with clean tap water in a container and stir well;
- After 5 minutes, immerse the tip (a minimum of 50mm) of the food thermometer into the ice water without touching the sides or the bottom of the container;
- Wait for approximately 2 minutes and record the temperature; and
- The temperature should read 0 °C. If it reads more than ± 1 °C, it should be adjusted.

(ii) Boiling Point Method

- Boil clean tap water and immerse the tip (a minimum of 50 mm) of the food thermometer into the boiling water;
- Wait for a few minutes to allow the temperature to stabilize;
- Write down the temperature of the food thermometer; and
- The temperature should read 100°C at sea level (if your premises locate at a higher attitude, adjust the boiling point accordingly). If the food thermometer differs more than ± 1 °C, it should be adjusted, repaired, or replaced, if necessary.

d) Measuring and Recording Temperature

- Store the food thermometer in a clean and hygienic manner;
- Check that the battery low sign, if any, is not showing. Replace with a new battery if required
- Before using a food thermometer, read the manufacturer's instructions first. The instructions should tell how far the food thermometer must be inserted into the food to give an accurate reading;
- Wash with warm water and detergent, sanitize and air dry the food thermometer before use;
- Sanitize the food thermometer by putting the probe in hot water (at least 77°C or above) for 6 seconds, using alcohol swabs or other appropriate

sanitizers as recommended by the manufacturer;

- For soups and sauces, stir prior to checking their temperature;
- Take core temperature of food by inserting the probe into the centre (or thickest part) of the food;
- Do not let the tip of the thermometer touch the bottom or sides of food containers;
- Wait for 10 seconds (or the time recommended by the manufacturer) before taking the reading and recording it;
- If the food thermometer is used to measure hot and cold food, wait for the reading to return to room temperature between measurements; and
- In taking the surface temperature measurement of packed or frozen food, place the food thermometer probe between two packages of packed/frozen food items and avoid damaging the packaging of packed food.

Sources:

How to Select and Use a Food Thermometer. Retrieved from

http://www.fehd.gov.hk/tc_chi/publications/code/allc_ap2.htm

Food Hygiene Code. Retrieved from

http://www.fehd.gov.hk/english/publications/code/code_all.pdf

3. What are the 5 Keys to Food Safety?

The World Health Organization has advocated five simple and effective keys for people to follow to prevent foodborne diseases. They are:

1. Choose (Choose safe raw materials)
2. Clean (Keep hands and utensils clean)
3. Separate (Separate raw and cooked food)
4. Cook (Cook thoroughly)
5. Safe Temperature (*Keep food at or below 4°C or above 60°C*)

4. Flow Diagram for Food Handling Processes

“Flow Diagram for Food Handling Processes” prepared by the Centre for Food Safety enables industry practitioners to apply the “5 Keys to Food Safety” in each stage of their food handling procedures. It can prevent food safety problems efficiently and ensure food safety.

