

Definition, tracing and documentation of a Cover

Published: April 2012

Updated version: May 2013

Code: 99-00-06-PR-E-08-00

Objective and scope

This manual defines the standardization of NH Hoteles policy to trace, the usage and the definition of a COVER within all F&B outlets. The definition of a "COVER" is important to understand the performance within any F&B department.

With the outcome information's we are able to understand the ADR (selling price) of a department. The KPI gives you vital information about the number of people have been served within a F&B department, within an outlet, during a specific service period or within an individual department. You will receive all these information once the Covers are implemented and the handling within the operation is implemented.

Once the definition of a cover is implemented and executed, the results of the KPI's will affect, influence and optimize our future planning, handling, price management and departmental income

Summary

1. KPI's
2. Definition of a cover within F&B departments
3. Operational handling Bar, Restaurant, Room Service, Spa and other
4. Reporting Conference & Banqueting
5. Reporting & Controlling
6. Related Procedures
7. Procedure validation

1 KPI's

The most important KPI's we are able to analyze once the policy and tracing of the covers are implemented are:

1. **FTE/Revenue**
Indication of the productivity of an employee within a department
2. **COVER/FTE**
Indication of how many covers have been served through one employee
3. **Revenue/Cover**
Indication of the ADR (selling price) in a F&B outlet and the performance of the market



2 Definition of a cover within F&B departments

Responsible: F&B Departments

Whenever a guest is ordering within an F&B Outlet anything to drink or eat, the standard policy is to mark 1 Cover in the NHS BIRD POS.

Examples:

Guest A - 1 Soft drink	=1 Cover
Guest B - 1 Hot drink	=1 Cover
Guest C - 1 Meal (Example NH Burger)	=1 Cover

If a guest is staying over a longer period of time within the same F&B outlet, the standard policy is still to remark 1 Cover in the NHS BIRD POS.

Examples:

Guest A - 1 coke and later the guest orders a coffee	=1 Cover
Guest B - 1 coffee and a meal later 1 soft drink	=1 Cover
Guest C - 1 burger and a coke later 1 coffee at the end	=1 Cover
Guest D - 1 diner and wine later coffee and digestive at the end	=1 Cover

Rooms Service:

If the order of the guest has been taken and it is clear that the order is for one or two or more persons, the numbers of covers have to be adapted.

Breakfast:

1 person having a breakfast in any F&B outlet equals 1 cover, 2 Persons having a breakfast would be 2 covers and so on.

Guests moving between 2 F&B outlets:

In some hotels there are several F&B outlets and it is very common that people, for example, do start their aperitif at the Bar and then moving to the restaurant for their meal or the other way round (i.e. diner in the restaurant and then they move for a digestive into the Bar). This definition of moving between F&B outlets applies to all F&B outlet within a hotel.

Therefore: If a guest (or more) is moving from 1 F&B outlet to another F&B outlet the guest check will be transferred from one department into the other department without closing the table. In the new F&B department where the guest has moved to it is NOT a new cover.

Summarize = whenever we do serve a person in any F&B outlet (breakfast, lunch, diner, room service, terrace, beach, pool or other) with something to drink or to eat =

