



DHHM/BHHM 03

VARADHAMAN MAHAVEER OPEN UNIVERSITY, KOTA



Front Office I



Vardhaman Mahaveer Open University, Kota

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BHHM-03

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Unit – 1 : Introduction to Tourism, Hospitality & Hotel Industry

Structure of Unit:

- 1.0 Objectives
- 1.1 Introduction
- 1.2 Introduction to Tourism
- 1.3 Tourism & its importance
- 1.4 Hospitality and its origin
- 1.5 Hotels, their evolution and growth
- 1.6 Hoteliering in India
- 1.7 Hotel Core Areas with reference to Front Office
- 1.8 Summary
- 1.9 Glossary
- 1.10 Review Questions
- 1.11 Check your Progress-1 Answer
- 1.12 Check your Progress-2 Answer
- 1.13 Suggested Reading

1.0 Objectives

After studying this unit, the student must know:

- Understand the origin and growth of Tourism Industry.
- Trace the development of Hospitality Industry and its origin.
- Identify the reasons for hotels phenomenal growth.
- Learn about the people who contributed to the development and expansion of Tourism & Hospitality Industry.
- Understand the hotel core areas in perspective of front office.

1.1 Introduction

Travel is as old as mankind on the earth. Man at the beginning of his existence roamed about the surface of the earth in search of food, shelter, security and better habitat. The hospitality Industry is among the oldest commercial activities in the world. It is in fact, an integral part of the larger business enterprise known as travel and tourism, which provides a wide range of travel related services, such as modes of travel, accommodation, food and drinks, recreational activities, and other facilities required by modern-age traveller. This unit is aimed at providing an insight into the evolution and growth of tourism, hospitality and hotel industry and the core areas of hotel with reference to front office.

1.2 Introduction to Tourism

Tourism is one of the world's fastest growing industries and a major source of foreign exchange and employment generation for many countries. Tourism may be defined as the processes, activities and outcomes arising from the relationships

and the interactions among tourists, tourism suppliers, host governments, host communities, and surrounding environments that are involved in the attracting and hosting visitors.

Four different perspectives of tourism can be identified:

1. The Tourist: The tourist seeks various psychic and physical experiences and satisfactions. The nature of these will largely determine the destinations chosen and the activities enjoyed.

2. The businesses providing tourist goods and services: Business people see tourism as an opportunity to make a profit by supplying the goods and services that the tourist market demands.

3. The Government of Host Community or area: Government perspective is related to the incomes their citizens can earn from this business. Government also considers the foreign exchange receipts from international tourism as well as the tax receipts collected from tourist expenditures, either directly or indirectly.

4. The host community: Local people usually see tourism as a cultural and employment factor. Of importance to this group, for example, is the effect of the interaction between large numbers of international visitors and residents.

The word **‘tour’** is derived from the Latin word *tornus* , meaning ‘a tool for making a circle’. Tourism may be defined as the movement of people from their normal place of residence to another place (with the intention to return) for a minimum period of twenty-four (24) hours to a maximum of six months for the sole purpose of leisure and pleasure.

The **UNWTO** defines tourists as ‘people who travel to and stay in places outside their usual environment for not more than their one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited’.

The evidence of tourism can be traced back to the ancient civilization of Greece. Although participation in tourism was constrained by the difficulties and dangers of travelling any distance, and also by a lack of financial resources to do so, there was evidence of travel by the Ancient Greeks for the purposes of oracles, festivals and game competitions. In 776 BC visitors from all over the Hellenic world attended the first Olympic Games at Olympia. In the Roman Empire, the next major civilization of Europe, travel was facilitated by a sophisticated road system stretching 4,500 miles, the need to use only one currency, and a common language of Latin. The Roman Empire extended from Britain in the west to Armenia and Syria in the east, lasting for nearly 500 years in the west (c.31 BC–AD 476) and for 1,500 years in the east (c.31 BC–AD 453), necessitating the building of an extensive road network to administer and maintain order. A further point of consideration about tourism in Roman times was that similar to Ancient Greece, Roman society encompassed slavery. Hence, travel for the purpose of

pleasure was restricted to a class who had both the available leisure time and disposable income to participate in it. It is not unrealistic to expect that this elite class of society would have been conspicuous by its ability to participate in tourism, a situation that existed until the nineteenth century, when the marked economic and Social changes associated with the Industrial Revolution would eventually permit a wider social participation in tourism.

MEDIEVAL TOURISM

During this period of approximately 1,000 years c.500–1500 AD, often referred to as the ‘Middle Ages’, travel was arduous and mostly being undertaken out of a necessity to trade or for religious pilgrimage rather than for recreation. Throughout the middle Ages, religion played an important part in folk culture, and the celebrating of ‘holy days’, from which the word ‘holiday’ eventually developed, presented opportunities for a change from the typical employment in agriculture and cottage industries.

THE GRAND TOUR

The catalyst for the movement of a larger number of the wealthy beyond national boundaries was associated with the Renaissance, a period of revived interest during the sixteenth and seventeenth centuries in the classical civilizations of Rome and Athens. During Queen Elizabeth’s reign, as a refined form of education, a school to “finish” patricians by giving them firsthand experience of classical lands. Others in the upper class of society copied this practice, and travel to Italy for the purposes of teachings in classical civilization eventually became a part of a gentleman’s education. This upper-class travel dating from the Renaissance period became known as the ‘**Grand Tour**’, as it expanded beyond Italy into a circuit of Western Europe. As the eighteenth century progressed, more people could afford to participate in the Grand Tour as a consequence of an expansion in mercantile trade and subsequent increased wealth. With the increase in the numbers of participants in the Grand Tour came a widening of the variety of types of people and a diversification of themes. Progressively through the eighteenth century, the middle classes began to form the majority of tourists rather than the aristocracy, which led to a significant rise in family and women travelers. The Industrial Revolution is significant for marking a period of change from an agricultural based economy to an industrial one. Its origins lie in the mechanization of cotton and wool production in the north of England in the last two decades of the eighteenth century. Although the Industrial Revolution began in Britain, other countries have followed similar patterns of change. Urbanization caused the separation of people from nature and the land for the first time in human history. The workforce was also required to work in a manner that was suited to the needs of industry and factories rather than the natural rhythms of the seasons. Factory work required a regular unbroken daily routine, as life became structured around the need to keep industrial production functioning, with men, women and children often working six-days. The folk culture of village communities was also lost as people were forced to live in poor conditions, similar to the ones described by Engels, creating social tensions that had never been experienced before. This pattern of separate spatial and time zones for work and leisure is reflected in contemporary tourism, as we take defined periods of

time away from work, and travel away from our home environment to other places and destinations. An outcome of major significance of the Industrial Revolution was the level of productivity that was established in the economy. People began to have disposable income, i.e. extra income left over after spending on essential items such as housing and food, to spend on leisure activities.

A consequence of the availability of income to spend on leisure was the development of the tourism industry. Political pressures, including the heightened profile of the Trade Union movement, the founding of the socialist Labour Party in England, the social fallout from the First World War and a consequent demand for rights for workers, were contributory factors to the passing of the 1938 Holiday with Pay Act in the UK. Similarly in France, government legislation was passed in 1936, making 12 days of paid vacation mandatory in all enterprises. The significance of these acts is that it marks recognition of holidays as being beneficial for individuals and society.

TRANSPORT REVOLUTION

A further essential element of contemporary tourism is reliance upon fast and efficient transport. The Industrial Revolution was characterized by a technological advancement in travel, notably the invention of the steam engine by James Watt in 1784, which led to the development of the railway and steamship. Until the nineteenth century, travel was dependent, as it always had been, upon horse and wind power. The development of the railway network in the nineteenth century had a marked significance for both society and tourism. By the 1840s the potential of the railways for tourism was already being realized by Thomas Cook, a wood turner by trade. The seminal event in the beginning of the use of the railways for recreational tourism was the organization of a trip for 570 temperance workers from Leicester to a temperance rally near Loughborough by train in 1841. This trip demonstrated the potential demand for group travel, while Cook also realized the potential of his own power as a bargaining agent to capture reduced group prices with the railways and other suppliers of travel services. By 1845 he was arranging similar excursions on a full commercial basis using chartered trains. Cook's efforts represented the beginnings of the development of the tourism industry. The efforts of Cook can certainly be equated with a revolution in travel, simplifying, popularizing and cheapening travel, to bring it within the reach of the working classes. By the 1860s, Cook had already developed tours to Europe and America, and in 1869 offered the first escorted tour to the Holy Land. In his first nine years of business, he handled more than one million customers. By the beginning of the twentieth century, Cook and Son had started to make arrangements for travellers all around the world. The destinations available for recreation began to increase and diversify as the railways made possible regular and safe journeys for the first time in history.

MASS TOURISM

The development of coastal areas was encouraged by changing landscape tastes of Romanticism during the eighteenth century, referred to earlier. The impact of urbanization was also influential in encouraging a seaside culture. During the eighteenth century coastal resorts began to rival spa towns as fashionable places for the growing middle classes in Europe and America to visit. The combination

of health, natural and created attractions, and the use of the railways for transport helped make coastal areas popular as resorts. In terms of developing a popular seaside culture, it was particularly the development of the railway network from the cities to the coast, which permitted a middle- and working-class holiday boom during the late nineteenth century and early twentieth century. Villages and towns on the coastlines of industrializing centers were transformed with promenades and piers, providing profits from previously economically redundant areas of cliffs and bays. The coast seemed to exercise an allure that eventually permeated all the social classes. The changing economic, social and technological societies that have created mass tourism continue to drive its demand. Just as the numbers of people participating in tourism increased continuously through the twentieth century, the peripheries of tourism have also been extended progressively. There are few places in the world that remain untouched by tourism and with the development of space tourism; the periphery is now set to be expanded beyond the boundaries of the planet.

1.3 Tourism and its Importance

Tourism & hospitality, which are inextricably linked to each other, are among the major revenue-earning enterprises in the world. They happen to be among the top employers too. There has been an up market trend in tourism over the last few decades as travel has become quite common. People travel for business, vacation, pleasure, adventure, or even medical treatment. The present-day tourist, who has higher levels of disposable income, international exposure, and refined tastes, wants specialized versions of product and services, such as quieter resorts, family-oriented holidays, or commercial hotels. This has led to a demand for better quality products and services, mainly regarding accommodation and travelling, thus feeding the growth of the hospitality industry as a whole. The developments in technology & transport infrastructure, such as jumbo jets, low-cost airlines, and more accessible airport have made tourism affordable & convenient. The sale of tourism products on the Internet, besides the aggressive marketing of tour operators and travel agencies, has also contributed to the growth of tourism.

The Indian slogan ‘**Athithi devo bhava**’ means that guests are like God. Indians have been highly hospitable and this trend is still present in modern India. A guest is revered. Intricate arrangements are made for a guest who comes home for a holiday. The family plans well for the comfort stay of a guest. Going to a broader picture, the tourist visiting India find our country very enigmatic. They have a quest to watch the villagers walk on the rope, eat the butter with rotis and partake in the ritual dance after sunset. Foreigners love India as it is a storehouse for art, culture, dance and drama. The importance to tourism is essential as they carry the picture of our culture and hospitality. Our courteous attitude reflects our inner self.

1.4 Hospitality and its origin

Oxford dictionary defines hospitality as ‘Reception and entertainment of guests, visitors, or strangers, with liberality and goodwill’ Wikipedia encyclopedia

explains hospitality for and in depth understanding of the term from the starting point i.e. etymology of the word itself. The word hospitality derives from the Latin of **hospes**, which is formed from **hostis**, which originally meant ‘stranger’ and come to take on the meaning of enemy of ‘hostile stranger’ (hostills) + **pets**(polis, poles, potential) to have power. The Latin word ‘Hospitalitias’ means to maintain mutual understanding between the public and an organization, similarly the French word ‘hospice’ means to provide care/shelter for travellers. In view of the above hospitality can be defined as ‘Reception and Entertainment of Guests, visitors or strangers with liberty and goodwill comprised of business which practice act of being hospitable.

Hospitality has main four features:

- A host on a guest, away from home, confers it.
- It is interactive, involving the coming together of a provider and receive.
- It comprises a blend of tangible and intangible factors.
- The host provides for the guest’s security, psychological & physiological comfort.

The main components of this industry are hotels, motels, inns, resorts and Restaurants. The hospitality industry is an umbrella term for a broad variety of service industries, including, but not limited to, hotels, restaurants, casinos, catering enterprises, resorts and clubs. The industry is very diverse and global, and is greatly impacted by fluctuations within the economy as also by various happenings across the world. The primitive lodging houses or inns originated essentially to cater to these needs of the travelers. Throughout the world they were known by different names like **Dharamshala** and **Sarai** in India, **Ryokans** in Japan, **Paradors** in Spain, **Pousadas** in Portugal, **Coffee houses** in America, **Taverns** and **Inns** in Europe, **Cabarets** and **Hostelries** in France, **Mansionis** and **Hospitia** in Switzerland, **Phatnal** in Greece and **Relay Houses** in China.

The hospitality has not merely flourished in a particular sector but also supporting the travel and tourism trade. Ministry of Tourism, Govt. of India report agrees to the fact “**No Hotels-No Tourism**”. Due to diverse nature of services the hospitality has a support function as well. Almost all the multinational companies in India are catered by hospitality industry in terms of their food service for employees. Similarly in flight’s menu, rail meals and other such provisions are also taken care by hospitality industry. Similarly support functions in terms of service, food, beverages, accommodation comfort and care being provided in meetings, conferences, exhibitions and other such major areas. In a nut shell a society remains incomplete without hospitality.

1.5 Hotels, their evolution and growth

“A hotel is defined as a place where a bonafide traveller can receive food and shelter, provided he is in a position to pay for it, and is in a fit condition to be received.” The hotel industry originated in the 6th Century BC and is perhaps one of the oldest endeavors. The earliest inns were just large halls where travellers slept on the floor along with the animals on which they traveled. These conditions prevailed for hundred of years until the mode of travel changed.

The improvement of roads and the building of carriages also increased the number of people on the move. To provide accommodation and food for this increasing number of travellers, many types of inns were set up along the frequently travelled roads and pathways. Thus, inn-keeping began its steady growth and became more popular as time progresses. In earlier times, working in an inn was skill-oriented, and these inns were normally run by a husband and wife team. Inns provided shelter and stabling facilities. Some of them also provided wholesome food & wine.

The lead in a hoteliering was taken by several nations of Europe, especially France and Switzerland. **Chalets**-small cottages with an overhanging roof found in the Swiss Mountains and small hotels, which provided a variety of services, were mainly patronized by the aristocracy of the day.

Inns in America were patterned after those in England. Samuel Cole of Boston opened the first American tavern, the Coles ordinary, in Boston in 1634. Taverns and Inns became informal gathering places where patrons could discuss politics and community gossip over ale and food. In 1740, the first stage coaches began travelling from Boston and made roadside inns even more accessible and popular. The American Revolution ended the reign of the roadside inns as they went out of fashion along with the British. French cuisine became popular in government and society circles, with even presidents Washington and Jefferson serving French dishes to their guests.

Around 1760, a type of establishment that became common in Paris, called Hotel Garni came into vogue. It was a large house with a number of rooms or apartments available for rent by the day, week or month. Its advent signified a more luxurious and organized way of providing lodging quite different from the basic requirements met by the inns of that period. In France the first restaurant where customer could choose from a selection of items presented on a menu was opened in 1765 by **A. Boulanges**. The City Hotel in New York was the first building meant solely for use as a hotel. It was built in the year 1794. In the 1820s the first American restaurant opened in New York with these establishments began the era of 'fashionable' restaurants where dining was a social event and an indulgence in fine food surrounded by lush decor, some featuring nightingales and elaborate fountains. In the year 1827, the Delmonico brothers, who were immigrants from Switzerland, opened a pastry shop and café in New York City.

The big boom in the hotel industry came in the 1920s, when the concept of chain hotels was born, under the stewardship of **Ellsworth Statler**. He was the **hotel man of the century**. He has given statements like "**Life is Service**".and "**Guest is always right**". However, during the Great Depression of the 1930s, there was a considerable decrease in business thereby affecting the growth of the hotel industry. Immediately after the Second World War, the hotel industry regained its prominence and registered a steady growth. In 1950s, Motels and International hotel chains gave a big boost to the industry. These chains either bought up smaller individually owned properties, or built their own hotels. Many individual hotel operators merged with these international hotel chains, as it increased their ability to cope with the growing competition.

Thus the main functions of hotel include:

- Providing living accommodation.
- Supplying food, drink, for immediate consumption.
- Having transportation
- Recreational, entertainment facilities
- Any other functions incidental or ancillary to these functions.

1.6 Hoteliering in India

India's historical past, its cultural heritage and its varied landscape and terrain have attracted travellers from time immemorial. People from different parts of the world have been attracted to India for its natural endowments, religious and spiritual heritage. The first Indian owned hotel was the one built by Jamshedji Tata in Bombay in 1903 called the 'The Taj Mahal'. M.S. Oberoi was the first man to think of running hotels. The oberoi chain of hotels in India is known after his name. The first Oberoi international in New Delhi was started in 1965. The spencer group were another famous group of pioneers who started the Blue Mountain hotel at Kotagiri in 1942 and Savoy Hotel at Ootacamund in 1943. But still when India became independent there were only a few hotels in India operated by the British and Swiss families. After independence, the government of India realized the importance of hotels for the development of tourism business. But not many business men in India were willing to invest money in hotel keeping which was often considered not a respectable profession by the business community. Since the private sector was reluctant in hotels, the government of India stepped into building hotels where ever needed. The Ashok hotel in New Delhi was the first one to built in 1956 in the public sector. The hotel was built in a record time of one year; this included a convention hall to seat 2000 people. The classification process helped in standardizing the services of the hotels. Till recently the government of India fixed the tariff of approved hotels on the basis of their standards. The practice has since been given up and now the market forces of demand and supply determine the price of a room in a hotel. The better hotels in India have high occupancy by foreign visitors who pay in foreign exchange, which is good for the economy of the country. The growth of any sector involves not only its own growth and establishment, but the significant benefits it provides to the economy as a whole. The hotel industry in that way has provided manifold benefits to the economy. These benefits are contribution in the economy, employment and balance of payment.