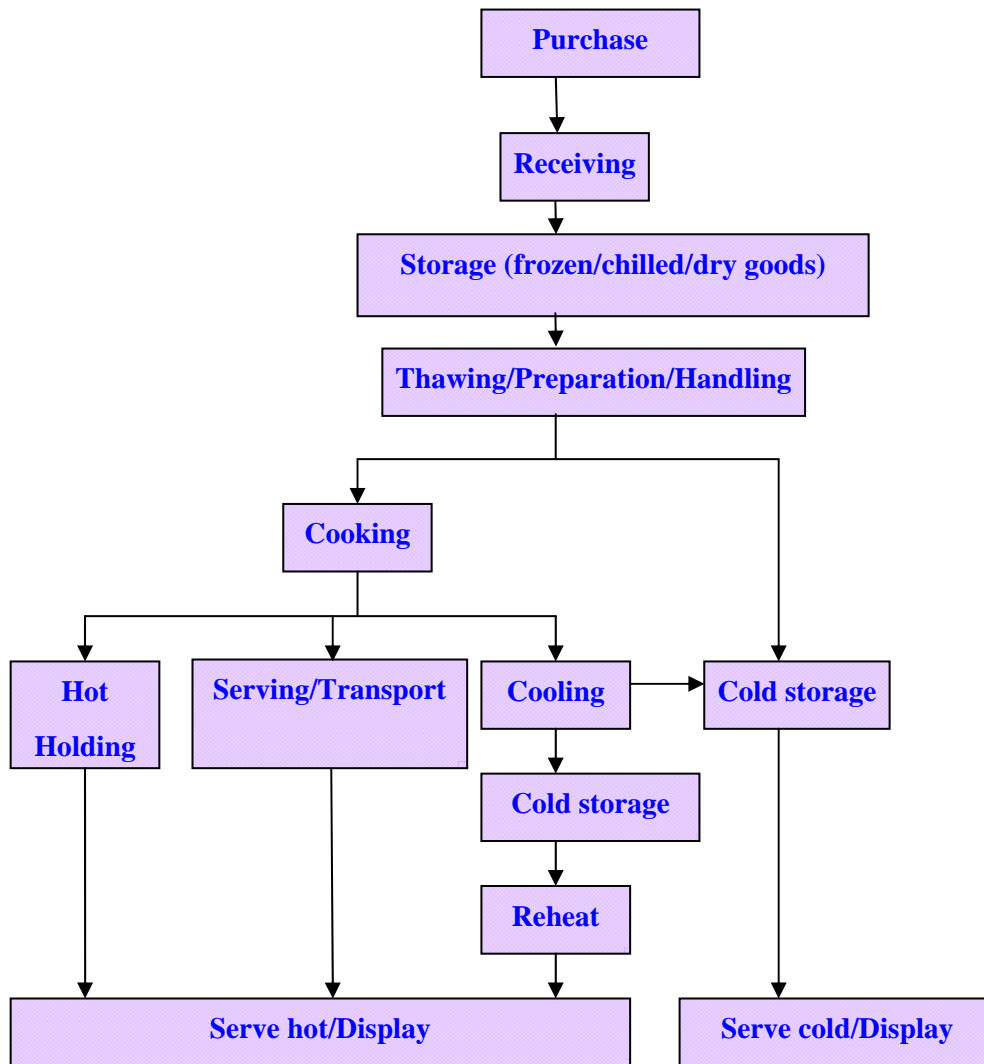


Figure 310—Flow Diagram for Food Handling Processes

5. How to Apply “5 Keys to Food Safety” into the “Flow Diagram for Food Handling Processes”

According to the “5 Keys to Food Safety”, Centre for Food Safety have developed the “Flow Diagram for Food Handling Processes”. It helps the manufacturer or distributor to apply the concept of “5 Keys to Food Safety” in daily operation through “Flow Diagram for Food Handling Processes”. In this case, the food safety can be ensured.

	Choose <u>Choose</u> <u>safe raw</u> <u>materials</u>	Clean <u>Keep hands</u> <u>and</u> <u>utensils</u> <u>clean</u>	Separate <u>Separate raw</u> <u>and cooked</u> <u>food</u>	Cook <u>Cook</u> <u>thoroughly</u>	Safe Temperature <u>Keep food at or below</u> <u>4°C or above 60°C</u>
Purchase	✓				
Receiving	✓	✓			
Storage (frozen/chilled /dry goods)		✓	✓		✓
Thawing/ Preparation/ Handling		✓	✓		✓
Cooking				✓	✓
Hot storage		✓			✓
Cooling		✓	✓	✓	✓
Cold storage		✓	✓		✓

Cold storage after cooking		✓	✓	✓	✓
Reheat		✓		✓	✓
Serving/ Transport		✓	✓		✓
Display (Serve hot / serve cold)		✓	✓		✓

Table 3.17—Application of the “5 Keys to Food Safety” in “ Flow Diagram for Food Handling Processes”

6. Conduct for Safe Food Handling

a) Purchase

- Obtain food and food ingredients from approved and reliable sources, for example:
 - Local foods manufactured by licensed food premises; or
 - Imported foods sold in Hong Kong market.
- Confirm that the suppliers have obtained relevant and valid licenses from the Food and Environmental Hygiene Department (FEHD); and
- Order proper amount of raw materials to reduce the problems emerged from large storage.
- The following **Prohibited Foods** should not be sold or used in the preparation of food in food premises, therefore, those are not purchased:
 - Chinese dishes – Yu Sang;
 - Fresh or frozen meat of animals which have not been slaughtered in a Government slaughterhouse or in a slaughterhouse approved by the Food and Environmental Hygiene Department, except where such meat was lawfully imported into Hong Kong; and
 - Shellfish collected in the harbour or the harbour in Aberdeen.
- Meat should be purchased from reputable suppliers, importers, licensed fresh provision shops and booths in wet markets. Suppliers or importers may be asked to show receipts or valid hygiene certificates.
- When buying live fish and shellfish, check if the containers and water used to keep the seafood are clean. Buy seafood that is fresh and free from abnormal odour only.

b) Receiving

(i) *Inspection*

- Check the quality and safety of incoming food and supplies, including the expiry date, condition of the packaging and the food, temperature of frozen products, etc. Following are some examples:

- **Expiry date:** “use by”, “best before”
- **Packaging:** intact and has no damage. No dents, bulges or rust on canned food.
- **Condition of food:** no foreign objects or sign of spoilage (such as colour and odour).
- **Temperature of frozen products:** for potentially hazardous food, they should be kept at a temperature of 4 °C or below or 60 °C or above; for potentially hazardous food intended to be received frozen, they should be in frozen state when they are accepted.