1 PERSON = 1 COVER



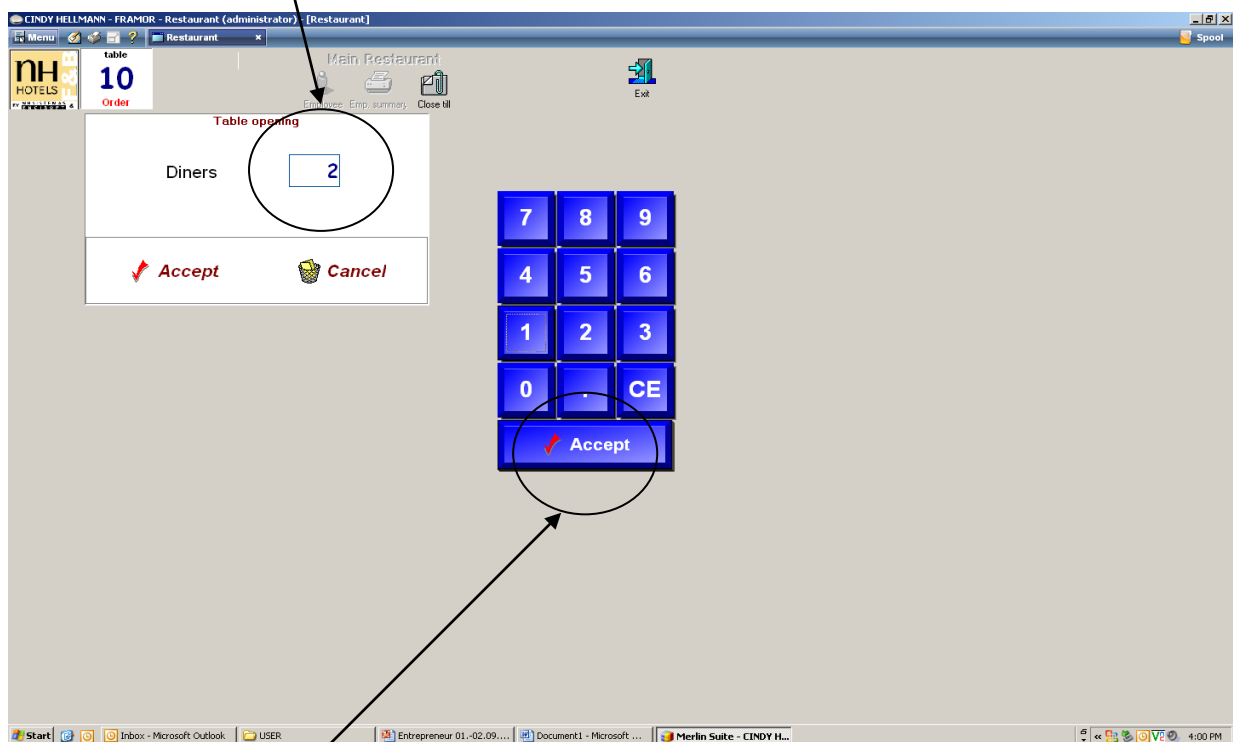
3 Operational handling Bar, Restaurant, Room Service, Spa and other

Responsible: F&B Responsible and GM, all employees working in the F&B Department

Process:

- Once a table is open within a NHS BIRD POS F&B Department to place an order, this screen appears.
- The number of covers (= persons) have to be inserted according to the number of persons which had been served at this table.

1. Indication of the number of covers



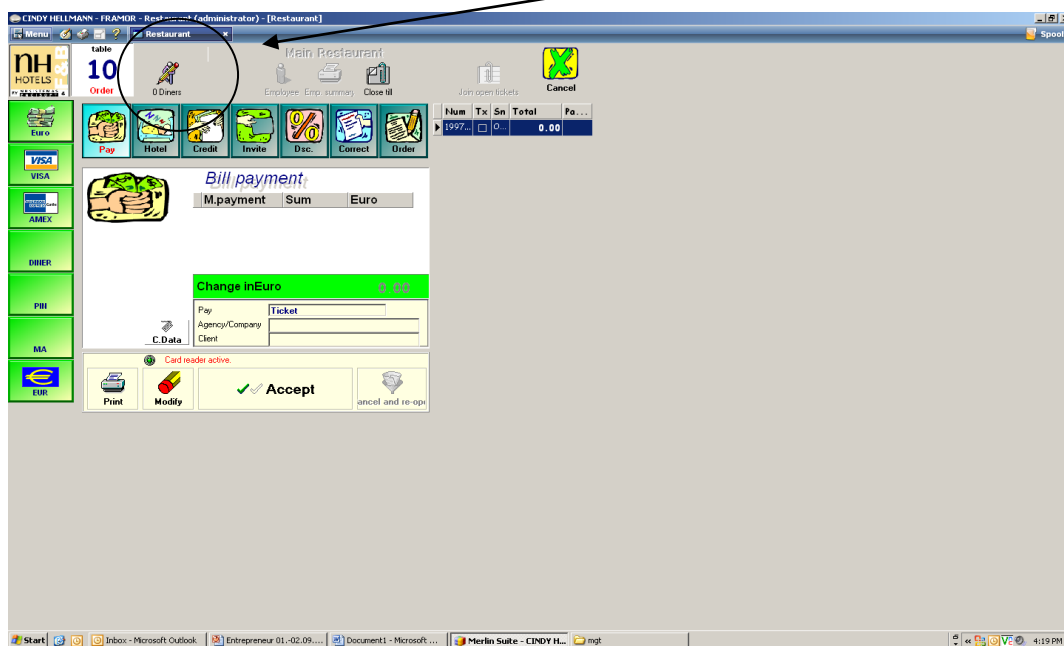
2. Press Accept to confirm the number of covers.