CHECK YOUR PROGRESS- 1

Q-1 Define Tourism Industry.

.....

Q-2 Define the Hotel in short.

.....

1.7 Hotel Core Areas with reference to Front Office

The departments like front office, housekeeping, kitchen, food and beverage (F&B) service, engineering and maintenance, accounts, etc, are operated by the hotel, and departments or sections like laundry, retails shops in shopping arcades, casino, and recreational services may be operated by an external agency on contract.

The departments of a hotel can be classified as revenue generating and support providers. The major revenue-producing departments are front office and F&B service. There are certain minor revenue-producing services like telephones, membership charges from non-resident users of swimming pool and health club, and laundry services for resident guests. The major Departments of a hotel are as follows-

Front Office- Front office is the first department of the hotel with which guests come in contact at the time of their arrival and is also the last department they interact with when they depart from the hotel. This department performs various functions like reservation, reception, registration, room assignment, and settlement of bills of a resident guest.

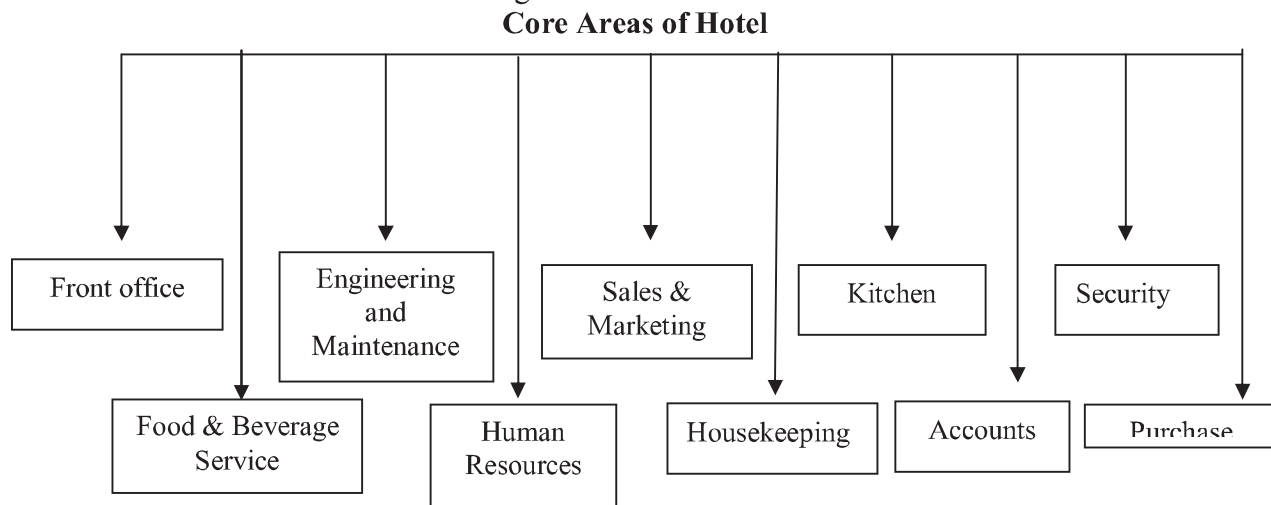


Fig.1.1

The guests remain in contact with the front desk throughout their stay for all kinds of information and help. The activities of the front office department include: processing the reservation requests of guests, which involves making room reservations, amendments, and cancellation; receiving guest at the time of their arrival: making arrangements for the traditional welcome of guests; registration of guests and the assignment of rooms; handling guests' luggage from the guest vehicle to the assigned room on arrival and from the guest room to the vehicle at the time of departure; accepting guests' valuables and cash for keeping in safety deposit lockers; delivering messages and mails of resident guests; handling guests' room keys; guest paging; posting and verifying the room charges and any

other credit charges in the guest folio; providing information to guests about hotel products and services, and events or places of tourist interest; arranging postage and courier of mails and other documents; making travel arrangement like sightseeing tours or intercity travel for guest; managing the parking of guests' own vehicles; preparing, presenting and settling guest's bills at the time of departure; providing left luggage facility; changing rooms and upgrading if required, etc. As the front office is the contact point for guests, we can say that is the nerve centre of hotel operations.

Housekeeping- The housekeeping department is the operational department responsible for the cleanliness, maintenance, and aesthetic upkeep of rooms, public areas, back areas, and surrounding in a hotel. Keeping room status information up-to-date requires close coordination between the front desk and housekeeping departments. The housekeeping prepares a room status report, which is sent to the front office, the front office compares it with its records and the discrepancies are brought to the attention of the duty manager. This tallying is done after every shift. All the guest complaints and request are noted at the control desk, which is manned round the clock. The persons at the control desk interacts with the concerned section/person to resolve the complaints or to meet the requests. The progress is entered in a follow-up register, which maintains a record of all complaints. *Linen room, uniform room, and sewing room* may be located separately or at place depending upon the size of the hotel. Linen room maintains the supply of clean linen while the uniform room takes care of the uniform of employees. Sewing room looks after all the mending work and the utilization of discarded linen. The hotel laundry is responsible for the cleaning and ironing of hotel linen, employee's uniform, and for the guests requirements of laundry. It may be located within the hotel or at a distant place. If present within the hotel premises, it is known as on-premises laundry, and if outside, it is called off-premises laundry.

Food & Beverage System: The food and beverage (F&B) service department is among the major revenue producing departments of a hotel. This department looks after the service of food and drinks to guests. The restaurants, coffee shops, bars, and other outlets like poolside barbeques and kiosks take care of the food and beverage requirements of the hotel's resident and non-resident guests. The room service section looks after the provision of food and drinks to guests in their rooms. Though restaurants and bars remain in operation during specific working hours, coffee shops and room service may be available round the clock. Banquets and outdoor catering sections take care of functions and programmes both within the hotel premises and outside it.

Kitchen- The kitchen supplies cooked food to the F&B service department in hotels. All the pre-preparation activities are carried out in the larder section, which includes butchery, and cold kitchen. Salads, salad dressings, sandwiches, and juices are also prepared here. The cleaning, descaling, filleting, and crumpling of fishes is done in the larder. The sauce section is responsible for preparing sauces required for all meat, poultry, game dishes, with the exception of

those that are plain roasted or grilled. The roast section is responsible for providing all roast dishes of meat, poultry and game. The fish section is responsible for supplying all fish dishes, with the exception of those that are plain grilled or deep fried. The vegetable section is responsible for the preparation of all vegetable dishes. The soup section prepares all type of soups such as consommés, creams, veloute, purees, broths, bisques, and international soups. The pastry section prepares all hot and cold sweets, like breakfast rolls, cakes, pastries, and various desserts. Beside these, there are sections for special kinds of foods, like Indian, Chinese and Continental. Executive chef, also known as chef de Cuisine or head of the kitchen, is the chief of the kitchen. Sous chef, meaning 'under the chef' in French, reports to the executive chef, and is responsible for scheduling of jobs and shifts, and filling in when the executive chef is off-duty. Chef de partie, also known as a station chef or line cook supervises as particular area of production in the kitchen. At the bottom of the organizational structure is commis (French for cook), a chef who has recently completed a formal culinary training.

Engineering and Maintenance-The engineering and maintenance department of a hotel is responsible for maintaining the property's structure, electrical and mechanical equipment, and all furniture and fixtures. This department also looks after landscaping and maintaining the grounds. The maintenance service is also referred to as facilities management, as it deals with the maintenance of ground, building, equipment, waste disposal system, store and sanitary, pollution control equipments, gas distribution system, electrical energy supply system, fuel supply system, water supply system, ventilation, refrigeration and air conditioning, fire fighting, heating, telephone, system, cable television, elevators, light, escalators, etc. The maintenance department raises the level of equipment performance, life, and availability. Although it adds to the running cost, it raises more profits as it delays new purchases and investments. The department is headed by a chief engineer, who is responsible for the efficient working of the department. He takes care of planning, organization, coordinating, delegating tasks, budgeting, etc., and all administrative functions.

Accounts- The accounts department monitors and records all the monetary transaction of the hotel. The accounting activities include paying outstanding invoices, distributing unpaid, statements, chasing bills, processing payroll, accumulating operating data, and compiling financial reports. In addition, the accounting staff is responsible for making bank deposits, securing cash, and performing other control and processing functions required by the management of the hotel. In many hotels, the night audit and the F&B audit come under the purview of the accounting division. The department is headed by a chief accountant.

Human Resource- The human resource (HR) department (earlier called personal department) is responsible for the acquisition, utilization, training, and development of the human resources of the hotel. The hotel industry is people-oriented and service-oriented; well trained, dedicated and loyal employees are the assets of a hotel. The HR department calculates the present and future

requirement of workforce, and also make the necessary arrangement to acquire requirement of workforce, and also makes the necessary arrangements to acquire them. The HR audit identifies suitable in-house managerial resources for the future. Moreover, the training and development activity for the existing staff is carried out by the HR department. It also maintains the attendance and leave records of the employees, prepares the employee payroll, and takes care of the exit formalities of employees leaving the company.

Security- The security department of a hotel is responsible for the overall security of the hotel building, in-house guests, visitors, day users, and employee of the hotel, and also their belongings. The security staff may include in-house security personnel and contracted security officers. Hotels generally prefer ex-army or ex-police officials as their security officers because they are well versed with various security aspects. The responsibilities of security personnel include patrolling the property and its grounds; monitoring surveillance equipment; and, in general, ensuring that guests, visitors, and employees are safe and secure. To some extent, the effectiveness of the security department depends upon the cooperation and assistance of the local law enforcement officials. The security personnel should be trained to handle situations like vandalism, thefts, terrorist attacks, bomb threats, and also to prevent and fire.

Sales & Marketing- The sales and marketing department of a hotel has the responsibility of increasing the sales of the hotel's products and services. The major products are rooms, food and beverage, banquets, and outdoor catering. The sales and marketing staff of a hotel can vary from one part-time person to a dozen or more full-time employees, depending upon the size of the hotel. Their responsibilities can be divided into functions like sales, convention services, advertising, and public relations. To achieve their targets, the sales and marketing staff work in close cooperation with the front office, especially with the reservation section for an update on the reservation status. The sales and marketing department carries out market surveys and forecasts the future demand for various services provided by the hotel, based on past and present trends. On the basis of such forecasts, they develop strategies to capture the market and increase the revenue of the hotel. Hotels prepare marketing strategies especially for their target market and constantly innovate in order to stand out against competition.

Purchase- The purchase department is responsible for procuring the inventories of all departments of a hotel. The department is headed by the purchase manager. Hotels mostly make purchases from suppliers on contracted rates. In most hotels, the central store is a part of the purchase department. The requisitions from all departments are sent to the stores, on the basis of which a consolidated purchase order is made and goods are purchased in bulk. To provide proper service to guest, close cooperation and coordination between departments is needed.

Check your progress- 2

Q-1 Explain about the front office in short.

.....

Q-2 Give the importance of security department for a hotel.

.....

1.8 Summary

Tourism industry is the major revenue earning enterprises in the world. Tourism contributes to the economic growth of a country by causing employment generation, foreign exchange earnings, and infrastructure development. The rapid growth in the movement of people, both domestically and internationally, has brought about an industry of vast proportions and diversity. Hospitality business tends to satisfy human needs and also play an important role in the satisfaction of social needs such as belongingness, longings, love, esteem and status. Hospitality and Tourism are not only dependent on external factors but Hospitality and Tourism Industry is directly responsible for the health of other industries.

1.9 Glossary

- **Front office:** - The department which takes care of reservation, reception, registration, and final settlement of guests' bill.
- **Hotel:-** A place where a bonafide traveller can receive food and shelter, provided he is in a position to pay for it and is in a fit condition to be received.
- **Housekeeping:** - This department is responsible for the proper upkeep and maintenance of the hotel.
- **Tourism:** - Movement of people from their normal place of residence to another place (with the intention to return) for a minimum period.
- **Hospitality:-** A Contemporaneous human exchange, which is voluntarily entered into, and designed to enhance the mutual well being of the parties concerned through provision of accommodation, and/or food, and/or drink.

1.10 Review Questions

Fill in the blanks

- 1- The Primitive lodging houses in Spain were known as
- 2- The Primitive lodging houses in Portugal were known.....

- 3- Statement “**Guest is always right**” is given by.....
- 4- The word hospitality derives from the Latin word.....
- 5- The first Indian owned hotel was built by Jamshedji Tata in Bombay in year..... called the ‘The Taj Mahal’.

Short Answer type Questions

- 1- Give the definition of hotel?
- 2- What are the main functions of the hotel?

Long Answer type Questions

- 1- Trace the origin and growth of the hotel industry in India?
- 2- Define tourism and enumerate the importance of tourism with respect to the hotel industry?
- 3- What was the impact of the Grand Tour on the development of tourism industry of Europe?

1.11 Check your progress- 1 Answers

Ans-1 Tourism is one of the world’s fastest growing industries and a major source of foreign exchange and employment generation for many countries Tourism may be defined as the processes, activities and outcomes arising from the relationships and the interactions among tourists, tourism suppliers, host governments, host communities, and surrounding environments that are involved in the attracting and hosting visitors.

Ans-2 A place where a bonafide traveller can receive food and shelter, provided he is in a position to pay for it, and is in a fit condition to be received.

1.12 Check your progress- 2 Answers.

Ans-1- Front office is the first department of the hotel with which guests come in contact at the time of their arrival and is also the last department they interact with when they depart from the hotel. This department performs various functions like reservation, reception, registration, room assignment, and settlement of bills of a resident guest.

Ans-2- The security department of a hotel is responsible for the overall security of the hotel building, in-house guests, visitors, day users, and employee of the hotel, and also their belongings.

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Unit – 2 :Classification of Hotels

Structure of Unit:

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Need for Classification
- 2.3 Classification of Hotels
- 2.4 Standard classification by the Government
- 2.5 Classification on the basis of Size
- 2.6 Classification on the basis of Location
- 2.7 Classification on the basis of Clientele
- 2.8 Classification on the basis of Level of Service
- 2.0 Classification on the basis of Ownership
- 2.10 Supplementary Accommodation
- 2.11 Summary
- 2.12 Glossary
- 2.13 Terminal Questions
- 2.14 Check your Progress-1 Answer
- 2.15 Check your Progress-2 Answer
- 2.16 Further References

2.0 Objectives

After studying this unit, the student must know:

- Understand the need and criteria for the classification of hotels.
- Classification of hotels on the basis of star rating.
- Understand the classification of hotels on the basis of ownership, duration of stay.
- Understand the importance of alternative accommodation facilities in India.

2.1 Introduction

Hotels, are offering every imaginable service to make customers comfortable and to cater to all their needs. With competition getting tough and travellers demanding a wide range of services, hoteliers have come up with specialty products and services to carve out a niche for themselves. Hotels can be categorized on the basis of star rating, services on offer, location, number of rooms, types of rooms, target audience, to provide customers an indication of their profile. This unit takes an account of the different methods used to classify hotels. As rooms are the most important accommodation products of the hotel industry.

2.2 Need for Classification

The hotel Industry has grown to its present form by modifying itself with respect to services, architectural design, and care for its guests. The hotels/inns in the olden days only provided the basic need of shelter, and standards of hygiene and sanitation were almost non-existent. The modern hotel provides a clean, hygienic and well appointed room with excellent services to the guests. The industry is so diverse and specialized that each hotel has to have a unique selling proposition to survive in the business and also make a profit. Every hotel tries to establish itself as unique, offering the best service to its guests. The classification of hotels helps tourists select a hotel that meets their requirements. The need for the classification of hotels was felt more with the advent of mass tourism. In order to provide travellers an idea of the type of accommodation they offered, many private clubs, agencies, and travel associations came up with descriptions of their lodging properties in specified regions. Hotel classification serves the following purposes:-

- ❖ Lends uniformity in services and sets general standards of a hotel.
- ❖ Provides an idea regarding the range and type of hotels available within a geographical location.
- ❖ Acts as a Measure of Control over hotels with respect to the quality of services offered in each category.

2.3 Classification of Hotels

Classifying hotels into different types is not an easy task. This industry is so diverse that many hotels do not fit in to a single well-defined category. Hotels can be classified in various ways, based on the criteria for classification.

Standard Classification by the Government Committee	Size	Location	Clientele	Level of Service	Ownership	Supplementary accommodation
1 Star	Small	Suburban	Commercial	Economy	Proprietary	Youth Hostels
2 Star	Medium	Downtown	Transient	Hotel /	Ownership	Yatri Niwas
3 Star	Large	Resort	Suite	Budget		Sarai
4 Star	Very	Airport	Residential		Management	/Dharamshala
5 Star	Large	Motel	B&B Hotel	Mid	Contract	Dak Bungalow
5 Star Deluxe			Time- Share	Market		Circuit Houses
Heritage			Condominium	Hotel	Franchise	Railway
			Conference		Chain	Retiring Room
			Convention	Luxury	Hotels	Paying Guest
			Casino	Hotel		Accommodation

Table 2.1 Classification of hotels

2.4 Standard Classification by the Government

The star classification system is among the most widely accepted rating of hotels worldwide. In India, classification of hotels is done by a central government committee called the HRACC (Hotel Restaurant Approval & Classification Committee), which inspects and assesses the hotel based on the facilities and services offered.