Note — Never use expired raw materials in food preparation.

- Unqualified food received should be separated from other food to prevent cross-contamination;
- Unwrap the package carefully, and prevent metal nails, paper, rubber bands and other materials used in the packaging from falling into the food accidentally or remaining in the food as they have not been removed; and
- After checking, store the food in an appropriate environment with proper temperature as soon as possible.



(ii) Product Identification

- A food business should ensure that all food on the food premises are clearly and properly identified and, upon request by an inspecting officer, can provide information relating to the names and business addresses of the vendors, suppliers, manufacturers, packers, or importers.
- Records showing **the dates, descriptions, quantities and sources/destination of supply** should be kept for specific foods **for at least 60 days** and be readily available for inspection on demand. Such

foods include siu mei and lo mei, live /dressed/chilled poultry, live water birds, fresh or frozen meat, processed meat and meat products (e.g. meat balls, hams and sausages, etc.), and pre-prepared mixtures for making frozen confections in dispensing machines for retail sale (**for at least 90 days**).

c) **Storage**

- All food should be stored in a clean, covered, or protected environment with proper temperature and humidity;
- Food should be used according to the sequence of storage, in order to avoid storing food for too long;
- Food should be placed on food shelves 300mm or more above the ground and never on the ground;
- Never use newspaper, dirty papers or coloured plastic bags to wrap food;
- Don't put raw and cooked food together;
- Never stock up excessive food;
- Cooked food not to serve immediately should be stored at 4°C or below, or 60°C or above;
- Frozen if they are intended to be stored frozen (preferably stored at -18oC or below) ; and
- Freezers for storing sashimi should not be used to store other food.



Inventory Rotation

- To avoid spoilage, stick to the **first-in-first-out** principle for food storage;
- Check the expiry date on the package;
- Check the food with shorter durability in the refrigerators every day;



- Properly label various food, e.g. marking the receiving date and expiry date; and
- Use movable storage racks for moving in and out more easily.

– **Use By**

Perishable food, e.g. bread and milk

– **Best Before**

Long-preserved food, e.g. canned food



d) **Thawing**

Proper ways of thawing:

- Frozen potentially hazardous food should be thawed at a temperature that will prevent the rapid growth of bacteria, e.g. food borne diseases and food spoilage, and for a minimum time before these bacteria multiply to a dangerous level.
- Put the food in a refrigerator or thawing cabinet maintained at 8°C or below;
- Put the food in cold running potable water;
- Use a microwave oven, but should be cooked immediately after the food thawed;
- Sashimi should be thawed in a freezer of 4°C or below;
- Never thaw food at room temperature;
- During thawing, drips from thawing food should be prevented from contaminating other food; and
- Unless thawed food is processed immediately, it should be held at 8°C or below (preferably at 4°C or below) until being used.



Note —Never repeat the thawing and freezing procedures

e) **Preparation** (e.g. washing, chopping and marinating)

(i) *Hands:*

- Access to food preparation areas should be restricted, as much as practically possible, to food handlers. For visitors including management and maintenance staff, all practicable measures should be taken to ensure that they will not contaminate food when visiting food preparation areas;
- Always keep your hands clean;
- Avoid contacting the exposed areas of ready-to-eat food with their bare hands; and use, as much as practicably possible, clean and sanitized utensils such as tongs, spatulas or other food dispensing apparatus in handling such food;
- Wear disposable gloves when handling ready-to-eat food; and
- Cover sore or cut on hands by waterproof bandages or gloves.

(ii) *Equipment and Utensils:*

- Use a colour-code system to distinguish the equipment and utensils (such as containers, chopping boards and knives) used for handling cooked food and raw food;
- Use cleaned and disinfected equipment and utensils;
- Cleaned and sanitized utensils should be used if organoleptic test is necessary. They should be immediately cleaned and sanitized after tasting or before tasting another food or the same food again; and
- Label the use of utensils as appropriate.

f) **Handling**

- Remove the viscera of shellfish. Soak and wash vegetables and fruits thoroughly;
- Raw fruits and vegetables should be thoroughly washed in potable water to remove soil and other contaminants before being cut, mixed with other ingredients, cooked and served, or offered for human consumption in ready-to-eat form.

- Designate a separate area for handling siu mei and lo mei and locate the area away from fish tank and fish or poultry preparation area;
- Prepare sashimi only at specified area in food preparation room;
- Prepare raw food at specified area in food preparation room with specific chop board and knife;
- Avoid handling food too early in advance;
- When preparing cold mixed food, e.g. salad or cold dishes, always cool the cooked component before adding other ingredients; and
- Chemicals should be kept separate from food processing areas.

g) **Cooking**

- Food must be fully cooked, especially meat and seafood
- Cook long enough for food to reach a temperature sufficient to kill bacteria, and to ensure the food is thoroughly cooked.
- When cooking raw animal food (e.g. poultry, pork, minced meat), the centre of the food should reach a temperature of **at least 75oC for 15 seconds**, or an effective time/temperature combination (e.g. 65oC for 10 minutes, 70oC for 2 minutes).