- After entering in the correct amount of covers the waiter can proceed with the order.
- In case that there are no changes with the amount of persons consuming F&B services the covers should not be changed.
- The waiter can close the table any time.

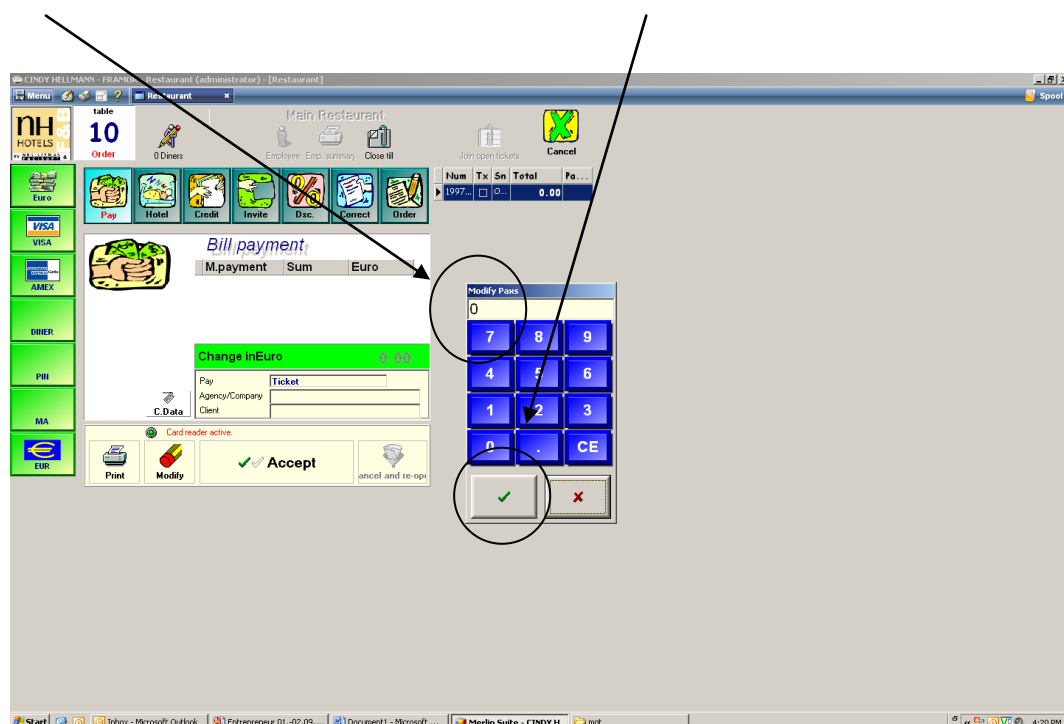
Adjustment of the number of covers:

In case 3 people have started a consumption of F&B items at a table and a 4th or more persons joining the table with F&B consumption an adjustment of the covers has to be carried out. The adjustment of the cover can be done any time. It has to be carried out before closing the guest check! Otherwise the adjustment of the covers will not be tracked correctly by the system.

After pressing the closing button this screen appears. To change the covers the button DINERS has to be pressed.



After pressing the button DINERS, this new screen appears where you are able to change the covers. After you have adjusted the covers you acknowledge the adjustment and continue the service.





