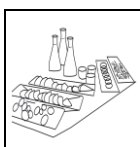


Standard



Set Up



Service



Breakfast

Breakfast

Published: April 2012

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Code: 99-00-06-PR-E-01-00

Objective and scope

This process defines all processes and tasks related to the operational management and handling of breakfast at Hotel level. Different standards may apply for legal requirements within BU level.

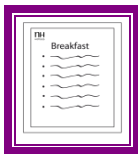
Breakfast is a service which reflects onto our guests as the start into their day and is the MAIN Revenue generator and most profitable F&B service we are providing to our guests within NH Hotels.

The procedure guarantees a consistent service and a commitment to the highest standards of quality for our guests, and is supported by the values of the NH Hoteles hallmark.

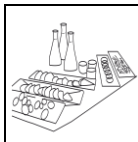
FURTHERMORE in most of the cases it is as well the ONLY F&B experience a guest is having while he is staying at NH Hotels!

Summary

1. Standard Breakfast
2. Set up Breakfast
 - 2.1 Individual breakfast Set up
 - 2.2 Leisure Group breakfast Set up
3. Breakfast Service
 - 3.1 Breakfast service individual
 - 3.2 Breakfast Service Leisure Groups
4. Operational handling:
 - 4.1 Daily preparation
 - 4.2 Review Guest information
 - 4.3 Breakfast not included
 - 4.4 Early Bird Breakfast
 - 4.5 Buffet Set up
 - 4.6 Breakfast closure
 - 4.7 Standard service ratio for waiters/guests
 - 4.8 Kids Breakfast Buffet
5. Related procedures
6. Procedure validation



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1 Standard Breakfast

Responsible: F&B Responsible and GM , waiter

Opening times are defined within Business Unit level; minimum opening times are from 07a.m. until 10a.m. Weekend and bank holidays opening times can vary

Early bird breakfast has to be provided from a minimum of 05a.m to opening lunch of the breakfast buffet.

Food offer varies between Business Units or Countries due to guest and cultural needs

All breakfast services in NH Hoteles must comply with the following general standards:

- 1- Minimum duration of service from the time of opening has to be 3 hours
- 2- Timetable for breakfast:

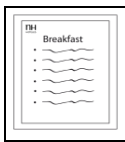
Week Breakfast Timetable from...	minimum from 7
Week-end and holyday Breakfast Timetable from...	minimum from 7
Week Breakfast Timetable until...	10

- 3- The breakfast offer is defined and standardised by each BU based on:
 - a. Food & Beverage articles and references
 - b. Number of references served
 - c. Set up of the breakfast - depending on Restaurant and buffet equipment
- 4- Breakfast offers are standardized in a **recipe book** (samples and methods of preparation) to use as a guide for production and preparation.
- 5- In order to guarantee the dynamique of the breakfast offer, it will be standard procedure to carry out an annually revision and if necessary to change the offer accordingly, accompanied by its corresponding support documents (standard, recipe book and training).
- 6- The breakfast signage to the guests must be written in the mother language, translated into English and optional into another foreign language depending on the predominant guest nationality.
- 7- All dietary or low-calorie products must be clearly identified on the menus with the following symbol for that purpose:



All menu prices should include VAT and local taxes as well as service charge. Local legal guidelines for additions and or remarks apply accordingly.

Organization Department – Breakfast



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2 Breakfast Set Up

Responsible: F&B Responsible and GM, waiter

2.1 Individual Breakfast Set up

Generally all tables within the restaurant are defined for breakfast and set up accordingly:

1. The table is set up with a placemat. In hotels where need to be used the placemat is placed onto it to reduce laundry cost, a tablecloth or table runner or another alternative. A defined knife and fork has to be placed in a straight angle in the middle of the set or table cloth.
2. A paper napkin is placed between the fork and knife with the NH Logo at the top.
3. A cup, saucers and a tea spoon is placed slightly above the knife, the tea spoon is parallel to the knife.
4. Sugar is presented on the table in NH standardized sugar sticks presented in a BU defined bowl or devise. Standard is white and brown sugar as well as sweet and low. The relation between sweet and low and sugar should be 80-20.
5. Milk is served in a milk jug right next to the sugar (no milk cups)
6. The table decoration shall be according to the type of table (round, square, rectangular, and others); its placement is next to the salt and pepper. Table decoration within breakfast can be a flower, one small plant, plastic flower should not be used. Furthermore decoration like dried flowers with decorative sand or similar can be used, they should be changed at least 4 times during the year – aligning with the seasons.