- *Microwave Cooking*

- Rotate or stir food throughout or midway during cooking for uneven distribution of heat ;
- Food should be heated to a temperature 75°C for 15 seconds in all parts; and
- Allow food to stand covered for a minimum of 2 minutes after cooking to obtain temperature equilibrium.

h) **Hot Holding**

- Potentially hazardous food that has been prepared, cooked, and is to be served hot, should be held at a temperature of at least 60°C.

i) Cooling After Cooking

- Food that has been cooked, and is intended to be kept under refrigerated storage before serving, should be cooled:
 - Firstly from 60°C to 20°C within 2 hours or less;
 - Then from 20°C to 4°C within 4 hours or less.

Ways that can help to cool food rapidly:

- Reduce the volume of the food by dividing it into smaller portions;
- Place food in shallow containers with higher heat conductivity;
- Cut large joints of meat and poultry into smaller chunks;
- Ensure there is space around food containers so that the cold air in the refrigerator or cool room can circulate freely; and
- Place food in a container with cold water or ice.

j) Cold Storage

- Store the food eaten raw in designated refrigerators or separate compartments of the refrigerator to avoid cross-contamination. Keep chilled food at a temperature at 4°C or below and frozen food at -18°C or below.
- Never store food for too long in order to keep their freshness. On the other hand, food eaten raw and its raw materials should be processed immediately after defrosting so as to reduce the risk of contamination.
- Keep separate stock record for the food eaten raw and its raw materials to monitor their freshness and rotation.

k) **Reheating**

- Food that has been cooked and cooled, when reheated, should be reheated to 75°C or above as quickly as possible. Normally, the reheating time should not exceed 2 hours; and
- Food that has been reheated should not be cooled and reheated for a second time.

l) **Serving**

Food handlers serving food to consumers should observe the following hygiene practices:



- Wash hands properly and frequently;
- Keep hot food at 60°C or above and cold food at 4°C or below;
- Minimize bare-hand contact with ready-to-eat food;
- If gloves are used to handle ready-to-eat food, they should be of single-use;
- Ice to be used in food and drink should not be handled with bare hands or used for any other purpose. But they should be dispensed only by clean utensils such as scoops, tongs, or other ice dispensing utensils;
- Ice dispensing utensils should be stored on a clean surface or in the ice with dispensing utensil's handle extended out of the ice;
- Keep fingers away from rims of cups, glasses, plates and dishes, etc. Make wider use of trays for conveying food;
- Hold cutlery (i.e. knives, forks and spoons) by the handles;
- Avoid stacking glasses, cups or dishes on one another when serving food as far as possible;
- Do not blow plates or utensils to remove dust or crumbs;
- Re-wash and sanitize cups, glasses or other utensils that show signs of soiling (e.g. lipstick marks) or other possible contamination (e.g. having dropped on the floor);

- Discard cracked or chipped dishes, utensils, glasses, etc.;
- Do not wipe utensils with aprons, soiled cloths, unclean towels, or hands;
- If possible, a staff should be deployed to supervise self-service food display to discourage customers from mishandling or tampering with exposed food, and to remove contaminated food promptly from the service area.
- Never re-use single-use items, such as straws, paper towels, disposable cups and plates; and
- Once served to a consumer, portions of leftover food should not be served again.

m) **Display**

- Securely wrap packaged food;
- Cover unpackaged ready-to-eat food with lids or protect it with food guards;
- Display the food at 4°C or below, or at 60°C or above;
- Ensure the food intended to be displayed **frozen** remains frozen (**preferably at -18°C or below**);
- Siu mei and lo mei for sale must be displayed in their specific showcases;
- Do not display cooked food and ready-to-eat food to be served in raw state together;
- Food display should be short unless **chilling (4°C or below)** or **thermal (60°C or above)** storing facilities are available;
- Displayed sashimi should be properly packaged to avoid contamination;
- Sashimi presented on conveyor belts should be properly covered and should never stay on the conveyor belts for too long; and
- All food should be kept fresh or should be disposed if deterioration is found.