The classification committee includes the chairman (HRACC) and other members chosen from the government and Industry associations such as FHRAI (Federation of Hotel & Restaurant Association of India), Hotel Association of India (HAI), IATO (Indian Association of Tour Operators), TAAI (Travel Agents Association of India) or Institute of Hotel Management (IHM). In case of the Heritage Category, a representative of the Indian Heritage Hotel Association (IHHA) is included in the Committee. The committee visits the hotels and evaluated the facilities and service of the hotels before the grade is awarded.

One-Star Hotels: These properties are generally small and independently owned, with a family atmosphere. There may be a limited range of facilities and the meals may be fairly simple. For example, lunch may not be served or some bedrooms may not have en suite bath or shower.

Two- Star Hotels: In this class, hotels will typically be small to medium sized, and offer more extensive facilities than one-star hotels. Guests can expect comfortable, well- equipped overnight accommodation, usually with an en suite bath or shower. Reception and other staff will aim for a more professional presentation than at the one star level and will offer a wider range of straight forward services including Food & beverages.

Three- Star Hotels: Hotels are usually of a size to support higher staffing levels as wells as significantly higher quality and range of facilities than at the lower star classification. Reception and other public areas will be more spacious, and the restaurant will normally also cater to non-residents. All bedrooms will have an en suite bath and shower, and will offer a good standard of comport and equipment.

Four-Star Hotels: Expectations at this level include a degree of luxury as well as quality in the furnishings, décor, and equipment in every area of the hotel. Bedrooms will also usually offer more space than at the lower star levels. They will be well designed with coordinated furnishings and décor. The en suite bathrooms will have both a bath and showers. There will be a high staff to guest ratio, with provisions of porter service, 24-hour room service, and laundry and dry cleaning services.

Five Star Hotels: The locality including the immediate approach and environs should be of highest standards and of internationals standard and should be

suitable for a luxury hotel of this category. There should be adequate parking space for cars. The hotel should have adequate parking space for cars. The hotel should have at least 25 lettable bedrooms, all with attached bathrooms with long baths or the most modern shower chambers. All rooms should be fully air-conditioned and should be well equipped with superior quality carpets, curtains, furniture and fixtures. There should be an adequate number of efficient lifts in buildings of more than stories (including the ground floor) with 24 hours service. There should be a shopping arcade and bookstall, beauty parlour, barber shop, recognized travel agency, money change and safe deposit facilities, left luggage room, florist and a shop for medicines on the premises.

Heritage Hotels

‘Heritage Hotels’ cover running hotels in palaces/castles/ forts/ havelies/ hunting loges/residence of any size built prior to 1950. According to the Ministry of Tourism, the Heritage Hotels are divided into three category.

Heritage:- This category will cover hotel in Residences/ Havelies/ hunting lodges/castles /forts/palaces built between 1935 to 1950. The hotel should have a minimum of 5 rooms. (10 beds).

Heritage classic:- This category will cover hotels in residences/ havelies/ hunting lodges/castles/forts/palaces built prior to 1935 but after 1920. The hotel should have a minimum of 15 rooms (30 beds).

Heritage Grand: This category will cover hotels in residence/ havelies /hunting lodges/Castles/forts/palaces built prior to 1920. The hotel should have minimum of 15rooms (30 beds).

In a heritage hotel, a visitor is offered rooms that have their own history, is served traditional cuisine toned down to the requirements of Internationals palates, is entertained by folk artistes, can participate in activities that allow a glimps into the heritage of the region, and can bask in an atmosphere that lives breather of the past. **Example:** Taj Lake Palace in Udaipur.

2.5 Classification on the basis of size

The number of guest rooms in a hotel is a criterion to classify hotels. Hotels can be grouped in to the following categories on the basis of the number of rooms or the size of the hotel.

Small Hotel: In India, hotels, with 25 rooms or less are classified as small hotels. These hotels provide clean and comfortable accommodation.

Medium Hotel: Hotels with 26 to 100 rooms are called medium hotels.

Large Hotel: In India, hotels with 101 to 300 guest rooms are regarded as large hotels.

Very Large Hotel: Hotel with more than 300 guest rooms are known as very large hotels.

2.6 Classification on the basis of Location

Suburban Hotel: These hotels are located on the outskirts of a city where land is cheaper than downtown locations. Suburban hotels are sprawling constructions with ample parking spaces. They attract clientele that are cost-conscious, though not necessarily budget travellers. Such hotels are ideal for people who prefer to stay away from the hustle and bustle of a city. Example: - Uppal's orchid, New Delhi.



Figure 2.1 A Suburban Hotel

Downtown Hotel: Downtown hotels are located at the centre of the city in busy commercial areas. Everyone likes to stay downtown within easy reach of government and private offices, shopping malls and entertainment centre. However, since the price of land is expensive, the rates of rooms in these hotels are high to enable the investors to get a good return on his investment. These hotels are generally preferred by business clientele as they find it convenient to stay close to the place of their business activities. Now a days, Downtown hotels have built purpose-based shopping malls with food courts and cineplexes along with their hotel for the benefit of their guests. Example: Hotel Inter continental, New Delhi.



Figure 2.2 A Downtown Hotel

Resort: Hotels that are located at tourist destinations such as hill stations, Sea beaches and countryside are referred to as resort hotels. They are mostly away from cities and are located in pollution free environment. The occupancy in

resorts is normally higher during the vacation time and weekends when guests want to take a break from their weekly routine. Example: Taj Fort Aguda Beach Resorts, Goa.



Figure 2.3 A Resort

Airport Hotel: These hotels are located in the precincts of an airport. They cater mostly to transient airline passengers. Who may be catching another flight complete their journey. Such guests need room to sleep before the next flight. Airport hotels cater to those passengers with cancelled flights or delayed flights. Transient airline crews too find the airport hotel convenient between flights. Example: Hotel Centaur, Mumbai.



Figure 2.4 An Airport Hotel

Motels: The word ‘motel’ is formed by merging two words ‘Motor’ and ‘hotel’. They are located primarily on highways and provide modest lodgings to highway travellers. Motels are an important segment of the hospitality sector which provide budget accommodation. Motels cater to the hospitality requirements of road travelers through the facilities and services offered by them. In India minimum plot size for motel shall be 1 hectare.



Figure 2.5 A Motel

Check your Progress-1

Q- 1 What do you understand from Heritage Hotel?

.....
.....

Q-2 What is Motel?

.....
.....

2.7 Classification on the basis of Clientele

Hotels cater to the needs of their guests. Every individual or a group of people who patronize a hotel has a different set of requirements. While some would prefer luxurious accommodation, others would like to stay in a simple and cheap room. Some would require facilities such as meeting rooms, business centres, and conference halls if their travel is business oriented. Hotels can be classified into the following categories on the basis of their clientele.

Commercial Hotel: Commercial hotels are situated in the heart of the city. Mainly businessmen and commercial executive patronize these hotels. Generally duration of stay is a few days only and weekend business is slack. Best possible facilities of high standard are provided in commercial hotels. These days, business centre in a commercial hotel is a must. They must have services like facilities to meet the basics business demands, swimming pool, specialty restaurant, bar, disco, 24 hours room service, health club etc. They also provide in-house

secretarial services, as well as facilities such as letter drafting, typing, fax, and photocopying of documents for the convenience of their guests.



Figure 2.6 A Commercial Hotel

Transient Hotel: Hotel guests who fall under the category of transient guests are those who are en route guests i.e. who are in the process of moving from one destination to another and stop at the hotel for a short period of time as against a terminal guest who has reached his final destination. Located in the close proximity of ports of entry, such as sea port, airport, and major railway stations, these hotels are normally patronized by transient traveller. The occupancy rate is usually very high, sometimes more than 100 percent, as rooms can be sold more than once on a given day. **Example:** Hotel Radisson, New Delhi.

Suite Hotel: The guest rooms generally comprise a living area, a compact kitchenette, complete with a refrigerator and microwave; bedrooms attached with a bathroom, and sometimes even a dance floor. The facilities are highly customized and many include valet services, personalized guest stationery. These hotels are patronized by affluent people and tourists who are fond of luxury. **Example:** Bruj Al Arab, Dubai.

Residential Hotel: Residential hotels are also called as apartment hotels or apartment house. Rooms in a residential hotel are sold on a monthly or yearly basis. Rooms may be furnished or unfurnished, single or en suite. Almost all residential hotels operate a restaurant, offer telephone service, laundry and valet service. Advance rents are usually collected while other charges are billed weekly. These type of hotels normally operate on European plan. Recent developments in this area include co-operative hotels and condominiums in which the tenants own the apartment and pay the management a fee for maintenance. When the rooms are not occupied by the owner the management often has the right to rent them on temporary basis, so that the hotel will contain both residential and transient guests.

Bed & Breakfast Hotel: A European concept, bed and breakfast (B& B) hotels are lodging establishments, generally operated in large family residences. These range from houses with few rooms converted into overnight facilities to small commercial buildings with twenty to thirty guest rooms. The owner usually lives on the premises and is responsible for serving breakfast to guests. Guests are

accommodated in bedrooms and breakfast is served in the room or sometimes in the dining room. The bathrooms may be attached to the guest rooms or may be on a sharing basis. As the tariff is generally lower than a full-service hotel at these properties, they are suitable for budget travellers.



Figure 2.7 A Bed & Breakfast Hotel

Casino Hotel: The focus in this type of hotels is on gambling and provision of casino. These hotels attract the clients by promoting gambling, arranging extravagant floor shows, and some may also provide charter flight services to its clients. Top artistes come to the hotel give their live performances and entertain the guests. They have state-of-the-art gambling facilities, along with specialty restaurants, bars, round the clock room service. Las Vegas, USA is among the most famous casinos in the world.



Figure 2.8 A Casino Hote

Conference Centers: A conference centre is a hotel which caters to the needs of a conference delegation. These hotels provide rooms to delegates of conferences, a conference hall with the desired seating configuration for the meetings; food and beverage requirements during and after the conference; and other requirements, such as flip chart, white board with markers, overhead projector, television, VCD/ DVD player, slide projector, LCD Projector with screen, computer and public address system. Conferences are charged as packages which include accommodation and meeting facilities. **Example:** Hotel Ashok, New Delhi.

Convention Hotels: Convention is defined as a formal assembly or meeting of members, representatives, or delegates of a group for general agreement on or acceptance of certain practices or attitudes. This type of meeting involves a large number of participants. The hotels catering to the needs of this segment are known as convention hotels. These hotels may have more than 2,000 rooms to accommodate the large number of delegates. They are equipped with state-of-the-art convention centre with all the required facilities, such as seating configuration (classroom-type, theatre style), audio-visual equipments, and public address system to meet the demands of a convention.

Example: Hotel Jaypee Palace, Agra

2.8 Classification on the basis of Level of Service

Budget Hotels: Budget hotels focus on meeting the most basic needs of guests by providing clean, comfortable, and inexpensive rooms. Also known as economy or limited service hotels, they appeal primarily to budget minded travellers and groups. These hotels have clean and comfortable guests rooms a coffee shop, a multi-cuisine restaurant, in-room telephone, and channelled music and movies. They may also have a swimming pool, a shopping arcade, and a beauty parlour. **Example:** Tulip Inn, Lucknow.

Mid-Market: These hotels offers modest services without the frills and personalized attention of luxury hotels, and appeal to the largest segment of travellers. They may offer services such as room service, round-the-clock coffee shop, airport/Railway station pick-up and drop facilities, and multi cuisine restaurant with bar. The room rent is much lower than the up market hotels. These hotels are patronized by business travellers, individual travellers, and groups. Since meeting rooms are usually found in mid-market hotels, people panning small conference, group meetings, and conventions may also find these hotels attractive. **Example:** Taj Residency, Lucknow.

Luxury Hotel: Targeting the affluent segment of society, hotels in the up-market category offer world class products with personalized services of the highest standard. The design and interior decoration of the hotel itself reflects the standards maintained by the hotel. The guest room are large with exquisite decoration and furnishings. A valet is assigned to each guest room. These hotels have many specialty restaurants with full-assisted service. Top-end recreational facilities, such as golf course, tennis courts, designer swimming pools with trained

life guards, health spas, and Jacuzzi, are a regular feature. These hotels are generally patronized by affluent people. Who care for quality and include business executives, celebrities, and high-ranking political figures. **Example:** The Oberoi Udaivilas, Udaipur.

2.9 Classification on the basis of Ownership

Proprietary Ownership: Proprietary ownership is the direct ownership of one or more properties by a person or company. Small lodging properties that are owned and operated by a couple or family are common examples of proprietary ownership. Large properties that are owned by Major International hotel companies, such as Marriott, Hilton, also being in this category.

Franchise: The word franchise means that one company ties up with another company, lacking help of the other company to run a business. It is a method of distribution where by one property that has developed a particular pattern for doing business gives the benefit to other properties. Franchise is a system in which the franchise owner grants another the right or privilege to merchandise a product or service for a specified return.

Franchisor: The franchisor is the company that owns the trademark, product/business format that is being franchised.

Franchisee: The franchisee is the company or the individual to whom franchisor confers the right to do business under its name as per the terms and conditions.

Franchising: A continuing relationship in which the franchisor provides a licensed privilege to do the business, plus assistance in organizing, training, merchandising, and management in return for a consideration from the franchisee. Some of the well known franchise chains in the world include holiday Inn., Days Inn, Ramadad Inn, Best western, Quality Inns or Comfort Inns.

Management Contract: Managing a hotel requires professional expertise. A new entrepreneur with little or no experience in the business hesitates to run the enterprises smoothly and effectively. To bridge this gap, Management contract companies came into existence. These companies have the required expertise to manage hotels. They operate on the basis of management fee and sometimes on a percentage of the gross revenue. Management contract, is a contract between the owner of the property and a hotel operator (Management Contractor) by which the owner employs the operator as an agent to assume the full responsibility for operating and managing the hotel. The operator can be a hotel chain with reputed name and market Image such as Hilton, choice hospitality etc.

Time- Share Hotels: Time-share hotels, also referred to as vacation –interval hotels, are a new concept in the hospitality Industry. It entails purchasing a tourist accommodation at a popular destination for a particular time slot in a year. The buyers can then occupy the property for the appointed time or rent the unit to

other vacationers if they can not avail the facility. They have to make a one-time payment for the time slot and a yearly fee to cover the maintenance costs are related expenses, and take a share in the profit from the income generated if they are not utilizing their time slot.

$$\begin{aligned}\text{No. of one week slot owners} &= \text{No. of Apartment} \times \text{No. of week in the years (Guest rooms)} \\ &= 20 \times 52 = 1,040\end{aligned}$$

Thus, the same property can be sold to 1,040 individual owners for specific time slots during the year. Time share is an expanding segment in the hotel Industry today.

Condominium Hotels: Condominium Hotels are similar to time-share hotels, except that Condominium hotel have a single owner instead of multiple owner sharing the hotel. In a Condominium Hotel, the owner informs the management company when they would occupy the unit. The management company is free to rent the unit for the remainder of the year, and this revenue goes to the owner. Owners generally pay a monthly or annual maintenance fee to the management company that takes care of the premises, including landscaping, cleaning of common areas, water and power supply, etc. **Example:** RCI (Resorts and Condominiums & Inns), Singapore.

2.10 Supplementary Accommodation

It can be simply defined as well those types of accommodation that are available outside the formal accommodation sector.

Sarai/ Dharamshala: These lodging properties are mostly found at popular pilgrimage places. They are generally constructed by welfare trusts, social organizations, or even the state, and provide basic security and sleeping facilities for a nominal fee.



Figure 2.9 A Dharmshala

Dak Bungalow/Circuit House: These were built as rest houses for colonial officials across the country as well as in remote areas and scenic locales. All these

properties have an ageless charm and an old world style of hospitality as well as special cuisine, which forms a part of the attraction, apart from the low tariff. These are owned by the various state governments and can be accessed through the local district administration. Often these are the only lodging properties in remote areas.

Lodge/Boarding House: Lodges are modest hotels situated away from the centre of the city or located at a remote destination. These are self-sufficient establishments that offer standard facilities, such as clean and comfortable rooms, Food and Beverage (F&B) services at a specified time of stay.

Youth Hostel: The youth, from rural as well as urban areas, travel for various reasons, such as education, adventure, and recreation. Youth hostels were established to cater to the youth on the move, who couldn't afford steep hotel rents. A youth hostel generally provides low-cost dormitory accommodation with common bathing and cafeteria facilities.



Figure 2.10 A Youth Hostel

Yatri Niwas: A yatri niwas provides low-cost, self-service accommodation to domestic tourists in cities. The emphasis is on modest comfort and affordability. These are generally frequented by people during brief stopovers while traveling between places, or by families with modest budgets.

Camping Grounds/Tourists Camps: Camping grounds are normally located within cities in open spaces. They provide parking spaces along with water, electricity, and toilets. Camps must follow certain regulations regarding the quality of services and cost, and are set up by municipalities.

Railway/Airport Retiring Rooms: A retiring room is for the convenience of the transit travellers. These are situated at major railway stations and domestic and international airports. They provide a resting place to passengers with confirmed and current tickets. These retiring rooms are available at reasonable

rates and are often air conditioned. Booking for the same is made through the station superintendent or the airport Manager.



Figure 2.11 Railway Retiring Room

Paying Guest Accommodation: A paying guest (PG) accommodation is a non-institutional accommodation offered individual house holds at various destinations. This Kind of accommodation is becoming popular in large metropolitan cities among outstation students and the employed youth migrants from other towns. Guest normally pay for accommodation, while the rules for F&B service may differ from host to host.

Check Your Progress 2

Q-1 What is time share hotel?

.....
.....

Q-2 What do you understand from youth hostel?

.....
.....