If coffee machines are being used for breakfast a Mise en place has to be placed close by. Cups/Mugs, saucers, teaspoons, milk and sugar are presented according to Hotel location.

If coffee is being served by waiters, coffee flasks are NOT to be placed on the table. A tea buffet is integrated into the breakfast buffet. Tea service can be carried out by the waiter if applicable.

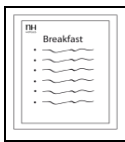
If the occupancy of the hotel is very low and not all the tables do need to be used for breakfast, spare tables should not be set up already for lunch or dinner.

2.2 Leisure Group breakfast Set up

Breakfast Leisure Group:

1. A plastic placemat has to be placed on the table.
2. There should be no linen table cloth, variation due to hotel furnisher apply
3. A defined knife and fork has to be placed in a straight angle in the middle of the set or inside the napkin.
4. A defined paper napkin is placed between the fork and knife with an NH Logo facing the guests or with cutlery insight on the right hand side of the set.
5. A cup, saucers and a tea spoon is placed slightly above the knife, the tea spoon is parallel to the knife

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6. Sugar is presented on the table in NH standardized sugar sticks, presented in a BU defined bowl or device. Standard is white sugar as well as sweet and low. The relation between sweet and low and sugar should be 80-20.
7. Milk can be served in sealed plastic cans or in milk jugs presented on a small plate right next to the sugar
8. A flower (Dried or similar) is located in the middle of the table at one corner where it is most convenient for the guest, plastic flower should not be used
9. Coffee flasks are placed on the table upon arrival of guests
10. Tea is integrated into the breakfast buffet

3 Breakfast Service

Responsible: F&B Responsible and GM, waiter

3.1 Breakfast service individual

The guest is greeted at the entrance of the restaurant.



When the guest comes to the breakfast area, we will receive him or her with a smile, and without losing eye contact, we will wish him or her good morning by name (if we know it) and ask for his or her room number and name (if we do not know it).

After following the process of checking room number and status of breakfast, the waiter will address a table to the guest.



We will be proactive when seating our guests at the tables and in accommodating special needs or requests. We will never say "no" to a guest request; instead, we will offer alternatives if we do not have the specifically requested product.

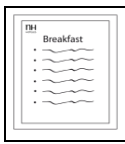
Once the guest has taken his seat a waiter approaches him and greets him according to NH standards and offers him coffee. If the guests accept the request the waiter pours the coffee into the coffee cup. If the guest requests a special coffee like Espresso, the request will be carried out by the waiter.

In Hotels and or countries where coffee service at the table is not national standard the waiter can show the guest the coffee machine at the buffet.

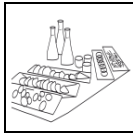
The waiter then proceeds to other guests. After an adequate time the waiter returns to the table and ask the guests if everything was to his liking and /or if he needs any further services. Dishes are cleaned on a regularly base, ideally with a tray. There should never be a pile of dishes at the table.

After the guest has finished his breakfast, the waiter greets him and wishes a nice day following the rules of engagement.

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If the guest makes any comment about the buffet, the service, etc., we will pay close attention to what he or she has to say and will inform the manager, treating the comment as if it were a

complaint. Later, we will inform the hotel's complaint and suggestion manager, so that note can be made of the comment.

We will smile and wish the guest a good day before he or she leaves the breakfast room.

Ten minutes before the end of service, inform the remaining guests who are still in the breakfast room that we will begin clearing away the buffet.

Arranging the furniture according to the layout plan or the diagram of the layout of the premises. (This should be displayed inside the premises and in a visible place).

The arrangement of the furniture in the restaurant may vary with regard to the diagram, depending on the specific operating requirements.

The light of the place must be appropriate according to the time of the day.