- *Buffet*

- Chilled food should be kept in refrigerators or on the ice (at 4 °C or below);
- Hot food should be kept at 60 °C or above;
- Ensure the display of the food is effectively monitored by employees trained in safe operation procedures;
- Keep raw food and cooked food separately provide separate and suitable utensils (e.g. tongs and scoops), or other effective means of dispensing, for each type of food;
- Utensils should be regularly replaced by new ones and kept clean;
- Provide display cases, food guards (e.g. salad bar sneeze guards) to prevent food contamination. Display food in small portions. Refresh food displays with completely fresh batches of food. Avoid mixing old food with fresh batches as far as possible; and
- Ensure the ice used to cool food in buffet displays is made from potable water.

n) **Transport**

- Food transportation units (including vehicles, trolleys, boxes, trays, crates, etc.) should be designed, constructed, maintained and used in a manner that protects the food from contamination
- Food transportation equipment should be constructed with non-toxic materials, which should also be easy to clean and maintain, such as stainless steel and food-grade plastic containers;
- During transportation, food should be carried in enclosed vehicles, packed in covered containers or completely wrapped or packaged, to protect it against contamination by dust, dirt or fumes from vehicles or traffic;
- Food and non-food products transported at the same time in the same vehicle should be adequately separated (e.g. wrapped or packed) to ensure that there is no risk of spillage or contact that may contaminate the food; and
- If different types of food are transported within a vehicle, precaution should be taken to avoid cross-contamination. For example, if both raw meat and ready-to-eat food are transported at the same time, they should

be wrapped or kept in separate covered containers and places so that no cross-contamination can occur.

- Keep the food at or below 4°C, or at or above 60°C;
- Ensure that the food which is intended to be transported frozen remain frozen during transportation; and
- Preferably, potentially hazardous food should be transported in vehicles fitted with refrigeration equipment.

o) **Disposal**

- Food that has been found or suspected to be unsafe or unsuitable for consumption should be rejected or identified (e.g. marked, labelled, kept in a separated container or isolated area), kept separately and disposed of as quickly as possible. It should never be available for human consumption.

ACTIVITY 3.47 – Food Safety

1. Which of the following items is necessary for bacteria to survive?

- A) Oxygen.
- B) Water.
- C) Toxins.
- D) Sunlight.

2. Which kind of thermometer is not suitable for measuring temperature of food?

- A) Glass thermometer.
- B) Infrared thermometer.
- C) Digital food thermometer.
- D) Bi-metallic stemmed thermometer.

3. To cook food thoroughly, the core temperature of food should reach:

- A) 60 °C for at least 10 seconds.
- B) 75 °C for at least 10 seconds.
- C) 60 °C for at least 15 seconds.
- D) 75 °C for at least 15 seconds.

4. The temperature danger zone is from:

- A) 0 °C to 60 °C.
- B) 0 °C to 75 °C.
- C) 4 °C to 60 °C.
- D) 4 °C to 75 °C.

5. Food should not be placed at temperature danger zone for over:

- A) 30 minutes.
- B) 1 hour.
- C) 90 minutes.
- D) 2 hours.

6. Which of the following is an appropriate thawing method?

- A) Thawing in a refrigerator of 10 °C.
- B) Microwave oven thawing.
- C) Thawing in a bucket of still water.
- D) Thawing at room temperature.

7. Which kind of food is usually labeled with “best before” date?

- A) Fresh orange juice.
- B) Bread.
- C) Canned soft drinks.
- D) Cake.

8. Which of the following is a correct practice of food handling?

- A) Use different colour codes to distinguish utensils for handling raw or cooked food.
- B) Put hot holding food directly into refrigerator.
- C) Repeat thawing and freezing procedures for food.
- D) Handle siu mei and wash fish in the same place.

9. In which situation that cross-contamination may occur?

- A) Handle raw food and cooked food with different chopping boards.
- B) Store raw meat under cooked meat.
- C) Food handlers do not follow the proper hand washing procedures.
- D) Put cooked food into clean and disinfected containers.

3.3.4. Personal Hygiene of Catering Practitioners

Human body is the source of many types of contamination and also a common medium of cross contamination. Personal Hygiene affects food safety, as well as customers' impressions of food premises.

1. Appearance

- Hair should be kept short;
- Nails should be kept short and unpolished;
- No jewellery should be worn to avoid them from falling on the food and cause contamination; and
- Heavy makeup and strong perfume or aftershave should be avoided.

2. Personal Habits

In food preparation areas, one should **avoid** the following behaviours which may result in contamination of food:

- Storing personal belongings, such as handbags, shoes and socks, umbrellas and dirty clothing, in any food preparation area;
- Smoking cigarettes or tobacco;
- Spitting;
- Chewing, eating, sneezing or coughing over unprotected food or food contact surfaces;
- Sitting, lying or standing on any surfaces of equipment touched by food;
- Touching ready-to-eat food with bare hands or tasting food with fingers; and
- Combing or touching hair or other parts of the body such as nose, eyes or ears.



Notes — Staff engaged in food handling should not be assigned to

handle cash simultaneously.

When sneezing or coughing inside food preparation area is unavoidable, food handlers should turn away from food and cover their noses and mouths with tissue paper or handkerchieves. Hands should then be thoroughly cleaned at once.