4 Reporting Conference & Banqueting

Responsible: C&B Sales, C&B Booking offices and all Employees working in the C&B Department

In the WEB Meetings program we are dedicating the covers to the Conference & Banqueting department. The number of attendees for a conference equals the number of covers.

Process:

Setting up a Booking file

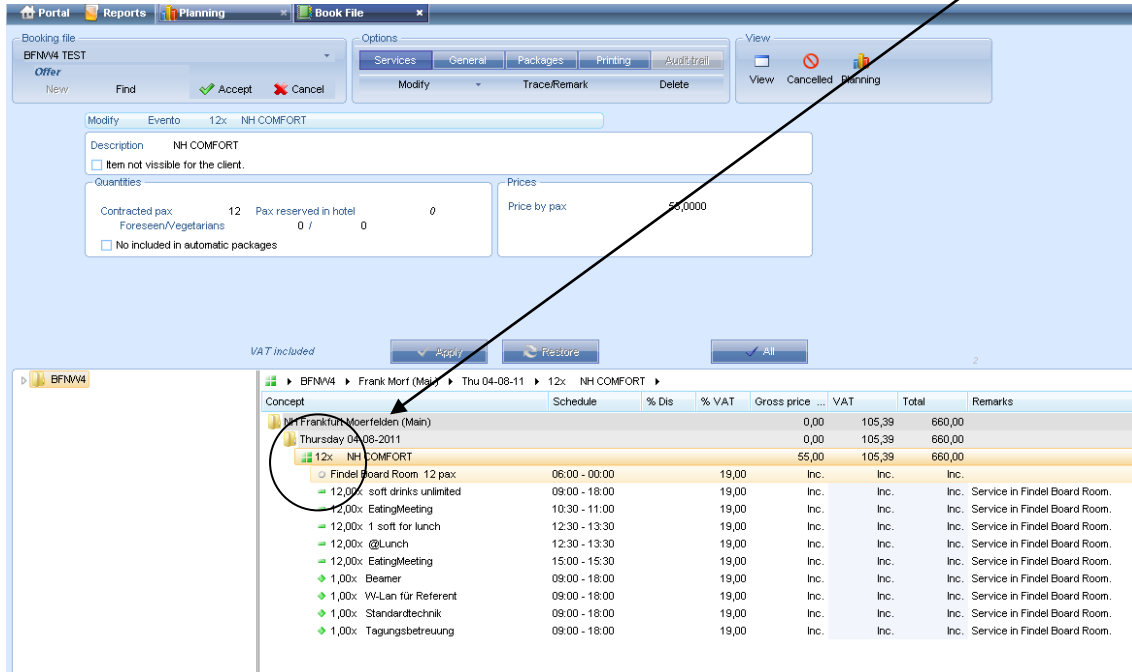
Once you created a new function and start to proceed you will have this screen. The amount of people has to be quoted behind the filed PAXS.

You continue the process of filling in the necessary information for completing the booking file and press the button Apply once all information have been implemented.

The amount of covers for this function have been saved and tracked.

Adjustment of the amount of cover:

The booking file has to be opened and the adjustment of the covers has to be carried out in each individual service line. The existing amount of persons opens through a "click on it" afterwards the amount of covers can be changed accordingly.



Booking file: BFMV4 TEST
Offer: New Find Accept Cancel

Options: Services General Packages Printing Audit Trail
Modify Trace/Remark Delete View Cancelled Planning

Modify: Event 12x NH COMFORT

Description: NH COMFORT
☐ Item not visible for the client.