After the guest has departed the restaurant, the waiter should within an appropriate period of time clear the table and reset the table for further guests. The table has to be cleaned with a wet towel in order to clean it thoroughly, resettled with clean cutlery, china and napkin, milk and sugar have to be checked.

It has to be guaranteed that any time during the defined breakfast period there are always enough, free and clean tables available for our guests.

At the end of the breakfast time it is absolute vital not to give the guest the impression to be pushed out of the restaurant, due to the fact of further preparation for lunch or other forthcoming business.

All used chinaware, dishes, glasses and cutlery should be cleared and collected with a tray or assembled at a defined area not visible to our guests.

No trolleys or likewise utilities should be used during service.

There should be always a staff member within the restaurant; general behavior and compliance with general NH Standards apply.

-> A good start into a day is very much linked to a good breakfast experience!

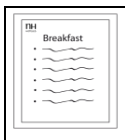
3.2 Breakfast Service Leisure Groups

The operational handling for leisure group can change from the handling of individual guests taking into consideration that more employees are needed.

A defined area with a different set up of tables should be reserved for groups.

A separate buffet is optional but recommended. As the average price for breakfast for Leisure groups is less than individual guests. This fact has to be taken into consideration while planning and cost calculating the food.

Organization Department – Breakfast



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Waiting staff do not need to approach the table once the guests are coming into the restaurant and asking for any further assistance. Coffee is placed on the table in flasks or provided through a coffee machine within the restaurant.

Clearance of tables is conducted through out the stay of the leisure groups.

Friendliness and courtesy does NOT change from an individual guest, although service procedures and the breakfast offer can be adapted and changed to the individual guest.

4 Operational Handling

Responsible: F&B Responsible and GM/ Shift leader

4.1 Daily Preparation

The night shift at Front Office will print the NHS report *ekstatu2 – Room status for breakfast*, that will be used by the F&B Department to foresee the breakfasts contracted for the morning.

This list is for the F&B Responsible and GM, who is in charge of checking the status of breakfast at the entrance of the restaurant. If there is no control at the entrance of the restaurant, the process has to be carried out from the waiter after the guest has taken a seat.

This list shows the number of persons in house; if there are groups at the hotel; and shows as well the total number of guest who have breakfast inclusive

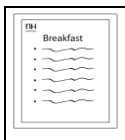
Setting up the cash register position

This will be done by the person responsible for opening, who will set up the cash register position by carrying out the following tasks:

- The person responsible for opening will make up preliminary visual inspection in order to check the general state of the cash register position (ensuring it is clean and well ordered) as well as any incident worth noting with regard to the point of sale terminals (POST) and/or the power supply which can be seen at a glance (electrical current indicators, breakage, short-circuits...).
- After visually checking the cash register position, the person responsible for opening will proceed to OPEN THE BIRD-IPOS SYSTEM as indicated in the BIRD manual.

Visual check of the premises

Before opening the premises to the public, the person responsible for opening will carry out a final check in order to make sure that everything is in a perfect state of presentation.



Standard



Set Up
Person in charge of opening/pre-opening



Service



Breakfast

This person is assigned to carry out the following tasks:

- Collect the change float for opening.
- Collect materials for the cash register (POS rolls,....)
- Collect keys (if applicable).
- Check the record of incidents from the session/day before.
- Distribute the tasks among the staff present and be responsible for their result, carrying out an informative briefing with all the staff to notify them of all the key information for that day (number of guests anticipated...) as well as the service targets expected (speed of service, distribution of ranks, staff training...)
- Sign and fill in the opening checklist depending on hotel and record this in the files assigned for each BU.

Maintaining cleanliness

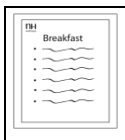
At all times the cleanliness established for each work place must be maintained according to the Manual for Food Hygiene and the Cleaning Schedule authorised by the BU.

The cleaning of the machinery and facilities will be carried out according to the specifications in the Hotel Cleaning Schedule, both with regards to its frequency and to the materials used, critical points...