3. Health Conditions

a) **Personal Health**

- One with symptoms of acute intestinal infectious diseases like diarrhoea and vomiting or of sore throat should not handle food;
- Report the illness or symptoms of the illness to the employer or supervisor, and seek medical treatment;
- Should immediately be suspended from engaging in any work which may involve direct or indirect contact with food, including the contact with food utensils or equipment; and
- Staff ordered by health officers to cease working or taking part in food business should have written clearance from health officers before returning to handle food.

b) **Injuries**

- Open cuts or wounds on the exposed parts of the body should be completely protected by impermeable or waterproof gloves or adhesive plasters;
- Bandages or plasters should preferably not be in flesh-colour, so that they can be easily detected on falling off. ;
- Bandages or plasters should be changed regularly;
- In case of peeling, bleeding or purulent sores on exposed body parts which cannot be properly covered, one should be suspended from working until the wounds are healed; and
- In case of bleeding or purulent sores in eyes, ears, mouth and gums, one should stop working.

4. Health Management

Health management should include the health checks for new recruits and health record for serving staff.

a) **Health Checks for New Recruits**

Supervisor should review the applicants' past health records, such as whether they have ever been patients of foodborne infectious diseases or are carriers of certain diseases and consider whether the applicants are suitable for handling food, in order to prevent transmission of harmful bacteria to food in the daily work.

Employers should require job applicants to fill out health questionnaires and health declaration forms. If necessary, blood and stool samples for further test may be required upon applicants' consent.

b) **Health Surveillance for Serving Staff**

Serving practitioners who are suffering from diseases (including any of the following), especially those which are highly contagious and food poisoning related, should report their health conditions to their supervisors and stop handling food.

- Infectious hepatitis
- Diarrhoea
- Vomiting or Stomach upset
- Fever or Flu
- Throat inflammation
- Skin rash or other skin injuries, such as boils or wounds
- Ear, Eye and Nasal discharge

Supervisors should also prohibit staff who is suffering from intestinal infectious diseases from handling food until the staff is certified by doctors that he/she has fully recovered or the symptoms have stopped for 48 hours. In addition, staff's medical records should be kept properly for future reference when needed.

Basically, if health checks for new recruits have been arranged and staff's medical records are kept, regular health checks may be arranged for the staff only when they are appropriate or when there are special needs.

5. Hand Hygiene

To prevent bacteria from contaminating the food after the food handlers have touched the surrounding objects during their work, food handlers should wash hands in the following situations:

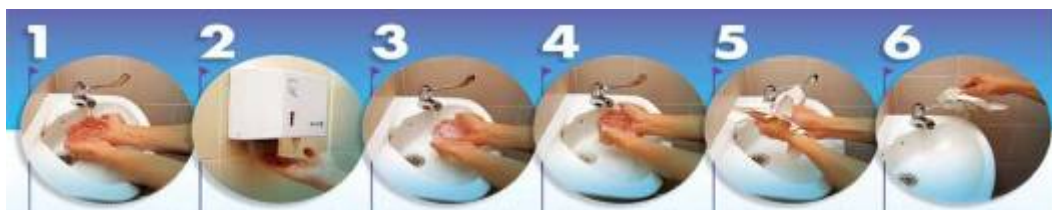
- Before commencing work
- Before handling food
- After using the toilet
- After handling raw food
- After handling soiled equipment or utensils
- After coughing, sneezing, smoking, eating or blowing nose
- After handling animals or waste
- After touching ears, noses, hair, mouths or other parts of bodies
- After engaging in any activities that may contaminate hand (e.g. handling money and carrying out cleaning duties.)

a) **Hand Washing Procedures**

Hand washing should be frequent, thorough and performed in hand washing basins.

The following procedures should be adopted when washing hands:

1. Wet the hands with running water, preferably warm water
2. Apply liquid soap
3. Rub hands for 20 seconds – wash all surfaces thoroughly, including forearms, wrists, palms, back of hands, fingers and under fingernails. *If necessary, use a clean and sanitary nail brush to clean under the nails*
4. Rinse hands thoroughly
5. Dry hands with a clean paper towel , continuous cloth towel in dispenser or air dryer
6. Turn off the tap with a paper towel



b) **How to Ensure the Staff Have Washed Their Hands?**

- Check the hygiene of their hands regularly or perform random check from time to time;
- Install hand-washing facilities on the way to workplace to facilitate hand washing before entering and after leaving the workplace; and
- Wash basins shall be kept clean, ensured of adequate water supply, preferably with hot water, and equipped with liquid soap and suitable hand drying facilities.