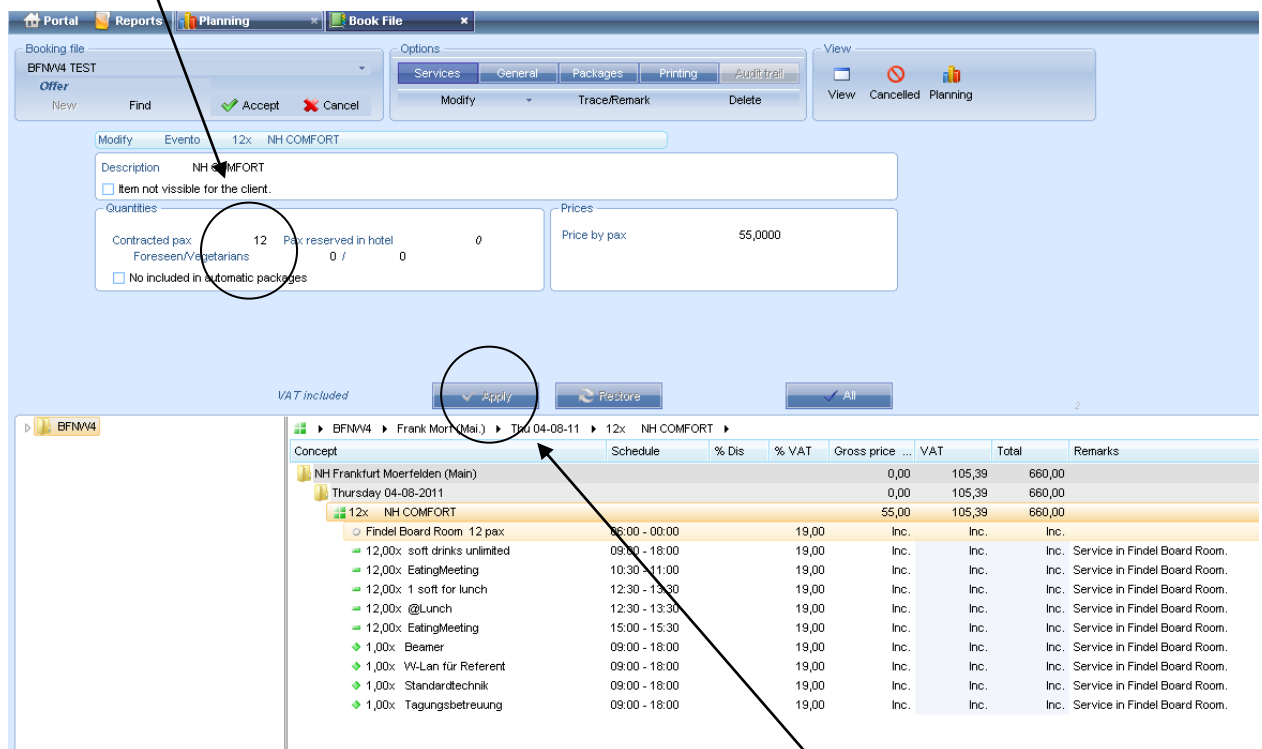
Quantities: Contracted pax: 12 Pax reserved in hotel: 0 / 0
Foreseen/Vegetarians: 0 / 0
☐ No included in automatic packages

Prices: Price by pax: 55,000

VAT included: Apply Restore All

Concept	Schedule	% Dis	% VAT	Gross price ...	VAT	Total	Remarks
NH Frankfurt Moerfelden (Main)				0,00	105,39	660,00	
Thursday 04-08-2011				0,00	105,39	660,00	
12x NH COMFORT				55,00	105,39	660,00	
Findel Board Room 12 pax	06:00 - 00:00		19,00	Inc.	Inc.	Inc.	
12,00x soft drinks unlimited	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
12,00x EatingMeeting	10:30 - 11:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
12,00x 1 soft for lunch	12:30 - 13:30		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
12,00x @Lunch	12:30 - 13:30		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
12,00x EatingMeeting	15:00 - 15:30		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
1,00x Beamer	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
1,00x W-Lan für Referent	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
1,00x Standardtechnik	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
1,00x Tagungsbetreuung	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.

Under contracting pax the amount of covers has to be changed as well.



Booking file: BFMV4 TEST
Offer: New Find Accept Cancel

Options: Services General Packages Printing Audit Trail
Modify Trace/Remark Delete View Cancelled Planning

Modify: Event 12x NH COMFORT

Description: NH COMFORT
☐ Item not visible for the client.