Setting up the dish washer

The following tasks must be carried out by the staff in order to set up the restaurant dishwasher if there is not an assigned person within the dishwasher area:

- The person responsible for opening will make a preliminary visual inspection to check the general state of the pantry (making sure everything is clean and in order) as well as any incident of note in the equipment or machinery which can be seen by merely looking (water leaks, breakages ...).
- Check that all the machinery in the dishwashing area (both refrigerators and cold storage rooms) are at the correct temperature.
- Check the level of supplies of products and materials for the restaurant service (drinks, wines....). If any of these items need to be replaced, restock with material from the storeroom. If the article required cannot be found in the storeroom, contact the person responsible for opening.
- Turn on the necessary machinery for the restaurant service (coffee machine, thermos, juicer...)
- Check the correct functioning of all the necessary machinery for the service.
- In case any anomalies are detected in the operation of any of the aforementioned machines (mechanical or electric), contact the person responsible for opening, who will carry out the required maintenance procedure (emergency or an incident report).
- The state of cleanliness and neatness must be impeccable.



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4.2 Review Guest information

The waiter will welcome the guest and ask him/her for the room number and Surname. The waiter will verify the received information with the NHS report [ekstatu2 – Room status for breakfast](#)

Once the Waiter has matched the name and the room s/he will check if the breakfast service is included in the room rate or not.

Furthermore the waiter has to check if the amount of persons is matching.

When all information is matched the waiter will grant access to the restaurant and wishes the guest an enjoyable breakfast.

In those cases that there is not enough staff to perform the control at the entrance, the waiter will give access to the breakfast room and ask for the information during the breakfast.

4.3 Handling if Breakfast not included

Once the Waiter has checked the name on the list and verified that the Guest does not have breakfast included in his room rate, the Waiter will ask for a method of payment: Various charges are possible: room charge, cash or credit/debit card.

After the guest has given information regarding method of payment, the charge is entered following the regulations of NHS Bird, into the BIRD system. The system will provide the relevant guest check; further procedures have to be carried out.

In case that the breakfast room does not have a point of Cash or the ability to run a credit card through the system, the Waiter will collect the money or the credit card from the guest. While the guest is enjoying his breakfast he/she will go to the reception where the method of payment can be carried out.

If the client is paying with a credit/debit card, the waiter will read the card through the PST, with the relevant receipt the Waiter will return to the guest to request a client's signature. If applicable the Waiter will request the client to enter the pin code.

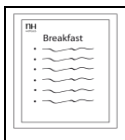
It is important to make the guest as comfortable as possible even if his breakfast is not included. Once the situation has been defined the waiter has an appropriate amount of time to handle the process accordingly.

4.4 Early Breakfast – Early Bird

Early Breakfast applies in hotels according to their categorization.

Early Breakfast is focusing on guests who have to departure very early in the morning, prior to regular opening times of the restaurant. The goal of EARLY BREAKFAST is to provide a complimentary service of the hotel to the guest under the circumstances of the early hour of the day.

Organization Department – [Breakfast](#)



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Service



Breakfast

Early Breakfast is served at Front Desk, optional location depending on local set up of hotel.

Early Breakfast consists of the following items:

1. Coffee presented in flasks
2. Milk (open) and Sugar sticks, hot milk in flashes
3. Cup and saucers of china
4. Coffee to Go cups with matching caps
5. Metal spoon or wooden stick to stir the coffee
6. Orange juice presented in a glass carafe
7. Juice glasses
8. Freshly baked croissants presented on a wooden tray or china plate
9. Paper napkins

Early Breakfast can be presented on a table or on a room service trolley covered with a table cloth. Preparation has to be conducted through restaurant employees and setting up at a designated area has to be conducted by the night Audit at front desk.

Early Breakfast is served as a minimum from 5am until the “normal” breakfast buffet starts.

4.5 Buffet Set up

The set up of breakfast buffets depends upon categorization of the hotel. Due to the fact that the location of the breakfast buffet is not comparable; a standard definition in terms of location of items is not applicable.

In general a standardization of china, cutlery, serving dishes and Food and Beverage products as well as presentation various on BU level

Local Country or Business Unit standards apply

Legal requirements have to be followed

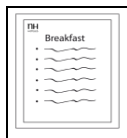
All products have to be fresh and appropriate from the start until the end of the service.