6. Protective Overalls

- Light-coloured, clean and appropriate;
- Buttons should preferably be avoided on the clothing as they may come off and fall on the food;
- Hair should be covered with a clean hat or hair net. Long hair should be tied back as well;
- Should wear disposable gloves when handling ready-to-eat food. They should be discarded if damaged, soiled, or when interruptions occur in the operation.
- Wear mouth mask when handling food as far as possible. They should be discarded when damaged, soiled, or after prolonged use; and
- Wear closed-cap toes shoes.



Key Points : Personal Hygiene and Personal Health with Catering Practitioners

Personal Hygiene
<ul style="list-style-type: none"> • Pathogens are commonly found on the skin and in the noses of healthy people. Scratching the head and nose can result in bacteria being transferred by hands onto food, which may cause illnesses to customers. Smoking in food rooms may cause food contamination by cigarette ends, ashes or hands. • Prevention of foodborne illnesses should begin with good personal hygiene practices by food handlers in both personal cleanliness and habits to prevent contamination of food by pathogens.
Personal Health
<ul style="list-style-type: none"> • Several types of communicable diseases can be transmitted by consumption of food. Food handlers should eliminate the opportunity for pathogenic micro-organisms from being transferred to food and spread to consumers. • Food handlers can carry communicable diseases, especially if they themselves have been infected. Some food poisoning bacteria are commonly found on open wounds or cuts of their bodies. Illnesses may be spread to consumers if food handlers suffering from illnesses or with open wounds are allowed to take part in food activities.

Table 3.18 – Key Points – Personal Hygiene and Personal Health with Catering Practitioners

Source: Source: Food Hygiene Code. Retrieved from

http://www.fehd.gov.hk/english/publications/code/code_all.pdf

ACTIVITY 3.48 – Personal Hygiene of Catering Practitioners

1. When washing hands, at least for how long should we rub our hands with liquid soap?

- A) 5 seconds.
- B) 10 seconds.
- C) 15 seconds.
- D) 20 seconds.

2. Which of the following behaviour of food handlers is not appropriate?

- A) Take off earrings before working.
- B) Eat in the common room.
- C) Go to work when having a cold.
- D) Wash hands after touching money.

3. In which of the following situations should a food handler stop handling food and food utensils and equipment that are contacted by food?

- A) Coughing.
- B) The wound on hand has been covered by a plaster and wearing waterproof gloves.
- C) Stomach ache.
- D) Stop handling food in all of the above situations.

3.3.5 Fire Safety

The use of fire, electric stoves, fryers, etc. in restaurants is fire-prone. Insufficient and improper maintenance and cleaning work, and accumulation of grease, especially accumulation of grease in exhaust hood, increase the risk of fire greatly.

1. Fire Fighting Principles

- Three elements are required for an object to burn, namely combustibles (fuel), oxygen (air) and heat (temperature);
- Once any one of the three elements is removed, the fire can be put out successfully; and
- The use of different fire extinguishers can remove one or more elements to extinguish fire.



2. Fire Fighting Facilities and Equipment

As restaurants face higher fire hazard, they have more stringent requirements on fire fighting facilities and equipment. The following are fire fighting facilities and equipment commonly found in restaurants.

- Fire extinguisher
- Fire blanket
- Sand bucket
- Fire hose reel
- Fire sprinkler system
- Emergency lighting
- Visual alarm system

3. Class of Fires

Class A: Fires involving solid materials, usually of an organic nature in which combustion normally takes place with the formation of glowing embers.

Class B: Fires involving liquids or liquefiable solids.

Class C: Fires involving gases.

Class D: Fires involving metals.

Class E: Fires involving electrically energised equipment.

Identify the pictograms on fire extinguishers that represent their types.

4. Fire Extinguisher

Portable fire extinguishers are to allow people to extinguish the fire under a safe condition and distance before the fire spreads and becomes uncontrollable so as to avoid more serious property and human life losses. Therefore, the reliability of extinguishers in terms of the types of fire they are designed for, minimum effective discharge time and discharge bulk range, etc., is important.

a) Carbon Dioxide Gas Type Extinguisher

It displaces oxygen to extinguish the fire.

Use: On electrical fires, flammable liquids, electronic equipment or documents.

Note: Carbon dioxide can lead to suffocation. Withdraw to open air after use.

b) Water Type Extinguisher

It cools the burning materials.

Use: On fires involving wood, plastic, textiles or paper.

Never: On electrical fires, or fires involving flammable liquids or metals.

c) **Dry Powder Type Extinguisher**

It utilizes chemicals to absorb heat or prevent heat from transferring from the fuel surface to the air.

Use: On most fires, including flammable liquids or electrical fires.

Notes: Discharged dry powder may reduce visibility and cause disorientation, and is corrosive to metals.

d) **Clean Agent Fire Extinguisher**

Residue-free, e.g. no residual chlorofluorocarbons (CFCs)

Use: On electrical fires, flammable liquids, electronic equipment or documents.