2.11 Summary

Hotels are classified in various ways and many hotels do not fit into any single, well-defined category. We have tried to give classification of hotel in a broader way. The main advantage of classification is that it lends uniformity in services and sets the general standards of a hotel. Other benefits of classification are that hotels quality will be maintained and guest get proper utility and satisfaction while staying in the hotel.

2.12 Glossary

- **Check in:** Procedure of receiving the guest, assigning & allocation of rooms & registering of a guest in the hotel.

- **Casino Hotel:** A hotel that provides gambling facilities.
- **Commercial Hotel:** A hotel situated in the city centre or business centre, catering to the business travellers.
- **Condominium:** A hotel owned by a single owner who might use it for some part of the year and rent it out for the remainder of the year.
- **Floatels:** Hotel establishment being operative on large water bodies such as seas and lakes. Cruise liners and some houseboats are typical examples of these.
- **Franchise:** The right market a service and/or product often exclusive for a specified area, as granted by the manufacture, developers or distributor in return for a fee.
- **Guest:** A guest is a person that is currently registered to stay at a property and/or has stayed a property.
- **Motel:** Overnight accommodation originally targeted to automobile travellers and therefore, situated at roadside locations.
- **Resort:** A hotel that caters primarily to vacationers and tourist and typically offers more recreational amenities and services, than other hotels. These hotels are located in attractive and natural tourism destinations and their clientele are groups and couples that like adventure with sophistication and comfort

2.13 Review Questions

- 1 Explain B & B Hotels?
- 2 What facilities does a casino hotel offers to its guest?
- 3 Explain the concept of Time share hotel?
- 4 Explain the star classification of hotels?
- 5 How does a time share property differ from a condominium?
- 6 Classify hotel in your area in the basis of locations?
- 7 Explain about supplementary accommodation facilities available in India?

2.14 Check your progress- 1 Answer

Ans-1 'Heritage Hotels' cover running hotels in palaces/castles/ forts/ havelies/ hunting loges/residence of any size built prior to 1950. According to the Ministry of Tourism, the Heritage Hotels are divided into three categories. **Heritage, Heritage classic, Heritage Grand.** In a heritage hotel, a visitor is offered rooms that have their own history, is served traditional cuisine toned down to the requirements of Internationals palates, is entertained by folk artistes, can

participate in activities that allow a glimpse into the heritage of the region, and can bask in an atmosphere that lives breather of the past

Ans-2. The word ‘motel’ is formed by merging two words ‘Motor’ and ‘hotel’ They are located primarily on highways and provide modest lodgings to highway travellers. Motels are an important segment of the hospitality sector which provide budget accommodation. Motels cater to the hospitality requirements of road travelers through the facilities and services offered by them.

2.15 Check your progress- 2 Answer

Ans-1- Time-share hotels, also referred to as vacation –interval hotels, are a new concept in the hospitality Industry. It entails purchasing a tourist accommodation at a popular destination for a particular time slot in a year. The buyers can then occupy the property for the appointed time or rent the unit to other vacationers if they can not avail the facility. They have to make a one-time payment for the time slot and a yearly fee to cover the maintenance costs are related expenses, and take a share in the profit from the income generated if they are not utilizing their time slot.

Ans-2- The youth, from rural as well as urban areas, travel for various reasons, such as education, adventure, and recreation. Youth hostels were established to cater to the youth on the move, who couldn’t afford steep hotel rents. A youth hostel generally provides low-cost dormitory accommodation with common bathing and cafeteria facilities.

2.16 Further References

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Unit – 3 : Organizational Structure of Hotels

Structure of Unit:

- 3.0. Objective
- 3.1 Introduction
- 3.2 Overview of Hospitality & Hotel Industry in India
- 3.2. Types of Restaurants
- 3.3. Pioneers of Indian Hospitality Industry (Great Indian Hospitality Tycoons)
- 3.4. Organization of Hotel
- 3.5. Classification of Hotels
- 3.6. Types of Organizational Charts and use
- 3.7. Hotel Organizational Plan
- 3.8. Duty Rotas and Work Schedules
- 3.9. Uniform Services
- 3.10. Qualities of a Good Front Office Employee
- 3.11. Summary
- 3.12. Key Words
- 3.13. Review Questions
- 3.14. Reference

3.0 Objective

At the end of the unit the learner would be able to understand the concept of Organizational structure, difference between organizational structure of small, medium and large hotel. The learner would also be able to identify the various traits and qualities needed in a front office staff.

3.1 Introduction

However small, no hotel business can be operated by a single individual and hence the hotel is always a product of organization of two or more persons. A guest coming to the hotel is interested in professional and efficient delivery of service and good quality product. He is interested that the receptionist who receives him should be well mannered, the bell boy who carries the luggage should be courteous, the room in which he is going to stay should be comfortable and the food that he is going to eat should be delicious and nutritious. He does not have to visualize the complexities involved in the day-to-day working of the hotel and that a well coordinated staff network is needed for it.

3.2 Overview of Hospitality & Hotel Industry in India

Indian has 5000 years of history, culture, religion and alternative medicine fascinate both luxury and budget travelers. Focus of the industry is on the tradition of “Atithi Devo Bhavah” or Guest is God. Tourism is a significant sector of the Indian economy and contributes 2.5% of Gross Domestic Product (GDP) and 8.78% of total employment in the country. Tourism in India is the third largest foreign exchange earner and also provides employment opportunities and has significant linkages with agriculture, horticulture, handicrafts and infrastructural development in the country. According to the World Travel and

Tourism Council (WTTC) India and China are the most growing industries for the next 10-15 years. According to World Economic Forum Competitive Report 2011, the Indian tourism industry has out performed globally and holds 12th position in Asia and 68th position in the list of the world's most attractive tourist

ITC/Sheraton Corporation

ITC's Hotel division was launched on October 18, 1975, with the opening of its first hotel- Chola Sheraton in Chennai. ITC –Welcomgroup Hotels, Palaces and Resorts, is today one of the finest hotel chains with its distinctive logo of hands folded in the traditional Namaste is widely recognized as the ultimate in Indian Hospitality. Each of the chain's hotels pays architectural tribute to ancient dynasties, which ruled India from time to time. The design concept and themes of these dynasties play an important part in their respective style and décor. The group has joined hands with the Sheraton Corporation to strengthen its international marketing base and now have currently 10 ITC – Welcomgroup Sheraton Hotels, and more in pipeline.

destination.

The increasing numbers of both domestic as well as international tourists have been very encouraging for the Indian travel and Hospitality industry which has nearly doubled during the last three years. Indian travel and Hospitality industry experienced a healthy growth trend of 24.6% during 2009-10. According to the Market Research Division of Ministry of Tourism, the total number of foreign tourists in the country in 2010 was 5.58 million as compared to 5.17 million in 2009, representing a rise of 8.1% and approximate 562 million domestic tourists. The growth rate of Foreign exchange earning were INR 60000 million in June 2011 over June 2010 (INR 50000 million) was 18.9% to the growth of 28.1% in June 2010 over June 2009 (INR 47000 million).

Government Initiatives

The Ministry of Tourism has made various efforts to expand the tourism infrastructure at various destinations in India. According to the 11th Five Year Plan, a total of INR 2350 billion is planned to be invested in upgrading and modernizing civil amenities like bridges, ropeways, roads, telecom services, ports and other forms of transport according to report by the Planning Commission. All efforts are judicious blend of traditions, legacy, religion and eco tourism projects that intend to offer the tourists a holistic experience. The Government has allowed 100% foreign investment under the automatic route in the hotel and tourism related industry. Government of India has announced a scheme of granting tourist Visa on arrival (T-VoA) for the citizens of Finland, Japan, Luxembourg, New Zealand, and Singapore. Scheme is strictly on single entry for the purpose of tourism and for a short period of up to a maximum of 30 days. Identification and development of 37 destinations within last two years and execution of 600 projects for 300 tourist spots across the country with an investment of over INR 1200 million are some projects taken by Government to boost the travel industry and create awareness for the sector.

The term tourism related industry includes:

- Travel agencies, tour operating agencies and tourist transport operating agencies.
- Units providing facilities for cultural, adventure and wildlife experience to tourists.
- Transport facilities: surface (road and rail), water and air facilities for tourists.
- Convention / seminar units and organization.

The term hotel includes restaurants, beach resorts and other tourism complexes providing accommodation and / or catering and food facilities to tourists.

Prior to 1980s, the Indian hotel industry was a slow growing industry consisting of single hotel companies and after the *Asiad* held in New Delhi in 1982, and subsequent liberalization of the Indian economy generated tourism interest in India. Growth in demand for hotels was particularly high during the early 1990s and most of the most of the international chains and new entrants came in this period. Ministry of Tourism, Government of India classified all the hotels into three types of:

- ***Star categories:*** 1 star, 2 star, 3 star, 4 star, 5 star, and 5 star deluxe
- ***Heritage categories:*** heritage Grand, Heritage Classic and Heritage
- ***Apartment hotels:*** 3 star, 4 star, 5 star, and 5 star deluxe

Market segments: All the categories of hotels have their market segment such as high end 5 star deluxe and 5 star hotels cater to the ***business and up market foreign leisure travelers*** and offer a high quality and range of services. Average foreign, middle level business travelers and domestic leisure traveler approach to 3 star and four star hotels and highly price conscious segment of the domestic and foreign leisure travelers appreciate to avail the facilities and services 1 star and 2 star hotel. 1 and 2 star hotels neither do nor offer as many facilities as the other star category of hotels. Major players of the hotel industry are:

- Hotel chains: TAJ, Oberoi, ITC, ITDC.
- Small chains: Hotel Leela Venture, Asian Hotels, Jaypee, DLF Universal, Bharat Hotels, Sahara, Viceroy Clarks.
- Public sector chains: ITDC, HCI, IRCTC
- International hotel chains: Marriott, Starwood, Berggruen, Emmar MGF,
- Localized hotel companies

My life has been achievement-oriented. I started off as a coal clerk at the Cecil Hotel in Simla. But I always had dreams and I worked my way at fulfilling those dreams."

- MS Oberoi, the Founder of the Oberoi Group

"I have great respect for the professionalism of Oberoi Hotels. To me, both the hardware and software components are equally important in a complete hotel

product and the Oberoi brand excels in both. P R S Oberoi stands for uncompromising quality like his late father and in this country at least, there isn't anyone who is equal to them on that strength."

- Sunil Mathur, Director, International Development, Wyndham Hotel Group.

3.3 Pioneers of Indian Hospitality Industry (Great Indian Hospitality Tycoons)



Fig 3.1 TAJ MAHAL MUMBAI

BHARAT RATNA Jehangir Ratanji Dadabhoy TATA

Born on July 29, 1904 in Paris and his mother was a French lady and father was Parsi and JRD Tata was popularly known as Jeh. JRD Tata was educated in France, Japan and England. JRD had great interest in flying and had the honor of being India's first pilot. JRD joined Tata & Sons in the year 1925 and was chairman of Tata & Sons for 50 years. JRD Tata was one of the most enterprising Indian entrepreneurs and awarded Bharat Ratna in 1992. Contributions of JRD Tata:

Built largest industrial house of India.

Launched Air India International as India's first international airline in 1948.

Became chairman of Tata & Sons and started 14 enterprises under his leadership and when he left Tata & Sons having more than 95 enterprises.

JRD Tata was the Trustee of Sir Dorabji Tata Trust from its inception 1932 and established Asia's first cancer hospital, The Tata Memorial center for Cancer, Research and Treatment. Trust also founded Tata Institute of Social Sciences, Tata Institute of Fundamental Research and National Center for Performing Arts. Started principles of eight –hour working day , free medical aid, worker's provident fund, workmen's accident compensation schemes and all these were

adopted as statutory requirement in India.

Awards :

Received Padma Vibhushan in 1957 on the eve of silver jubilee of Air India.

Guggenheim Medal for aviation in 1988.

United Nation Population Award for successfully implementing the family planning movement in India.

JRD Tata died in Geneva, Switzerland on November 29, 1993 at the age of 89 and Indian Parliament was adjourned in his memory –an honor not usually given to persons who are not Members of Parliament.



Fig 3.2 UDAI VILLAS HOTEL UDAIPUR

PADAM BHUSHAN M.S.OBEROI

**Profile of Grand Old Man of the Indian Hospitality Business
Rai Bahadur Mohan Singh Oberoi**

Born: 15th August 1888 in Bhaun in undivided Punjab.

Died: 3rd May, 2002

Father's name: Attar Singh Oberoi.

Education: Matriculate from DAV School, Rawalpindi.

Intermediate from Lahore

Stenography course from Amritsar

First job: As a supervisor in shoe factory

First job in the hotel: As a clerk in Hotel Cecil Simla and promoted as a cashier

and stenographer by Mr. Clarke Manager of the luxurious hotel Cecil.

Route of success:

1924: Taken a catering contract for the elite Delhi club and leased Simla hotel and renamed as Clarke Hotel and it was the first of hotels that Mr. M.S.Oberoi acquired.

1938: Leased Hotel Grand in Calcutta for a sum of Rs. 7000 per month and completely refurbished the hotel and set up facilities to accommodate 1500 beds and then offered to the British Army for a sum of Rs. 10 each.

1943: Took over Associated Hotels of India Limited and gained control over hotels located in Delhi, Lahore and Rawalpindi and added more hotels to the group.

Contributions and achievements:

- Pioneer in using old palaces and heritage monuments as hotels.

- Founder of Oberoi Centre of Learning and Development.

- Oberoi group was one of the first companies to have women employees in the hospitality sector.

- Elected to the Rajya Sabha twice in 1962 and 1972.

- Elected Member of Parliament in the year 1968.

- Awarded Elite winner in 1978 by Newsweek Magazine .

- Honored by the Government of India with the Padam Bhushan in 2001.

Vision of Oberoi Hotels

We see an organization which aims at leadership in the Hospitality Industry by understanding its guest and designing and delivering products and services which enable it to expect their expectations. We will always demonstrate care for our customers through anticipation of their needs, attention to detail, distinctive excellence, warmth and concern.

We see a lean, responsive organization where decision making is encouraged at each level and which accepts change. It is committed and responsive to its guests and other stakeholders.

We see a multi-skilled workforce, which consists of team players who have pride of ownership, translating organizational vision into reality.

We see an organization where peoples are nurtured through permanent learning and skill improvement, and are respected, heard and encouraged to do their best. Oberoi is recognized as best practice for training and developing its people.

We see a more multinational workforce which has been exposed to different cultures, problems and situations and can use its experiences to enrich the local employees whether in India or overseas.

We see the world dotted with hotels of The Oberoi group, in strategic commercial and resort locations.

We see user friendly technology enhancing value for our customers and helping

our personnel by making information more accessible.
We see an organization which is conscious of its role in the community, supporting social needs and ensuring employment from within the local community.
We see an organization which is committed to the environment, using natural products and recycling items, thus ensuring proper use of diminishing natural resources.

Source: www.oberoihotels.com

The Taj Group of Hotels

Mission Statement

The Taj Group of Hotels must always be the leader in the Hospitality and Food service industry in India. With our traditional commitment To serve, we will strive endlessly to ensure totally guests satisfaction and customer loyalty. We will lead and empower a motivated workforce to achieve the highest levels of performance in meeting the needs of our customers, shareholders and community. We will perpetuate our established goodwill through continued commitment to integrity humanness and concern for social causes and the environment.

The Tata Group Facts file: the Indian Hotels Company and its subsidiaries are collectively known as Taj Hotels Resorts and Palaces, recognized as one of the Asia's largest and finest hotel company. Incorporated by the founder of the Tata Group, Jamsetji. N.Tata, the company opened its first property, The Taj Mahal Palace Hotel, Bombay, in 1903.

Ranked amongst the World's top 100 brands by Business week magazine and placed in 13th among the 25 Most innovative companies.

Well known for its business ethics, strong values new technologies and innovation.

Asia's largest and finest group of hotels.

65 hotels in 45 locations across India with an additional 17 International hotels in USA, UK, Africa, the Middle East, Mauritius, Bhutan, Sri Lanka, Maldives, Sri Lanka, Bhutan, Malaysia and Australia.

Facilities at a glance

The Oberoi Cecil, Shimla

Colonial architecture, centrally heated in winters and air conditioned in summer, wood floors, crackling fires, well furnished rooms, colonial style furniture, TV, DVD Player, satellite television, wired internet broadband,

direct dial telephone with voice mail, 24 hrs personal bar and butler service, heated swimming pool, billiards rooms, bridge tables, board games, children's activity centre with multimedia equipment, heated swimming pool, spa therapy, steam rooms and saunas, aromatherapy, Ayurvedic, Balinese, Hawaiian and Thai Massage, Gymnasium, golfing, horse riding, ice skating, trekking, and skiing.

3.4 Organization of Hotel

An hotel can be called as organization because it is also a business, and it is a set up to achieve certain goals (guest satisfaction and profit) by the production of food and beverage services and accommodation for its. guests. It plans and coordinates activities of its staff in order to achieve its goals, and also it divides personnel into functional departments, each with their own areas of authority and responsibility.

It is the foundation for building hotel management structure and the evolution of all form of life of human society show the need for organization.

It is the mechanism that enables living things to live and work effectively and efficiently together and hence organization may be called as the arrangement of personnel and assignment of duties and responsibilities to them so the entire establishment functions as one unit. It is important that there are clear lines of authority and effective lines of communication.

3.4 Classification of Hotels

The hotels are classified based on the location, size and types of services provided. The organizational structure is dependent on the type of hotel, the size, location, services offered all have bearing on the both quantity and quality of the manpower

3.4.1 Location wise

Downtown hotel or City centre hotels: It is located in the heart of city. Tariffs are high due to their location advantage as these hotels are near corporate offices, shopping arcade, business centre, public buildings etc and also to the fact that rate of ROI calculated on the capital intensive property is considerably high. Normally business clientele are preferred and it has high occupancy on week days. Best example to fit in this category is **Hyatt regency** New Delhi.