Antiox is embedded within the breakfast set up

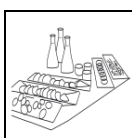
4.6 Daily Breakfast Closure

Once the breakfast is finished, the F&B Responsible – GM has to review that the posted amount of breakfast served are matching the breakfast report produced. He/she will compare the information on the [ehstatu2-Status for Breakfast](#) report, completed by the waiter with the manual charges for breakfast which were not included in the room rate, with the information provided on the [ehlisuns-Balance by Production Service](#) report, selecting all the breakfast codes

These two reports, with the breakfast reconciliation, will be filled with the daily information for 18 months, regarding legal requirements.



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Closing tasks for the cash register position:

This must be done by the person responsible for closing, who will comply with all the requisites for shift closing in the BIRD-POS system with regard to:

- Cash check out (cash, invoices billed to room numbers and to credit cards)
- Detail of invoices
- Summary of invoices
- Revision of deductions – HT23
- Cash count
- Start of the BIRD closure process

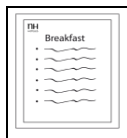
All the documentation necessary for the administration must also be handed in to the reception:

- For reception: chits for charging to room numbers
- For the administration:
 1. Closure for the day
 2. Partial closure or change of shift
 3. Cash count
 4. Day's takings
 5. Closure of POS terminal
 6. Cash orders
 7. Credit card copies
 8. Free items
 9. Pantry

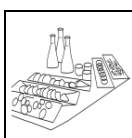
Closing tasks for the scullery for restaurants with no other service:

The following tasks must be carried out by the staff responsible for closing the pantry in the restaurant:

- The person responsible for closing will make a preliminary visual inspection to check the general state of the pantry (cleanliness and order) as well as any incident of note in the equipment or machinery which can be seen merely by looking (water leaks, breakages ...).
- Check that all the refrigeration equipment in the scullery (cold storage chest) is at the correct temperature, and that the ice machine is operating perfectly (if applicable).
This refrigeration machinery **MUST NOT BE TURNED OFF**.
- Replenish stocks of products and materials for the restaurant service. In the case that any replacement items are required, restock with material from the storeroom. If the item cannot be found in the storeroom, contact the person responsible for closing.
- Turn off all non-refrigeration machinery for the restaurant service (glass washer, coffee machine, thermoses...)



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- Restock the implements and tableware that will be required for the next day's service, that is:
 1. Coffee service, replacing (clean and arranged neatly) the number of cups, teaspoons, saucers, sugar sachets, herb teas, cutlery and plates considered necessary for the service.
 2. Restaurant service, replacing (clean and arranged neatly) the number of glasses, cutlery, crockery, napkin dispensers, cleaning cloths, spatulas and tongs for handling food, jugs and all the tableware considered necessary for the service.
- The state of cleanliness and order must be impeccable.
- The cleaning of the machinery and the premises must be carried out according to the specifications of the Hotel Cleaning Schedule, both with regard to the frequency and to the materials used, critical points...

4.7 Standard service ratio for waiters/guests

For the purpose of unifying the service criteria and human resources available according to the hotel category and also to the expectations of service, attached here is a chart with the ratio of staff to guests taking breakfast, not in house guests that should be used to optimise the resources/expected numbers as a guideline for use:

	5* GL hotels	5* hotels	4* Sup hotels	4*-3*hotels
No. waiters per guest	1 x 25	1x 30	1 x 40	1 x 50
No. cooks per guest (in light meal service)	1 x 40	1 x 50	1 x 80	1 x 120

4.8 Kids Breakfast Buffet

Available for weekends and defined hotels.

5 Related procedures

Definition, tracing and documentation of a Cover
 Complimentary handling
 Corrections and deductions handling
 Discounts handling
 Shift Change handling



Standard



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Service



Breakfast

6 Procedure validation

Version	Corporate area	Approved by:		Approval date
1	Operations (Process Owner)	F&B Operation Manager Operations Control Director Chief Operations Officer	Thomas Bartz Anja Loijens Ramón Aragonés	March 2012
	Internal Audit	SVP Internal Audit		
	Resources	SVP Human Resources SVP Purchasing		
	Strategy & Development	SVP Quality & Competition Chief Commercial Officer		
	Management Committee			Steering Minutes 16/04/2012