Quantities: Contracted pax: 12 Pax reserved in hotel: 0 / 0
Foreseen/Vegetarians: 0 / 0
☐ No included in automatic packages

Prices: Price by pax: 55,000

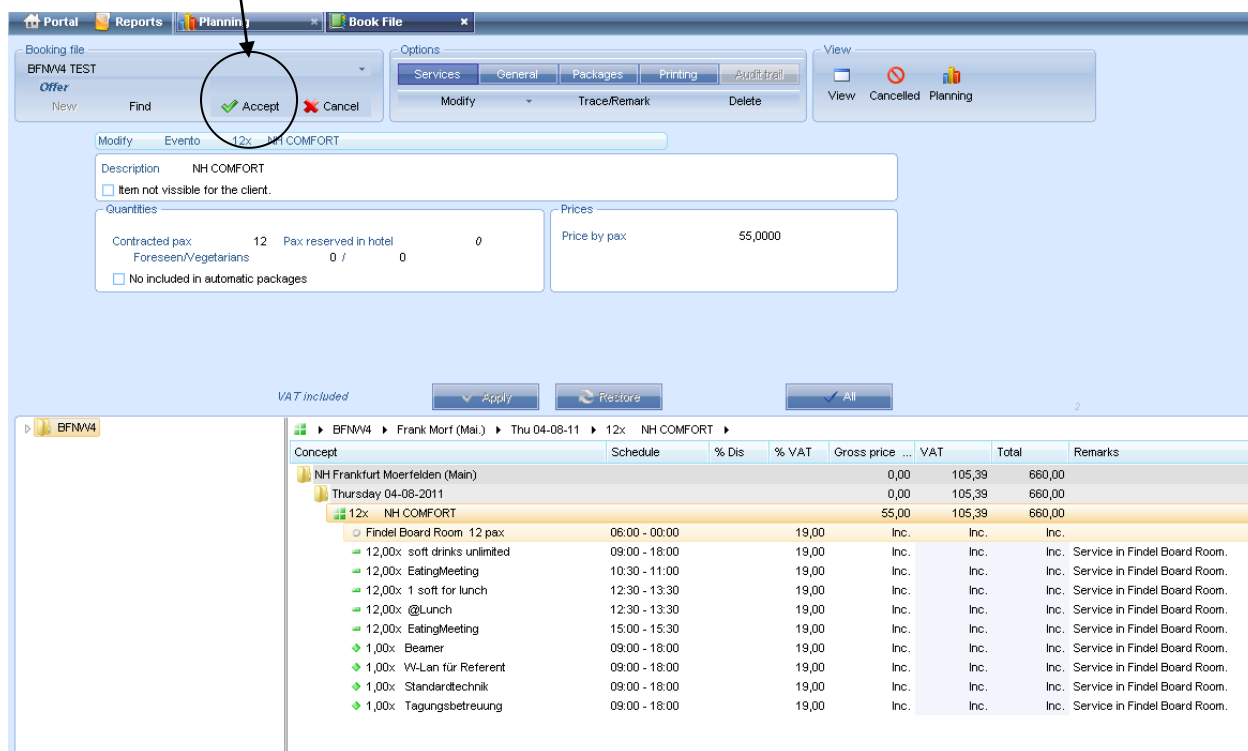
VAT included: Apply Restore All

Concept	Schedule	% Dis	% VAT	Gross price ...	VAT	Total	Remarks
NH Frankfurt Moerfelden (Main)				0,00	105,39	660,00	
Thursday 04-08-2011				0,00	105,39	660,00	
12x NH COMFORT				55,00	105,39	660,00	
Findel Board Room 12 pax	06:00 - 00:00		19,00	Inc.	Inc.	Inc.	
12,00x soft drinks unlimited	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
12,00x EatingMeeting	10:30 - 11:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
12,00x 1 soft for lunch	12:30 - 13:30		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
12,00x @Lunch	12:30 - 13:30		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
12,00x EatingMeeting	15:00 - 15:30		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
1,00x Beamer	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
1,00x W-Lan für Referent	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
1,00x Standardtechnik	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
1,00x Tagungsbetreuung	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.