Motels or Motor hotels: Earlier it was termed as motor hotels now it is known as motels they are located on highways, they only provide lodging to highway travellers that means no food and beverage is served in this type of hotel they guest generally have an overnight stay and these provide more than enough parking spaces for their vehicles. Example: **KTDC motel** in kerala.

Suburban hotels: It has very quite surrounding as they are located in suburban areas; the occupancy is generally having high traffic on weekend. Tariffs of these hotel rates are reasonably low and therefore it is perfect for budget travellers.

Airport hotels: As name says it is situated near by the airport. They have transit guest who stay over between flights for few hours. The guests generally prefer these types as hotel as they have to cut down the travelling hours and have very minimum time just for their work. Tariffs are reasonable here. Example: **Centaur hotel** in New delhi and Mumbai.

Floating hotels: These are the type of hotel are generally which floats. These hotels are established on luxury liners or ship generally located on lakes, rivers and sea. These are cruise in this rooms are generally small and all furniture is fixed down. It has long stay guest and have all the facilities which a normal hotel has for example food and beverage services, laundry, bar etc. Travelling is not the main purpose of this ship. Boatels are also a kind of floating hotels they are generally a house boats. They also offer luxurious stay to their guest. Example for floating hotel is **Royal Caribbean cruise ships** and **shikaras of Kashmir** for boatels.

Inns: They are located inside or outside the city. They are smaller in size and just have lodging facility. It has reasonably very low tariff and it's generally for budgeted clientele. The length of stay is from one to two days.

Rotels: These are hotel on wheel. These are in form of buses as well as trains. They providing a luxurious hotel atmosphere to the travellers they are like hotel room and have facility of food and beverage. They are normally used by small group of travellers. Examples are **palace on wheels** and Deccan Odessey.

Resorts: These leisure hotels are located at the beaches or in the hills. They are also termed as health resort or beach hill resort and so depending on their position and location. They are for vacationers it generally cater a person who wants to relax, enjoy with their families. They include adventurous trip. Most resort has high occupancy rates during peak season. Sales and revenue fluctuate from season to season. Examples are: **Raj vilas** jaipur, **vanya vilas** ranthambore etc.

3.4.2 Size of Property

The benchmark for the categorization of hotel is by the number of rooms available in the hotel.

- Hotel which has 25-100 rooms are known as **small hotels**.
- Hotel which has 100-300 rooms is known as **medium sized hotel**.
- Hotel which have more than 300 rooms are termed as **large hotels**.
- Hotels with more than 1000 rooms are known as **mega hotels**.
- The group that have hotels in many number of location in India and international venues are known as **chain hotels**. The main hotel chains of India are: the Oberoi Group, maurya shereaton, leela palace, ITDC ashoka group, taj hotels and resorts, and some of the international chains are Hyatt regency, Le Meridien, Shangri-La, Marriott etc

3.5 Types of Organizational charts and Use

The organizational chart may be classified into three based on the purpose they serve. They are as mentioned below-

1. Skeleton
2. Functional
3. Personal

1. Skeleton chart

A graphical presentation of the hierarchical framework. It contains principal sub-units. These are arranged in levels of hierarchical status connected by lines suggesting the different types of authority. The line of communication is usually indicated by a solid black line, while a broken or hatched line represents staff or functional relationship.

2. Functional chart

Functional charts usually apply to sub-units showing smaller breakdowns into divisions, units or sections. Sometimes, they go down far enough to depict every first line supervisor. Boxes are made to write down duties, activities or functions of that particular sub-unit executive or supervisor.

3. Personnel chart

It is of the same graphic design as the functional chart but the boxes contain personnel information. This may consist of the job title of the supervisor and each subordinate and in some cases the names of the incumbents are listed. Sometimes, the authorized personnel are compared with the actual personnel on a given date.

Uses of organization chart

- (i) Gives a bird's eye view of the organizational structure.
- (ii) Indicates line, (direct) staff (lateral) and functional relationship and any misunderstanding can be cleared.
- (iii) Shows channels of communication and are useful in training new employees,
- (iv) Indicates the various job positions and levels of management.
- (v) Line of responsibilities and authority made definite and formal.

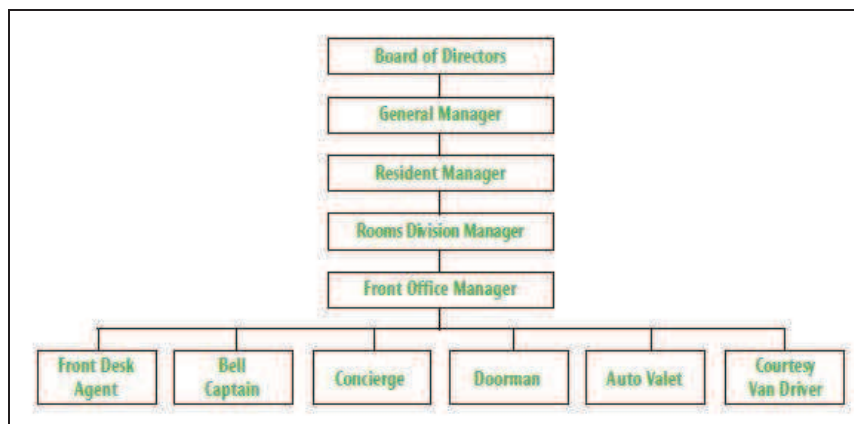


Fig 3.4 Line of command

Job analysis

A job is a collection of tasks, duties, responsibilities which as a whole, is regarded as the established assignment to individual employee. Job analysis is a procedure by which the facts with respect to each job are systematically discovered and noted (also called as Job study). It suggests the care with which task processes, responsibilities and personnel requirements are investigated.

The job information provided by job analysis is used in

- (i) Organization and integration of the whole workforce and in organizational planning
- (ii) Recruitment, selection and placement
- (iii) Transfers and promotions
- (iv) Training programmes
- (v) Wage and salary administration
- (vi) Settlement of grievances
- (vii) Improvement of working conditions
- (viii) Setting production standards
- (ix) Improvement of employees, productivity through work simplification and methods improvements

The purposes and uses to be made of job analysis determine the procedure to be followed in the job analysis programme with respect to each job. Job analysis seeks to discover

- (i) What the worker in the job expected to do.
- (ii) How the job is performed.
- (iii) Skills required for effective performance.
- (iv) Job relationships.

Disadvantages and limitations

- (i) Compartmentalized thinking
- (ii) Only a limited picture is given
- (iii) Not easy to keep up-to-date
- (iv) Shows relationships which are supposed to exist but may not exist in reality,
- (v) It may cause status problems by showing someone as subordinate (inferior) to someone else. These problems may be overcome by charts made in inverted, i.e., by placing the top at the bottom, or by horizontal charts or putting it into a circle.

3.7 Hotel Organization Plan

Number of factors such as location, type of hotel, type of service, structural layout, background and training of staff, policy of hotel, levels of management and type of ownership, and so on, are involved in hotel organizational plan.

ORGANIZATION OF A LARGE HOTEL

1. Manager front office

Two divisions come under him. Each has four sub-sections:

- (i) (a) Rooms sales
(b) Reservations
(c) Telephones
(d) Cash and bills office
- (ii) (a) Bell desk
(b) Information
(c) Chauffeur and garage
(d) Rentals/Concessionaries, etc.

2. Manager food production

Various kitchens and food production centres, executive chef, sous chef, commis, etc.

3. Manager(s) food and beverage service

Various services outlets managers, such as restaurants and bars, banquets and room service, etc. Manager restaurants, stewards and commis, etc.

4. Executive housekeeper/Manager housekeeping

Rooms public areas, provides vacant and clean rooms. Helps front office in keeping status up-to-date.

5. Manager accounts

Two sub-divisions (handles financial activities) - (i) cash and (ii) credit.

Functions: Paying all bills, sending outstation bills, receiving payments, computing payrolls and making payroll cheques, computing income data (incomes and expenditures), making bank deposits, secure cash money, control and monitor revenue, compiling monthly income statement.

6. Maintenance engineer/Manager engineering

Three subsections - (i) energy, (ii) power and light and (iii) Temperature control

Responsible for keeping highest standards of appearance of interior and exterior and all equipment. Looks after regular maintenance, preventive maintenance, breakdown maintenance, emergency work and special project assignments.

Staff: Plumber, mason, electrician, painter, polisher, carpenter, carpet repairer, etc.



Fig 3.3 Al Bhuj Dubai

7. Manager/Incharge security department

Reports directly to G.M., Resident Manager. In.house or contracted service. Responsibilities include patrolling the property, monitoring surveillance cameras, guest, staff and property safety, maintaining relations-with local law officials.

8. Manager/Incharge sales and marketing

Objective - To attract guests to hotel. To find out sources of business, what they want knowledge of competitors, how you can beat them and finally to plan how you can get maximum revenue for your hotel. Designs brochures, billboards and other advertising material.

9. Manager personnel department

Looking after the welfare of staff and activities from recruitment to termination and retirement. On the basis of the above a possible organization chart of a hotel is given below :-

a. Large Hotel (Over 500 rooms)

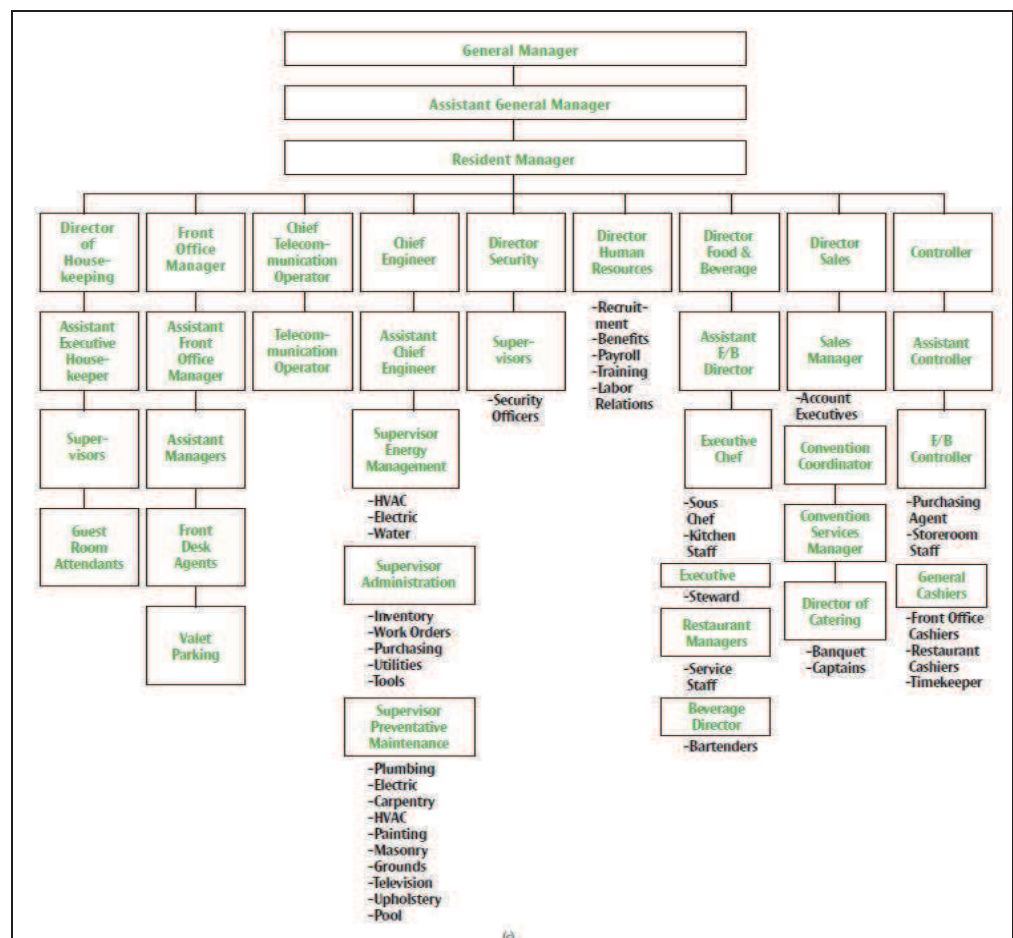


Fig 3.3

b. Medium Size Hotel

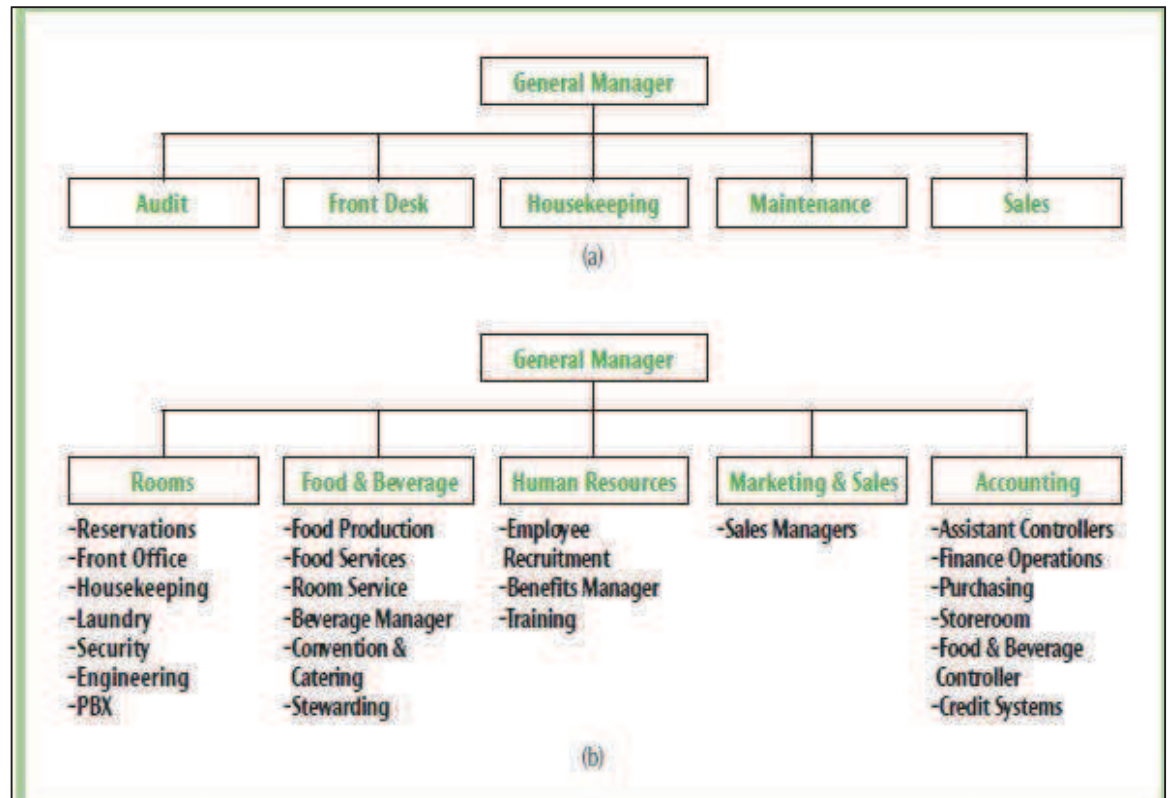


Fig 3.3

3.8 Duty Rotas and Work Schedule

Duty rotas are necessary :

1. To ensure that there is sufficient staff on duty at any given period in order that work may be covered.
2. To ensure that the staff work the correct number of hours as stipulated in the contract of employment.
3. To ensure that days off are as regular as possible; giving staff adequate rest periods and ensuring that work output remains at a constant level.
4. To plan days off for the staff in a fair manner.
5. To aid in preparation of attendance and payroll reports.
6. To know who is on the premises in case of fire.

Before completing a duty rota it is necessary to ascertain:

1. The average hours (those working hours when the housekeeping department is operational).
2. The number of full-time and part-time staff on the payroll.
3. Whether casual or agency staff are available.
4. The number of hours worked per day, per week, per person.
5. Meal and tea break time allowances.
6. Expected productivity rate per employee, per day, per working period

7. Staff requests such as special day offs or holiday periods. Periods of illness must also be taken into consideration and sometimes provision has to be made for last minute sickness or absence.
8. Quantity of expected workload per day.
9. Special operational factors, e.g., spring cleaning or refurbishment project.

Duty rosters control the hours of work and should be drawn up well in advance, so that all the staff know when they will or will not be required on duty. As far as possible, the roster should show an equal distribution of weekend offs, early and late duty-turns and split shifts. There should be an overlap of duties sufficient to provide for a handover of duties and to ensure that any area is not left unmarred. Relief staff is used to replace absentees, or those who are sick and are not always rostered, but have their duties allocated as the need arises.

Duty roster - Duty roster is allotment of work or job, which will specify

1. Job
2. Place
3. Timings
4. Breaks and lunch time off, etc.
5. Immediate supervisor
6. Indicator of special duties

The following points are essential while making the duty roster:

- Knowledge of duty roster
- Human relations
- Aspirations
- Working conditions
- Types of shift

Types of Shift

1. **Straight shift :** Staff work a specific number of hours continually depending on whether they are full time, part-time or casual, on permanent days, afternoon or night.
2. **Split shift:** They are still quite common in the areas of cleaning. Housekeeping department staff work a specified number of hours during the peak period, then have a few hours of rest and return to cover the next peak period. In all, they may not work more than 8 hours but a shift may cover 'roll, a span of 12 hours during the day.
3. **Rotating shift:** Another of the staff will usually cover a work period of 24 hours 7 days per week for 52 weeks of the year. Three shifts of 8 hours rotation in a pre-arranged manner, e.g., 6 a.m. to 2 p.m., 2 p.m. to 10 p.m. and 10 p.m. to 6 a.m. They may have 4 days work and 2 days off. Then they move into the next shift and so on. The length of shift, or cycle will depend on the number of staff, the average working hours per week or fortnight and the number of working days in rotation to off duty periods.
4. **Alternating shift:** Staff work, either a specified number of early or late shifts each week or once a week. An early shift followed by one week on a late shift.