Notes: Withdraw to open air after use.

e) **Foam Type Extinguisher**

The foam can float on top of the burning liquid, isolating the fuel surface from the air.

Use: On fires involving flammable liquids.

Never: On electrical fires.

5. Fire Blanket

Use: On fires involving flammable liquids, such as small fires in the kitchen or laboratory.

6. Sand Bucket

Use: On small fires or fires involving metals.

Note: It can also be used for cleaning flammable liquids spilt on the ground.

ACTIVITY 3.49 – Fire Safety

1. Which of the following is not a required element for combustion?

- A) Oxygen.
- B) Fuel.
- C) Fire.
- D) High temperature/energy.

2. How does the water type fire extinguisher work?

- A) It washes away the fuel.
- B) It cuts off the contact between the fuel and oxygen.
- C) It cools the object.
- D) It extinguishes fire by chemical reactions.

3. How does the carbon dioxide gas type extinguisher work?

- A) It washes away the fuel.
- B) It cuts off the contact between the fuel and oxygen.
- C) It cools the object.
- D) It extinguishes fire by chemical reactions.

4. Which of the following fires is/are unsuitable to be put out by water type extinguisher?

- A) Burning liquids.
- B) Burning electrical equipment.
- C) Burning metals.
- D) All of the above.

5. Which extinguisher(s) can put off fire involving electrical equipment?

- A) Foam type extinguisher.
- B) Dry powder type extinguisher.
- C) Water type extinguisher.
- D) All of the above.

References

- Angelo, R. M. & Vladimir, A. N. (2001). *Hospitality today: an introduction*, 4th ed. Lansing, Michigan: Education Institute of the American Hotel & Motel Lodging Association.
- Baker, S & Bradley, P (1990). *Front Office Operations*. Hong Kong: The Hong Kong Polytechnic
- Baker, S., Huyton, J. & Pradley, P. (2000). *Principles of hotel front office operations*, 2nd ed. New York, US: Continuum.
- Berberoglu, H., Candido, J. & Marrack, M. (1999). *Designing Restaurants and Hotels*. Toronto, Ont. : Food and Beverage Consultants.
- Brown, G.. & Hepner, K. (2009). *The Waiter's Handbook*, 4th ed. Frenchs Forest, N.S.W. : Pearson Education Australia.
- Chon, K. & Sparrowe, R T (2000). *Welcome to Hospitality...an Introduction*. United States: Thomson Learning
- Dahmer, S. J. & Kahl, K. W. (2009). *Restaurant Service Basics*. Hoboken, N.J. : John Wiley & Sons.
- Foskett, D., Ceseriani, V., & Kinton, R. (2004). *The Theory of Catering* (10th ed.). London: Hodder & Stoughton
- Katz., Jeff.B. (1997). *Restaurant Planning, Design, and Construction: A survival manual for owners, operators, and developer*. United States: John Wiley & Sons, Inc.
- Kazarian, E. (1989). *Foodservice facilities planning* (3rd ed.). United States: John Wiley & Sons, Inc.

Kivela, J. (1994). *Menu Planning for the Hospitality Industry*. Melbourne: Hospitality Press Pty Ltd.

Kotschevar, L. H., & Tanke, M. L. (1996). *Managing Bar and Beverage Operations*. Michigan: Educational Institute of the American Hotel & Lodging Association

Lillicrap, D., & Cousins, J. (2006). *Food and beverage service*. (7th ed.). London: Hodder

Marchiony, A. (2004). *Food-Safe Kitchens*. New Jersey: Pearson Education Ltd.

McSwane, D., Rue, N. R., & Linton, R. (2003). *Food Safety and Sanitation*. New Jersey: Prentice Hall

Ninemeier, J. D., & Hayes, D. K. (2006). *Restaurant Operations Management Principles and Practice*. New Jersey: Pearson Education Inc.

Pegler, Martin. (1997). *Theme Restaurant Design – Entertainment and Fun in Dining*. New York: Reporting Corporation

Schneider, M., Tucker, G. & Scoviak, M. (1999). *The professional housekeeper*. New York, US: John Wiley & Sons.

Walker, J R., & Lundberg, Donald. E. (2005). *The restaurant: from concept to operation*. New Jersey: John Wiley & Sons, Inc.

Walker, J R. (2006). *Introduction to Hospitality*. United States: Prentice Hall

Walker, J. R. (2010). *Introduction to Hospitality*, 3rd ed. Upper Saddle River, NJ: Pearson Prentice-Hall.

Vallen, G K & Vallen, J J (2000). *Check-In Check-Out*. United States: Prentice Hall

Vallen, G. K., & Vallen, J. J. (2005). *Check-in, check-out: managing hotel operations*, 7th ed. Upper Saddle River, NJ: Pearson Education.