After changing the covers under contracting pax you have to press Apply

Organization Department – *Definition, tracing and documentation of a Cover*

Once you have pressed Apply and the other information have been changed accordingly you have to press ACCEPT to close the booking file and save all new information.



Booking file: BFNW4 TEST

Options: Services, General, Packages, Printing, Audit trail

View: View, Cancelled, Planning

Modify: Evento 12x NH COMFORT

Description: NH COMFORT

Item not visible for the client.

Quantities:

Contracted pax	12	Pax reserved in hotel	0
Foreseen/Vegetarians	0 /		0

Prices:

Price by pax	55,000
--------------	--------

VAT included

Buttons: Apply, Restore, All

Concept	Schedule	% Dis	% VAT	Gross price	VAT	Total	Remarks
NH Frankfurt Moerfelden (Main)				0,00	105,39	660,00	
Thursday 04-08-2011				0,00	105,39	660,00	
12x NH COMFORT				55,00	105,39	660,00	
Findel Board Room 12 pax	06:00 - 00:00		19,00	Inc.	Inc.	Inc.	
12,00x soft drinks unlimited	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
12,00x EatingMeeting	10:30 - 11:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
12,00x 1 soft for lunch	12:30 - 13:30		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
12,00x @Lunch	12:30 - 13:30		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
12,00x EatingMeeting	15:00 - 15:30		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
1,00x Beamer	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
1,00x W-Lan für Referent	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
1,00x Standardtechnik	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.
1,00x Tagungsbetreuung	09:00 - 18:00		19,00	Inc.	Inc.	Inc.	Service in Findel Board Room.

The amounts of covers have been changed.

There is one specialty within the C&B department:

A conference package with all the including services equals 1 Cover

If the same person is attending as well a Diner in the Hotel it is counted as an additional Cover

Summary

1 C&B Package + 1 Diner with the same guest = 2 Covers.



5. Reporting & Controlling

Responsible: F&B Management, Head of departments, Financial Controlling, GM

Bar, Restaurant and any other F&B Outlet (except breakfast and C&B)

The report HCO1 shows the total amount of covers in each outlet for a selected period of time or point of sales under COM.

DAILY TICKETS

NH FRANKFURT/MOERFELDEN 07-08-11 Sunday HC01 Pay. 1

Till: Main Restaurant

Control	Time	Tbl	Wai	Com	Net Price	Tax	Total	Concept	Invoice	Customer/ M. payment
- Lunch -										
Room: Restaurant										
Till shift: 8971 (01:48 at 15:41)										
199941	07.14	20	8	1	15,97	3,03	19,00	Room charge		Room229 PETER HIRST
199942	09.40	10	51	2	31,94	6,06	38,00	Room charge		Room324 STEPHAN BEIL
199943	09.41	10	51	1	15,97	3,03	19,00	Room charge		Room520 GERNOT BEIL
199944	09.48	11	51	6	95,82	18,18	114,00	Room charge		Room4014 MEDIA MARKT
					159,70	30,30	190,00	TOTAL Till shift: 8971 (01:48 at 15:41)		
					159,70	30,30	190,00	Room charge in NH FRANKFU		
- Dinner -										

Breakfast:

To receive accurate Figures (ADR and Covers) in the POS breakfast you have to combine the following 2 reports.

The report *afparte* – Daily Production Report indicates the amount of persons for breakfast.

DAILY PRODUCTION REPORT 07/08/2011 Pag. 1

NH HOTELES Date 08/08/2011 Time 11:37 Ref: afparte 257 NH FRANKFURT/MOERFELDEN

Amount without taxes.