3.9 Uniform Services

Uniform services encompass the areas within the front office other than the front desk. Sometimes referred to as guest services, the areas within uniform services include:

- Bellstand
- PBX
- Valet parking/Garage
- Shuttle driver
- Concierge
- Door persons

The name derives from the fact that each of these employees used to wear a uniform of some sort. The garage and valet parking groups manage guests' automobiles. The bell staff assists guests to and from their rooms. The concierge tends to special guest needs of any sort. The private branch exchange or PBX manages communications into and out of the hotel.

Confusion may arise in identifying this department because today it is uncommon to find PBX, for example, in uniform, as they never actually greet a guest in person. Also, although housekeepers wear uniforms, they are not considered uniform services in this definition.

3.10 Qualities Of a Good Front Office Employee

The most common answer to the question 'Why did you decide to become a receptionist?' is, because you wanted to MEET PEOPLE.

Now to be successful in any human relationship you must reflect these characteristics:

- A warm personality and smart appearances.
- A keen interest in people and polite and courteous nature.
- Poise under pressure, keeping himself cool and problem solver.
- A desire to be helpful but also diplomatic and tactful.
- The ability to listen, hard working and punctual.
- A willingness to reflect management policy, should be able to take quick decisions.
- The ability to get along with co-workers, and pleasant approach and a good motivator and coordinator.
- A desire to be liked with good public relation qualities.

The ability to help another employee without resenting it or showing irritation.

- Should be confident, analytical, intelligent and a good salesman.
- Neat personal habits.
- Good memory (should be able to remember names of regular guests)

- Knowledge of languages.
- Numerical ability.
- Reference point.
- Image Builder.

Standing behind the front desk and meeting any of the dozens of problems that arise in a hotel requires a reserve of energy.

Keep your reserve built up by common-sense rules of living: ;

- Get plenty of sleep.
- Do not drink. If you must, be moderate.
- Do not smoke, at least not on the job.
- Be positive.

As a receptionist, you will be one of the first persons a guest meets in a hotel. First impression forms lasting impression. So .make sure that the guest gets a positive impression from the moment he walks in.

Some points to remember:

- Avoid all controversial questions. You can afford to win arguments but not in the hotel business.
- Be oblivious to guests' mistakes. Say 'I am sorry, I did not make it clear'.
- Do not say, 'You are wrong' or 'You misunderstood me.' Instead say, ' Sorry sir, I could not make myself clear.'
- Do not criticize competing hotels. This never helps anyone, including yourself.
- Cancel all 'Yeahs', 'Okays' and 'Nos' from your vocabulary, i.e., do not use slangs.
- Speak positive. Every negative reply can be rephrased: 'One moment, please' is a great improvement over 'Wait a minute'.
- Refer to men guests as gentlemen, females as ladies.
- Immediate attention to the traveller is a form of respect to which he is entitled.

Last but not least the sincere smile is and has been a tradition of the hotel business. This smile has to be sincerely at all times - not wooden.

Your personal hygiene and neatness will also help you to a successful performance as a hotel receptionist.

3.11 Summary

In the unit we learned about the factors that have an impact on the organizational structure. The bigger the hotel more complex is the manpower need hence wider organizational structure. We also explored the leading hotels of the country along with the details about the founders of leading hotel chains such as Taj and Oberoi.

In the unit we have also studied about the various qualities that a front office personnel should possess in order to be successful in this department,

3.12 Key Words

- **Skeleton chart :-** A graphical presentation of the hierarchical framework
- **Functional chart :-** Functional charts usually apply to sub-units showing smaller breakdowns into divisions, units or sections.
- **Personnel chart** It is of the same graphic design as the functional chart but the boxes contain personnel information.
- **Rotels:** These are hotel on wheel
- **Downtown hotel or City centre hotels:** It is located in the heart of city

3.13 Review Questions

- 4 Write a brief note on life of JRD Tata.
- 5 How is Hotel an organization? Explain.
- 6 Draw an organizational chart of 250 room hotel.
- 7 Explain the following terms
 - i Resort
 - ii Floatel
 - iii Large Hotel
- 8 Explain various types of shift followed in a large hotel.

3.14 References

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Unit – 4 : Front Office Organization

Structure of Unit:

- 4.0 Objective
- 4.1 Introduction
- 4.2 Front office hierarchy
- 4.3 Duties and responsibilities
- 4.4 Summary
- 4.5 Review questions
- 4.6 References

4.0 Objective

The reader is able to understand the awareness of the staff of front office department and their duties and responsibilities and is able to trace his career path. It will help him list our various job requirements along with the qualities and traits needed to be successful in front office.

4.1 Introduction

In order to carry out its mission, global and departmental goals and objectives, every company shall build a formal structure depicting different hierarchy of management, Supervision, and employee (staff) levels. This very structure is referred to as organization chart. Moreover, the organization chart shows reporting relationships span of management, and staff/line functions.

4.2 Front Office Hierarchy

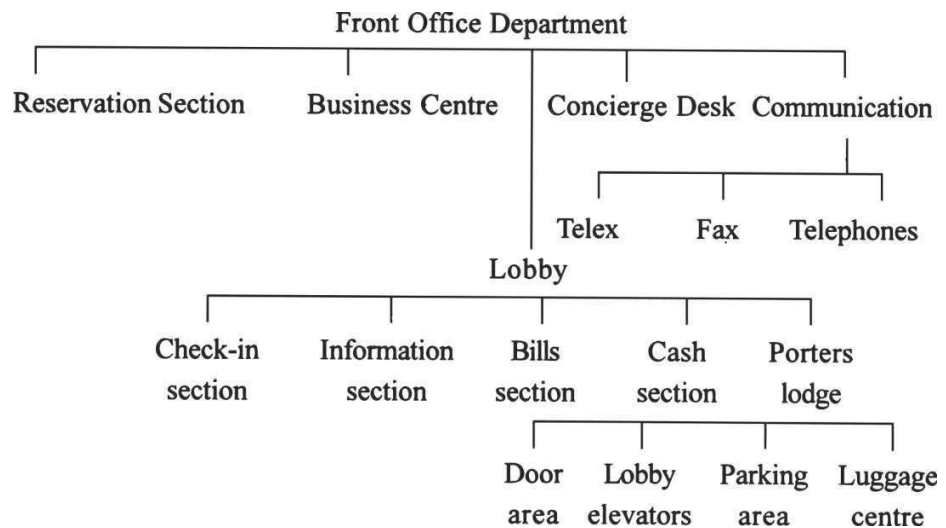
Usually the front office department of a hotel comprises of subsections, such as (a) Reservation, which is responsible for booking of rooms in advance, (b) Check in, which is responsible for receiving the guest, allocating and assigning the room and registering of a guest and is also a source of information for government offices such as FRRO, etc. (c) Information, as the name suggests, the main function of this subsection is to provide information about the hotel, its services and amenities, city, town, country, travel and transport, banks and receiving and distribution of mail and message, packets, room key, etc., to the guest (d) Bell desk, which is mainly responsible for luggage handling, etc., and (e) Cash and bills, responsible for maintaining and recording guest accounts and bills and folio of guest and either cash or credit settlement of guest folios at the time of departure.

In addition to the above, telephone and telex section of the hotel, business centre, and sometime PRO and GRO also come under the front office department in many hotels.

Communication with every other department flows from the front office, as well as instruction and directions for services, care and relations with guest also originates from here. Many times the front office represents the whole hotel for a guest. To its employees the front office provides the best environment and

working conditions and opportunity to come in contact with the best and the most elite members of society, not only of its own country but the whole world. It provides them opportunity for self-development and generally managers are groomed from the front office department. It monitor guest cycle and coordinates all guest services such as information, mail and message handling, guest accounting and bill settlement, telephone, telex and other communication services. Safety and security of guest and his belonging are also functions of front office. The front office maintains relations with travel agents, tour operators, airlines and other hotels within and outside the city. It is the front office which gives the first and last impression about the hotel to the guest. The answer to the question 'what is front office' can be summed up from three points of view, i.e., (a) organizational, which means a sum total of subsections, such as reservation, reception, information, bell desks, cash and bills, etc. (b) guest, for whom at times the front office is the whole hotel and is image builder and (c) the hotel, for whom the front office is the largest revenue generating centre

FLOW CHART SHOWING THE FUNCTIONAL ORGANIZATION OF THE FRONT OFFICE DEPARTMENT



Front Office Staff Organization

1. Front Office Manager
2. Lobby Manager
3. Assistant Front Office Manager
4. Front Office Supervisor
5. Front Office Assistants
6. Reservation Clerk
7. Receptionist/Informationist
8. Senior Bell captain/Head Hall Porter

9. Bellcaptain/HallPorter
10. Concierge
11. Bell Boys/Porters/Page Boys
12. Front Office Cashier
13. BillsClerk
14. Doonnan
15. Valet
16. Chauffeur and Car Valet
17. Lift Attendant

In some hotels, the following may also come under front office:

18. Telephone Supervisor
19. Telephone Operator
20. Telex Operator

Staff Requirement

Staff requirement of a hotel depends on various factors. Some of them are as follows:

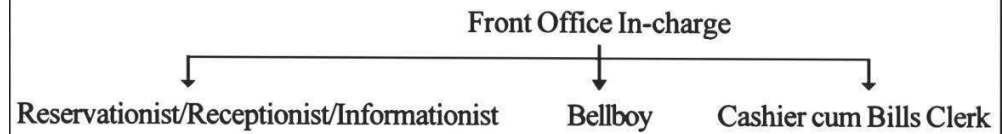
1. Type of establishment (hotel, motel, etc.)
2. Clientele (transient, residential)
3. Location of the establishment (city, urban, business centre, etc.)
4. Mechanization/Semi automatization/Automatic (systems)
5. Nature of the business (size of the establishment, etc.)

How to analyze the requirement

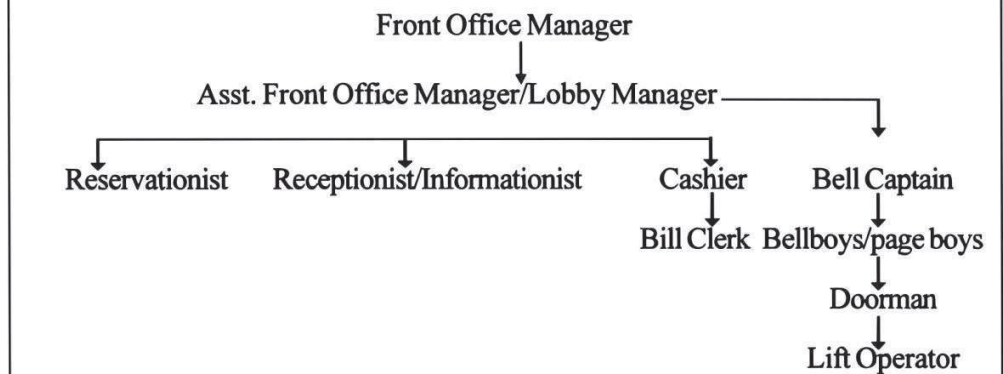
1. There must be a balance between the human resources and logistics systems.
2. Workforce analysis should match workload analysis.
3. Does work divide?
4. Keep provision for idle time (hidden rest) overall efficiency 70-72 per cent.
5. Use of string pins or movement method for measuring work.
6. Follow the labour regulations like weekly off, number of hours, in between rest, etc.

STAFF ORGANIZATION IN HOTELS

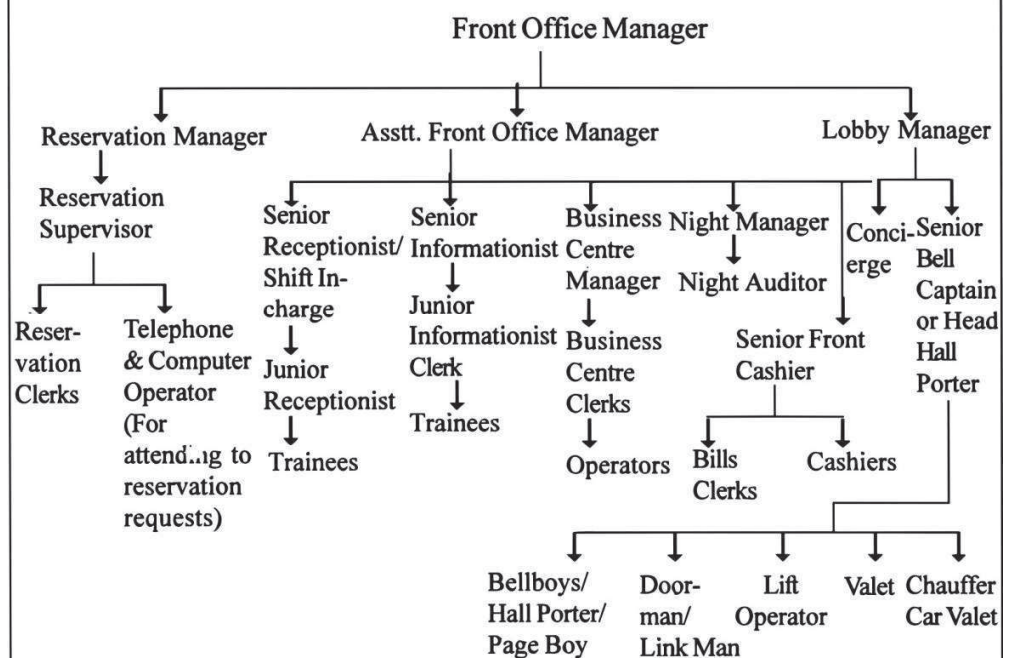
1. Small Hotel (Approx. 50 Rooms)



2. Medium Hotel (Approx. 100 Rooms)



3. Large Hotel (Approx. 350 rooms and onwards)



FUNTIONS OF THE RECEPTIONIST

Major Functions

- (a) To check and analyse various reports and statistics for operational use and for providing MIS and forecasting and budgeting.
- (b) Handle correspondence, confirm wait list or regret.
- (c) Optimize room sales.
- (d) Handle complaints of guests and enquiring guest satisfaction.
- (e) Prepare duty roster for staff.
- (f) Coordinate with other departments for maximum guest satisfaction and comfort.
- (g) Liaison with travel agents, airlines, embassies, companies and other potential guests.
- (h) Control of suites sales.
- (i) VIP rooms checking, blocking and arranging of amenities.
- (j) Formulate policies on groups and overbooking levels in consultation with the management.
- (k) Evolve strategies and attain goals and targets.
- (l) Determine the manpower needs and strength for his department.
- (m) Review the procedure structure to see whether they are all right or need revision and improvement.

The Reasons Why the Receptionist's Job is Considered to be Better than Many Others

- Better amenities.
- Pleasant atmosphere.
- Interesting work.
- Contacts with people of all types.
- Accommodation, food and service is provided.
- Opportunities to live in many parts of the country. Hotels are always situated in places of some attraction.
- Has an opportunity to work with better types of people than working in any other department.

The Importance of Receptionist

- Link between the establishment and the visitor.
- Many a times the only representative of the house supervisory staff official whom the visitors meet. Not the chef or the housekeeper or the accountant or even the manager gets this privilege.
 - Makes first and the last impression.
 - Usually managerial selections are made from among the receptionists.
- They are usually people with comprehensive knowledge, capable of taking over the duties of others on their off days, hence an asset to the establishment.

- The way in which you carry out your duties will influence upon every other person with whom you work and will reflect upon the whole reputation of your hotel.
 - He is the principal selling agency of the hotel.
- He is the liaison within the hotel departments which supplies other departments with such information as is necessary.

Qualifications of a Good Receptionist/Front Office Assistant

- Gracious manners-pleasant, quiet and dignified, personable and socially confident.
- Efficiency and high mental stability.
- Must be capable of meeting any situation.
- Pleasant voice.
- Tactfulness.
- Willingness to help others and assist guests at all times.
- Sympathetic.
- Great patience.
- Inherent courtesy, respect for others.
- He must neither become familiar nor be insulting. Addition of 'Sir' to a refusal tones it down.
 - Knowledge of foreign languages and command of English language-
 - Cooperativeness.
 - Friendliness.
 - Good appearance, grooming and personal hygiene.
 - Confidence.
 - Clear communication.
 - Diplomacy.
 - Quick decision making ability.
 - Ability to stand for long hours, physically strong and sturdy.
 - Calm and cheerful to guests in spite of physical and mental strain.
 - Honesty.
 - Ability to remember names and faces.
 - Ready smile.

Receptionist's Checklist

- Credit policy-profiles
- Room types and rates
- Individual check in
- Group check in
- Charge booking
- Checking in a share booking
- Checking in a family booking

- Room status
- Room availabilities
- Moving guest to a new room
- Assigning rooms
- Registration card
- Keycard (Identity booklet)
- House status report
- Master folio list
- VIP booking
- Special discount
- Supplementary bills
- Point of sale and origin
- Chance booking
- Extended chance booking
- Show rooms
- Travel agents vouchers
- Safety deposit boxes
- Wait list box
- Bleep numbers
- Use of telephones
- No show report
- Voucher booking (a) all charge voucher (b) room only voucher (c) food and beverage voucher
 - How extras are paid on vouchers
 - Posting commission
 - Book out procedure
 - Shift supervisors' diary
 - Posting laundry
 - Credit card print out
 - Memo board
 - Checkout statement
 - Out-of-order rooms
 - Gold and red card holders
 - Complementary items
 - Guest comment sheet
 - Front desk house keeping
 - Robbery emergency procedure
 - Telephone room/Control
 - Keys control (department and rooms keys)
 - Handling complaints

- Weekly activation sheet
- Relations of front office to uniform service.

Receptionist Personality Attributes

Remember the word PERSONALITY	
Pleasantness	good manners and a smile are natural assets.
Eagerness	to help others, with a liking for people and willingness to serve them.
Respect	for other people. Courtesy costs nothing.
Sense of responsibility	a realization that what one does and says is important.
Orderly mind	essential for methodical and accurate work.
Neatness	indicates pride in self and job.
Accuracy	in everything done is of paramount importance.
Loyalty	to both management and colleagues makes good teamwork.
Intelligence	use of common sense at all times.
Tact	saying and doing the right thing at the right time.
Yearning to be a good receptionist	a love of the work is essential.

4.3 Duties and responsibilities

POSITION : FRONT OFFICE MANAGER

DEPARTMENT : Front Office

REPORTS TO: General Manager

Reporting relationship

1. Reports directly to the General Manager.
2. Supervises all Front Office sections and lobby area.
3. Maintains cooperative relationships between the Front Office and other Hotel Divisions and departments by encouraging communication between all areas of responsibility.

Duties and responsibilities

1. Daily checks on room's availability status for next 60 days.
2. Reviews room blocks and special requests.
3. Reviews and respond to the incoming correspondence.

4. Greets as many guests as time permits at the Front Desk and supervises workloads during shifts.
5. Handles guest complaints.
6. Monitors Guest History
7. Assists in promoting sales for the property as well as other units of the hotels.
8. Reviews all Front Office log books daily and pursues with appropriate action if necessary.

Span of authority

1. Supervises and administrate all Front Office operations.
2. Maintains the highest standard of services and be responsible for maximizing the on-day room revenue by obtaining the highest percentage of occupancy and average rate with a proper control in the room availability status.
3. Liaises with other members of the management team in Rooms Division and work together to the interest of improving standards of service, percentage of yield, and the general working environment for all staff members.

Staff development

1. Is responsible for the recruitment and induction of personnel for the department.
2. Supervises and carries out training for all staff to achieve desired results.
3. Administers, reprimands and takes disciplinary action when necessary.
4. Conducts periodic appraisals to ensure an effective communication between management and staff as well as to upkeep the staff morale.
5. Identifies staff's weakness and develops strengths with a view towards succession planning.
6. Conducts periodic training on 'Crises Management' and hotel's emergency plan of action to ensure appropriate precautions and actions are taken at all times.

Communication & co-ordination

1. Liaises with Housekeeping and Engineering Departments on daily operations/projects involving guest rooms and front of the house area.
2. Liaises with Marketing & Sales Department and Reservations Department for all group and conference movements for future.
3. Liaises with Security Department on guest safety and security arrangements.
4. Liaises with Credit Office on credit arrangements and to ensure that credit procedures are being followed.
5. Liaises with Marketing Department in relation to room sales promotion activities.
6. Liaises with Financial Controller's Office in relation to operation control aspects, such as cash-handling, cash flow, and credit policies.
7. Liaises with Food & Beverage Department on daily operations including F & B services in the rooms, car-parking requirements and F & B sales promotions.

8. Attends daily operational meetings.
9. Attends weekly Department Head Meeting, monthly Credit Meeting etc.

Administration

1. Maintains job descriptions for all positions and keep them updated.
2. Responds to incoming correspondences which are related to front office activities.
3. Enforces standard of dress, grooming and personal appearance as defined by hotel policy.
4. Prepares monthly reports with a breakdown of figures and revenue.
5. Prepares forecast reports.
6. Establishes guidelines and standards of Front Office operations.
7. Maintains, updates and enforces standards.
8. Reviews sequence of service with management periodically.

Planning, organizing and controlling

1. Prepare spring-cleaning schedules for guest room together with Executive Housekeeper.
2. Monitor and control department expenses.
3. Monitor Yield % effectively.
4. Verify with Reservations Department that accurate room status information is maintained and properly communicated.
5. Plan and monitor staff vacation schedule.
6. Establish annual training program for the department.
7. Attend and observe technical skills training sessions organized by departmental trainer to ensure the quality of service rendered to guests by all Front Office personnel are of the quality standard.

Budgets

1. Assist in preparation of annual budget on room sales revenue.
2. Prepare departmental budgets and objectives annually, with constant revision and observation.
3. Review payroll, and other operating equipment.

POSITION : ASSISTANT MANAGER - FRONT OFFICE

DEPARTMENT : Front Office Manager

REPORTS TO : Front Office Manager

Job summary

Under the general direction from the Front Office Manager, assist to oversee and direct all aspects of Front Office Operations. Ensure that the department's operations budget is strictly adhere to, and that all costs are strictly controlled.

Relationship

1. Reports directly to and communicates to the Front Office Manager on all pertinent

Front Office matters affecting guest service and Front Office operation.

2. Provides functional assistance to the Front Office operational personnel.
3. Interacts with Hotel guests as well as members of the local community.
4. Cooperates and communicates to Front Office Section Heads.

Duties and responsibilities

1. Supervises Front Office staffs to ensure optimum occupancy and average room rate to maximize revenue.
2. Monitors Front Office personnel to ensure guests always receive cordial prompt attention and personal recognition.
3. Monitors Front Office personnel to ensure acknowledgment of repeat guests and other VIP receive special attention and personal recognition.
4. Informs other operating department, such as Housekeeping, of all Front Office activities which involve them.
5. Establishes and maintains effective employee relations.
6. Assists Front Office Manager in personnel functions related matters such as interview, appraise and counseling.
7. Identifies training needs, assists to develop formal training plans and conducts training session.
8. Frequently inspects the cleanliness and orderliness of the Lobby, Front Desk at random and VIP rooms prior to their arrival.
9. Be knowledgeable of all the Front Office standard operating procedure.
10. Keeps overtime hours to the minimum.
11. Monitors master key control.
12. Maintains continuous contact with Hotel guests to ensure that any problems or complaints are handled promptly efficiently and courteously.
13. Reviews and completes credit limit report.
14. Assist the Front Office Manager in forecasting yield for future.
14. Assists to conduct monthly Front Office meeting.
15. Assists to prepare the statistical report, forecast, annual budget, strategic plan and goal program.
16. Performs any other duties assigned from time to time
17. To ensure that all message, parcels and fax are handled and distributed properly.

18. To be constantly up to date on city and in-house activities and to up-sell the hotel at all times.
19. To maintain a high standard of personnel appearance and hygiene at all times.
20. To respond to any other changes in the department function as directed by the industry, company or hotel.

POSITION : LOBBY MANAGER

DEPARTMENT : Front Office

REPORTS TO : Assistant Front Office Manager

Job summary

Under the general direction from the Front Office Manager and Assistant Front Office Manager to act on behalf the Hotel Management to ensure maximum levels of guest service and satisfaction are provided. To continuously monitor staffs and operations and reporting deficiencies to management.

Relationship

1. Reports directly to Assistant Front Office Manager.
2. Interacts and cooperates with all the Departments within the Hotel.

Duties and responsibilities

1. Responsible for the overall day to day operation.
2. Monitors the Hotel personnel to ensure guests always received cordial prompt attention and personal recognition.
3. Maintains the smooth operation of the Front Office operations.
4. Handles any guest problems according to agreed policy.
5. Ensures special handling for VIP arrival.
6. Be thoroughly understood the service offered by the Hotel, how and where these facilities could be obtained and aware of all daily events of the day in the Hotel.
7. Using the Duty Manager check list, ensures that every single things are in order.
8. Greets all guest at all times in a friendly and helpful manner and attempts to learn and use guest name at every opportunity.
9. Fully in charge in the absence of the Assistant Manager Front Office.
10. Reports any hazard to health or safety immediately to the Assistant Manager F.O.
11. To co-supervise the key handling procedure ensuring maximum security.
12. Observes and assists other departments in the Hotel.
13. Responsible for the master key.

14. Receives information from previous shift Lobby Manager and passes on pertinent information to the next Lobby Manager.
15. Frequently inspects the cleanliness and orderliness of each area of the Hotel.
16. Supervises Front Office Assistants to ensure all guest especially VIP receive cordial prompt attention and personal recognition.
17. To continuously monitor operations, service and maintenance standards throughout the hotel and report deficiencies to management.
18. To assist in the training of the employees ensuring that they have necessary skills to perform their duties with the maximum efficiency.
19. To ensure that all staffs have a complete understanding of and adhere to the hotel's policy relating to fire, hygiene, health and safety.
20. To ensure that all staff have a complete understanding of and adhere to the hotel's employee rules and regulation.
21. To be constantly up to date on city, emergency telephone number and to up-sell the hotel at all time.
22. To respond to any other changes in the department function as directed by the industry, company or hotel.
23. Performs any other duties assigned from time to time.

POSITION : RESERVATIONS SUPERVISOR

DEPARTMENT : Front Office

REPORTS TO : Front Office Manager

Job summary

Supervising the Reservation staffs in implementing Policies and Procedures under guidance of the Front Office Manager, to provide and carry out any other duties assigned by the Front Office Manager or Resident Manager

Relationship

1. Reports directly to the Front Office Manager
2. Interacts and cooperates with Sales, Front Office Assistant, Guest Relations,

Accounting and Housekeeping.

Duties and responsibilities

1. Responsible to the Front Office Manager.
2. Understands the entire Reservation procedure well according to the manual and the system.
3. Responsible for the Hotels worldwide Reservations in coordination as well as the local ones.
4. Handles correspondence, sorts letters, telexes, fax., cables.

5. Allocates daily tasks to Reservation staffs.
6. Daily reviews reservation booking and arrival report.
7. Prepares occupancy forecast.
8. Trains the Reservation staff accordingly and implement Policies and Procedures.
9. Liaise with the Sales Department in regards to occupancy, rates analysis.
10. Identifies top producing accounts to ensure proper recognition by Reservation staffs.
11. Prepares various production report and submit to concerned Department.
12. Monitors telephone manner and general performance of Reservation staffs.
13. Ensures special handling of VIP guests.
14. Reviews blocking of Suites room, and any other special group request.
15. Supervises group reservations.
16. Maintains cordial relations with commercial clients.
17. Informs the Front Office Manager when the Hotel availability status will be changed and prepares necessary action.
18. Schedules work roster and maintains work position at all times neat and in order.
19. Performs any other duties assigned from time to time.

POSITION : FRONT OFFICE ASSISTANT

DEPARTMENT : Front Office

REPORTS TO : Lobby Manager

Job summary

Responsible for the efficient requirement of VIP guest and visitor of the Hotel that they receive the high standard of service as stated in the Hotel policy.

Relationship

1. Reports directly to the Lobby Manager.
2. Interacts and cooperates with all departments within the Hotel.
3. Cooperates with all Front Office personnel.

Duties and responsibilities

1. Prepares monthly report on Front Office Assistant activities and discuss how to improve the standard of service.
2. Greets all guests at any time in a friendly and helpful manner and attempts to learn and use guest name at every opportunities.

3. Takes personal interest and pride to ensure the Lobby area is kept clean and in order at all times.
4. To assign duties and responsibilities to subordinates, assisting the Lobby Manager.
5. Endeavors to maintain the high standards of the Hotel with regard to the importance of all clients especially VIPs with reference to the Hotel and departmental goals.
6. Reports any hazard to health or safety immediately to the Lobby Manager, Front Office Manager or any other appropriate Department Head.
7. Attends fire/emergency training programs and ensures that the Hotel and Governmental Fire and Emergency procedures are well understood and abode by.
8. Be familiar with other Park Hotels.
9. Assists the Lobby Manager.
10. Informs other operation Department Heads of anything involving their Departments.
11. Checks-in/checks-out VIP as well as other guests.
12. Maintains continuous contact with Hotel guests to ensure that complaints are well handled in a courteous manner.
13. Gets inputs for guest satisfaction.
14. Handles any guest problems and refers to the Lobby Manager if deemed necessary.
15. Be well groomed, has pleasant attitude and ready to offer assistance at all times.
16. Be thoroughly aware of VIP arrival and departure on day to day basis.
17. Ensure that departing guests have a positive impression of the Hotel services.
18. Always keeps a high standard behavior and appearance expected by The Park in his/her attitude toward guests and employee alike.
19. Ensures that VIP room are blocked and inspected checked giving special attention to all amenities prior to guest arrival for 100% readiness.
20. To ensure that all recurring guests are pre-registered.
21. To meet and greet all arriving VIP, ensuring that their needs are satisfied, their luggage is swiftly sent to their rooms and that there are checked in a courteous and efficient manner with no delay.
22. To conduct training courses and refresher courses for existing staffs.
23. To coordinate closely with the various department head to keep an effective communication.

24. To maintain a high standard of personal appearance and hygiene at all times.
25. To ensure that the department's operation budget is strictly controlled.
26. To be constantly up to date on city and in-house activities and to up-sell the hotel at all times.
27. To respond to any other changes in the department function as directed by the industry, company or hotel.
28. To perform any other duties assigned from time to time.

POSITION : RESERVATION ASSISTANT

DEPARTMENT : Front Office

REPORTS TO : Reservations Supervisor

Job summary

Under limit supervision of the Reservations Supervisor is responsible to :

- Record reservation on the various standard forms.
- Put into the computer system.
- Make Reservation for other International Hotels.
- Filing.

Relationship

1. Reports directly to the Reservations Supervisor.
2. Interacts with any callers to Reservation Department and make appropriate action.
3. Interacts and cooperates with the Receptionist, Co-ordinator on Duty, Accounting/Credit Department and Sales & Marketing Department.

Duties and responsibilities

1. Receives all Reservation request by phone promptly and politely.
2. Ensures that complete details are recorded.
3. Ensures all Reservations request by fax, letters and e-mails are replied properly.
4. Enters all Reservation into the system accurately using specified code to denote the source and type of Reservation.
5. Ensures all guarantee letters and Travel Agent vouchers are received and approved by the Credit Manager prior to guest arrival.
6. Keeps Reservations supervisor informed of VIP guest, convention or seminar, consular visit or any special request.
7. Ensures up selling of rooms at the time of taking booking.
8. Be thoroughly familiar with future availability of current status and future dates.

- . Ensures to block room on special request.
- 9. Be familiar with other hotels and prepares to handle inter Hotel Reservation.
- 10. Maintains a neat and orderly work position at all times.
- 11. Review all expected arrivals one day prior to the arrival date.
- 12. Ensures preparation of weekly group arrival that has been confirmed.
- 13. To be in charge of the position of the Reservation Supervisor during his absence.
- 14. Performs any other duties assigned by the Management from time to time.

POSITIONS : BELL BOY

DEPARTMENT : Front Office

REPORTS TO : Front Office Assistants

Job summary

Under the general guidance and supervision of the Front office assistants and Lobby

Manager, the Bell Boy is responsible to receive and ensure correct delivery of guest luggage to and from the room, assists to guest inquiries and requests, performs various errands for guest needs, comfort and satisfaction.

Relationship

- 1. Reports directly to the. Front Office Assistants
- 2. Interacts and cooperates with the Front Office Assistant, Lobby Manager, Room Boys and Security.
- 3. Interacts with other sections Lobby Manager as required.

Duties and responsibilities

- 1. Be well groomed, have a pleasant disposition and willing to offer assistance at all times.
- 2. Adheres to guest check in and check out procedure pertaining baggage handling.
- 3. To report for duty punctually, wearing the correct uniform and name tag at all times.
- 4. To promptly deliver only guests' message and fax in the hotel.
- 5. To maintain good working relationships with colleagues, and all other department.
- 6. Be thoroughly knowledgeable of the services offered by the Hotel, how and where the facilities could be obtained and aware of the daily event in the Hotel.
- 7. Be fully conversant with emergency evacuation and fire procedures.

8. Handles promptly and correctly all guests luggage, avoid any confusion or embarrassment to the Hotel.
9. Be thoroughly aware of the daily arrivals and departures especially VIPs or groups.
10. Welcomes guests at the main entrance, greets appropriately, takes particular note of repeat guests.
11. Guides the guest to the Front Desk and waits behind the guest during the check in. Keeps an eye on the Front Desk, prepares to receive the room key and key card from the Receptionist without delay.
12. After receiving the key and key card, asks the guest to follow him to the elevator. Upon reaching the correct floor, show the guest to the room and always address the guest by name.
13. Enroute to guest room indicates the location of the nearest fire exit. Up sells the hotel restaurants and other facilities to the guest.
14. To transfer guests' luggage to rooms in an efficient manner ensuring no damage is caused to the luggage, furniture, fixtures and walls.
15. Before leaving the room, demonstrate briefly the operation of the radio, television, Mini bar and air conditioning system, and turn on the bathroom light.

Simultaneously verifies that guest supplies such as soap, towels are adequate in proper place. When leaving the room, place the key and key card on the desk in full guest view and do not obviously appear to expect any tip.
16. Do utmost to learn guests names, especially repeat and long staying guests greet as they come and go through the Lobby, remain alert of the situations where assistance may be required by guests.
17. Accept baggage for safe keeping in the store room, following the procedure laid down in the Front Office Manual.
18. To have a complete understanding of and adhere to the hotel employer handbook and adhere to all regulation therein.
19. At all times stands at the station assigned by the Lobby Manager and follow further instructions.
20. Maintains cleanliness of the lobby area.
21. Performs any other duties assigned from time to time.
22. To maintain an accurate record of check-in and check-out guests.
23. Ensure that departing guests have a positive impression of the hotel services.