Ser	Description	Room	Quan	Pax	Gross amount	Dis	Comis	For.Com.	Quan	Credit	Nett amount	Average prices	Account link
					Gross amount						Quan	o/Room	o/Pax
											Nett amount		Acc.Account / Dpt. / Manag.Acc.
1	Revenue				7.131,04	-4,03	0,00	-52,87		-78,88	7.048,13		
1.1	Rooms		62,00	96	2.937,83	0,00	0,00	-49,67	0,00	-33,17	62,00	2.904,66	46,85 30,26
	Real rooms		299,00	598	Rooms	20,74%	Pax	16,05%	RevPar	9,71			
1.1.1	Rooms												
2	Twin		24,00	35	1.042,99	0,00	0,00	0,00	0,00	-23,36	24,00	1.019,63	29,13 0
3	Queen		35,00	54	1.674,70	0,00	0,00	-20,59	0,00	0,00	35,00	1.674,70	31,01 0
6	Deluxe		3,00	6	200,98	0,00	0,00	-29,08	0,00	0,00	3,00	200,98	33,50 0
1.1.2	Others rooms												
9	Supplement		0,00	1	19,16	0,00	0,00	0,00	0,00	-9,61	0,00	9,35	9,35 0
1.2	Food & Beverage		437,00		3.653,98	-4,03	0,00	-3,20	-4,00	-26,72	433,00	3.623,23	
1.2.1	Breakfasts		108,00	108	935,22	0,00	0,00	-3,20	-3,00	-23,95	105,00	911,27	8,68 8,44
	%o/pax			112,50									
601	Breakfast Buffet		108,00	108	935,22	0,00	0,00	-3,20	-3,00	-23,95	105,00	911,27	8,44 0



In case a hotel has more than one breakfast price (ie. LG / or special rates for certain groups) it is advisable that the amount of persons have to be separated. Otherwise you are not receiving an accurate ADR for breakfast.

With the help of the afesta25 report you receive the amount of persons (Covers) with a different price for breakfast.

<div> <div> <div>nh</div> <div>HOTELS</div> </div> <div> PRODUCTION BY SEGMENTS - 07/08/11 </div> <div> <div>Pag. 1</div> <div>Date 08/08/2011 Time 11:56 Ref: afesta25</div> <div>257 NH FRANKFURT/MOERFELDEN</div> </div> </div>									
Amount without taxes.									
Cod	Description	ROOMS				BREAKFASTS			TOTAL
		Quan	Pax	Amount	Av.Price	Quan	Amount	Av.Price	
10	Rack Rate High								170,98
11	Rack Rate Medium	3,00	6	228,74	76,25				228,74
12	Week End					2,00	31,93	15,97	31,93
15	Special Offer	7,00	14	437,96	62,57	3,00	47,90	15,97	561,63
16	Special Packages	2,00	2	169,63	84,82				10,70
17	Fit ITO	4,00	8	205,60	51,40	6,00	47,91	7,99	339,39
19	Vouchers	2,00	3	100,37	50,19	3,00	17,62	5,87	42,52
20	Corp.Contract C	5,00	5	415,90	83,18	1,00	15,97	15,97	24,54
23	Corp.Contract Special	7,00	8	352,33	50,33	1,00	15,97	15,97	9,41
30	Internet merchat rate								34,66
32	Segment 32					7,00	111,77	15,97	2.428,58
35	ITO Groups	15,00	26	315,14	21,01	65,00	494,92	7,61	1.109,89
36	OTO Groups			0,06		13,00	103,76	7,98	103,82
38	Crews	5,00	6	97,20	39,44				197,20
39	Bus.Group inhouse meeting								33,61
42	Employee Rate	1,00	2	24,24	24,24	4,00	23,52	5,88	47,76
45	Trav.Agents	11,00	16	457,49	41,59				15,72
TOTAL		62,00	96	2.904,66	46,85	105,00	911,27	8,68	3.232,20
									7.048,13

➔ From 96 Guest in house their have been 42 persons with a reduced breakfast price.

Conference & Banqueting

A manual counting of the actual covers has to be carried out, either through the HC01 report or through an own separate sheet with the booked covers of the day.

Once the KPI's showing the daily F&B performance, the evaluation and conclusions with possible actions can be carried out. The Corp. F&B reporting tool with all KPI and other indication will be shared each month on a BU level.

6 Related procedures

F&B Reporting
KPI's



Management
& Control

7 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