POSITION : TELEPHONES SUPERVISOR

DEPARTMENT : Front Office

REPORTS TO : Front Office Manager

Purpose

Be responsible for planning, organizing, directing and controlling of all staff activities in the Telephone Department with the objectives of achieving the highest possible standards of the hotel, and the maximum telephone revenue.

Relationship

1. Reports directly to and communicates with the Front Office Manager.
2. Supervises Telephone Department operations personnel.
3. Co-operates, co-ordinates and communicates with other Departments all times.

Duties and responsibilities

1. Supervises the operators to ensure prompt, courteous and accurate handling of all telephone calls.
2. To ensure efficient and accurate implementation of all wake-up calls for guests.
3. To maintain a close liaison with the Telephone Company to ensure efficient provision of telephone services.
4. Ensure efficient provision of message relay services by supervising message-taking activities and paging services for both hotel staff and guests.
5. To arrange duty roster and ensure that all operators report for work punctually.
6. To make decisions and resolve any problems and complaints which occur in the Telephone Department, or if necessary, refer them to Front Office Manager for further action.
7. To ensure that all staff have a complete understanding of and adhere to the hotel's employee handbook rules and regulations.
8. To ensure that all staff are familiar with all emergency procedures.
9. To ensure that the Executive telephone lists is up-to-date in case of emergency.
10. To assign trainers to newly hired staff and to other employee on cross training program.
11. To conduct training courses and refresher courses for existing staff.
12. To maintain condition of the Telephone Department and its equipment are in good condition.
13. To promote Inter Hotel sales and in-house facilities to all guest.
14. To review and up-date in-house telephone directories.
15. To conduct training courses and refresher course for existing staff.
16. To perform any other duties assigned by the Management.

POSITION : BUSINESS CENTRE SECRETARY

DEPARTMENT : Front Office

REPORTS TO : Lobby Manager

Purpose

Be responsible for ensuring that secretarial services are provided for in-house/city guests with the objective of maximizing guest satisfaction by achieving the highest possible standards of the hotel and the maximum Business Centre revenue.

Relationship

1. Reports directly to Lobby Manager.
2. Cooperates with other Department Heads and subordinates.
3. Interacts with outside parties and guests as appropriate.

Duties and Responsibilities

1. To ensure prompt, courteous and accurate handling of all guests' requests and other administrative duties.
2. To monitor and ensure efficient and accurate handling of all incoming and outgoing facsimiles for both hotel guests and staff.
3. To make decisions and resolve any problems and complaints made by guests or staff in the Business Centre.
4. To promote guest contact and assist guests in their requests.
5. To promote the Business Center's conference area and conference rooms for rental to guests or outsiders for temporary or long term periods.
6. To maintain the Business Centre and its office equipment in good condition at all times.
7. To source business information and contacts locally for guests' requirements.
8. To provide information on events, exhibitions or conferences going on in the city generally.
9. To perform any other reasonable duties required by the department head from time to time.
10. To liaise with the Banquet Department on all guests' needs relating to provisions offered by the Business Centre, such as Banquet rooms, equipment, etc.
11. To ensure that the grooming, appearance, personal hygiene, attitude and telephone manner are up to the hotel's standards.
12. To prepare various reports to ensure proper functioning of Business Centre.

POSITIONS : TELEPHONE OPERATOR

DEPARTMENT : Front Office

REPORTS TO : Telephone Supervisor

JOB SUMMARY

Under the general guidance and supervision of the telephone supervisor and within the hotel Policies and Procedures, to handle incoming and outgoing calls to and from the Hotel guest room.

Relationship

1. Reports directly to the telephone supervisor.
2. Interacts with guest appropriately and with other Department as required.

Duties and Responsibilities

1. Answers the Telephone console promptly, friendly and efficiently in a natural voice tone.
2. Handles international/city operator assisted calls, direct dialing, international/city calls for non resident guest.
3. Handles wake up calls.
4. Attends telephone briefing and quarterly meeting.
5. Ensures punctual attendance and adheres to duty schedules as directed by the Telecom supervisor.
6. Ensures working area is clean and tidy.
7. Ensures messages left by caller to guest or others are passed on to the receiver without delay.
8. Familiar with all extension in the Hotel and outside emergency numbers.
9. Familiar with Hotel emergency procedure.
10. To be constantly up to date on city and in-house activities and to up-sell the hotel at all times.
11. To ensure that proper charges are written out for operator assisted calls, as per agreed instructions.
12. To ensure that the doctor is contacted with the minimum delay, and the telecom supervisor is informed upon requested by guests.
13. To be aware of the Hotel security, fire and safety procedures.
14. To keep the daily log book up-to-date.
15. To maintain good working relationships with colleagues, and all other departments.
16. To have a completed understanding of the hotel employee handbook and adhere to all regulations therein.
17. Perform any other duties assigned from time to time.

4.4 Summary

The front office may be regarded as the show window of the hotel and hence must be well designed in the first place and maintained in a well organized and orderly manner. Regardless of how the hotel is organized, the front office is always an essential 'focal point'. The front office is the name given to all the offices situated in the front of the house, that is, the lobby, such offices where the guest is received, provided information, his luggage is handled, his accounts are settled at

departure, and his problems, complaints and suggestions are looked after. The front desk is the link between the guest and the hotel and represents the hotel to the guest and is a liaison between the hotel management and the coordination of all guest services.

4.5 Review Questions

1. What is the major function of Front Office Operation?
2. Draw a Layout of front office and write in brief the function of each section of front Office.
3. What is a guest cycle? Explain in brief all the stages of the guest cycle
4. Write a note on Organizational set up of front office department
5. Write the Job description of the following
 - a. Front office manager
 - b. Assistant front office manager
 - c. Lobby manager
 - d. Telephone operator
 - e. Front office assistant
 - f. Bell boy
 - g. Reservation supervisor

4.6 References & Suggested reading

- 1 Holden, Andrew (2005) Tourism studies and the social sciences, Oxford Routledge Publisher.
- 2 Geoldnes, R. Charles, Ritchie, Brent J.R.(2006) Tourism Principles, Practices, Philosophies(10th edition).New Delhi ,Wiley India .
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Unit – 5 : Types of Rooms & Room Tariffs

Structure of Unit:

- 5.0 Objectives
- 5.1 Introduction
- 5.2 Types of rooms
- 5.3 Room Tariffs
- 5.4 Summary
- 5.5 Review questions
- 5.6 Reference and suggested reading

5.0 Objectives

- In this unit we have discussed the various types rooms in the hotel along with various types of guest amenities placed in the room and the basic facilities provided in a guest room.
- After going through this unit, you should be able to :
- List out various types of rooms in the hotel
- Know the types of amenities placed in the guestroom
- Know the basic facilities provided in the guestroom.

5.1 Introduction

The unit introduces to the learner various types of rooms found in the hotels across the globe. The unit covers types of room and services offered in these rooms. It also covers various types of the tariff structure that are available in the industry. The tariffs are based on various factors such as type of rooms, size, services offered, location of the hotel and similar factors.

5.2 Types of Guest Room

Each hotel has a variety of rooms to suit the needs of guests. A hotel room can be classified on the basis of:

- Number or size of the beds in the room
- The décor of the room ,size of the room or the view from the room
- Accommodation for a particular type of the guest e.g. Presidential suite for a VIP guest

TYPES OF GUEST ROOM

Given bellow are the some typical rooms that the hotels have:

1. Single Room:

This term refers to a room with a standard bed to provide sleeping accommodation to one person. The bed size is generally 6' X 3'. The



amenities, room furnishings and fixtures of the room depend on the standard and the type of hotel.

2. Twin Bedded Room:

This particular room has two single bed separated with each other, but shares a common head board. This particular room occupies two persons want to have their own bed.



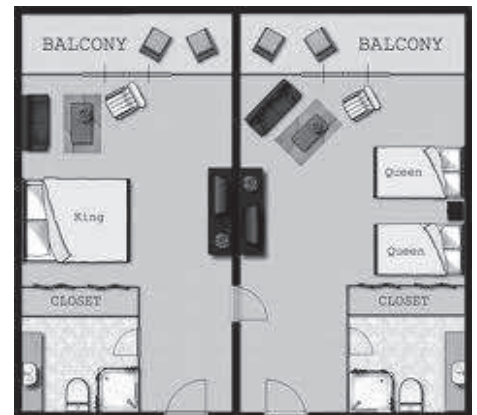
3. Double Room:

A double room is a room which generally occupies two persons usually a couple. The standard size of a double bed is 6' X 6'. It is basically a large bed.



4. Interconnected Room:

These are two adjoining rooms. These are rooms which are connected to each other. They are interconnected with each other with a door. This room is mainly occupied by a family where parents shares one room and the children the other.



5. Triple Room:

This room offers sleeping accommodation facilities to three persons and has either a double bed or two twin beds and an extra bed.



6. Quad:

This room provides sleeping accommodation to four people and thus has four beds.



7. Double-double:

This particular room type accommodates four persons and has two double beds in it. It is also known as family room or a twin double room. It can also have a double and two single beds.



8. Studio Room:

This room is also known as multi-utility room. This room has utility furniture such as sofa-cum-bed, sofa convertible-bed, closet bed, Murphy bed or roll-away beds. The furniture is used in such a way as for sitting purpose in day and for sleeping in night.



9. Suite:

A suite room denotes a set of two rooms out of which one acts as a bed room and the other as a sitting or living room. Suite is generally the most costly room of the hotel. These two rooms are interconnected.

There are various types of suite rooms:

- **Single Suite:** It is a single room with a sitting room attached to it and meant for one person's sleeping comfort.



- **Double Suite:** It is a double room attached to a sitting room.



- **Duplex suite:** This is the set of two rooms on two different levels connected through a staircase. Generally the sitting room is situated on lower level and the bed room is on upper level to maintain privacy. This is one of the expensive rooms of the hotel.



- **Penthouse Suite:** This is very luxurious suite of the hotel, and is situated on the terrace of the building. The main U.S.P of this particular room is its location. It is away from the general noise of the building with the least possible disturbance. These are away from the hustle and bustle of the hotel.
- **Junior Suite:** It is a large room with a partition separating the bedroom furnished from sitting area.
- **Luxury Suite:** This is the best available room that a hotel can offer to its cream of the crop guest. It may have more than two bed rooms, along with a sitting room. The best possible furniture and fixtures are used in this particular room.

10. Lanai Room:

This is the room which overlooks the garden view. This term is generally used by hotels which are situated on the hill stations for those rooms with a view of waterfall or any water body.



11. Cabana Room:

This type of room is situated near the swimming pool of the hotel and is normally used by the people who just love water. It is the pool facing room. Some hotels have very beautiful cabana rooms made up of bamboos.

**12. Efficiency Room:**

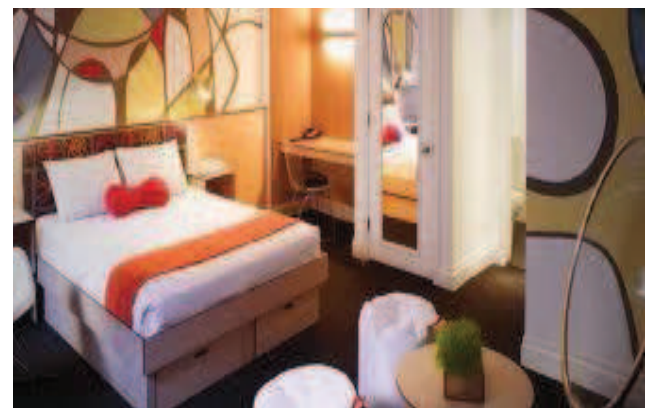
This room is a sort of complete self sufficient in itself in terms of basic facilities. It contains a living room, a bed room, a small kitchen unit and a bathroom. The modern day cottages are the best example.

**13. Parlor Room:**

It is also called as SALON. It is a living or sitting room not used as a bed room.

**14. Sample Room:**

This room is usually only to show the prospective guest for business promotion. It is not used for renting and sleeping purpose.



15. Adjoining Room:

These are the two rooms which shares a common wall.



16. Hospitality Room:

This room is also called as function room. A room used for entertaining and for arranging in house private parties.



17. Hollywood Living Room:

A room with two single beds and a common head board. It can be used as a double room and also as a twin bedded room.



18. Handicapped Room:

This is room specially designed for disabled persons. It is a very spacious room for the well effective movement of the wheel chair if required. There is the provision of low height beds and other bath room units.



5.3 Tariff for Various Types Of Rooms

TARIFF

The term tariff means rate and when applied to rooms of a hotel it means rooms, rate. Hotel room rates fixation is a difficult task. They are both qualifiable and quantifiable. The quantifiable aspect is that they can be measured and structured to meet certain criteria and qualifiable aspect is that large amounts of discretion are allowed in which rates are implemented and when. The combination of all the rates offered at a hotel is called 'Rate Structure'.

Basis of Charging

Various basis of charging room tariff are used by the hotel. Most important is that the hotel shall fix the room tariff keeping in mind the following factors.

- 1. Competition:** Rates must be competitive (at the same time it should be able to produce adequate revenue to meet fixed obligations) with other hotels of the same standard and providing almost similar services and facilities as provided by other hotels situated in the same vicinity of the city.
- 2. Customers' profile:** The category of customers coming to your hotel must also be considered. Their social status and financial status, i.e., paying capacity, should be kept in mind.
- 3. Standards of services:** Standards of services provided by the hotel are also important while fixing room tariff. The USP of hotel should be kept in mind while deciding the room tariff. More the amenities, higher the standard, so also higher the room rate.
- 4. Price cuts for special business:** At times price cuts for special business may be done. The price cut makes sense only if,
 - (i) It is necessary to cut the price in order to get business,
 - (ii) The price of business is income which you wouldn't otherwise get,
 - (iii) It comes at a time of the year or day of the week when you need business,
 - (iv) It does not replace other more profitable business.
- 5. Locality:** The locality in which the hotel is situated gains prominence while fixing room rates. If the hotel is situated in a posh locality where all the shopping and other facilities, approaches to airports and railway stations are worthy, the room- rate would be comparably higher than those situated in backward and far-off localities. Naturally, the guest would not mind paying more if he gets amenities and facilities to his taste and liking.
- 6. The surroundings, cost of land and building architecture, constructions:** Surroundings need also a great deal of consideration because the hotel proprietor spends lakhs of rupees in decor and furnishing and thus needs a fair and equitable return on his spendings.

7. Various amenities: Various amenities the hotel is going to provide to the guests such as air conditioning in all rooms, carpeting, provision of swimming pool, tennis-court equipment, arrangements for floor-shows, dancing, games, banqueting, conference halls, lobbies, lawns, parking spaces, special aspects of continental and Indian cuisine, cutlery and crockery, modern equipment and machinery. These things do count when factors of room-rates are considered.

8. Room location: The location of the room also matters a lot. Front rooms and rooms opening to better views would cost more than dark rooms, corner rooms or opening to indifferent chambers.

9. Publicity: The amount of publicity done by a hotel and special budgets prescribed for hotel publicity also matters in deciding the room rates. This type of expense has to be adjusted somehow as it has no source of return but is a must in popularizing the various services of a hotel.

Tariff Fixation

The tariff fixation can be done on the following basis:

1. Check in and checkout basis: It is the most common way of fixation of tariff. The hotel fixes a specific time usually 12.00 noon as checkout time which means the guest charging cycle begins from 12.00 noon and finishes at 12.00 noon on the next day. For a guest staying in the hotel after 12.00 noon, next day's charge may be levied, for example, a guest coming at 6.00 a.m. on a particular day and leaving at say 6.00 p.m. on the same day may be charged for 2 days. Accounts keeping is simple in this system.

2. Twenty-four hour basis: In this system the charges of room starts from the time when the guest checks in and he has to pay for one day upto 24 hrs from the time of arrival. For example, if a guest arrives at 10.00 a.m. on a particular day, then his one day charges shall be upto 10.00 a.m. on the next day and if he continues to occupy the room of the hotel even after 10.00 a.m. on the next day, then charges for the next day will be charged. This system is good for small and budget hotels only.

3. On the basis of competitors rate: Some hotels fix their room tariff on the basis of what their competitors in the neighbourhood are charging. This is most unrealistic method and does not include any consideration of the features and facilities of its own organization. The guest may find himself cheated sometimes if the hotel is not able to give him the value for money. Also sometime where the hotels services and amenities are higher than the ones given by the neighbouring hotels and tariff is same as that of the competitor then the hotel will run in loss. In this case the hotel usually takes the competitors rate as standard and fix their rate a little higher or lower than the competitors rates (usually 5-10% variation). This method may also be included in 'Marketing based group' because the competitors who has been taken as guide line for fixation of tariff must also have fixed its rates initially on the basis of market study. The hotel which is considered as a guide line is called as 'price maker'. The price maker is usually a large organization. This method usually does not cover factors such as capital structure, profit targets, or operating cost of the follower. If the price maker is much efficient because of better room design and better and economical facilities such

as economical heating and power saving devices, etc. then the 'price maker' who may not be so very economical in operation will find it difficult to their rate at approximately 5-10 per cent lower (because of their higher over head may be)

4. Night basis: In this system the guest is charged on the basis of number of nights that he spends in the hotel irrespective of time of arrival, i.e., if he spends two nights he will be charged for two nights with a minimum of one day charges.

5. Day rate: Sometimes a guest may stay in the hotel for a few hours only and may not spend the night in the hotel at all. In such cases where he stays only for six hours maximum hotels may charge special discounted rate (which is usually 50 per cent of the rack rate) and the rate is called 'day rate or day use rate'.

6. Inclusive and non inclusive rates also called on the basis of meal plans: Hotels also charge room rates on the basis of meals provided or not provided along with room to the guest, for example, (a) European plan where the tariff of room includes only the room rate and any meals such as breakfast, lunch and dinner, etc., provided will be charged extra also called non-inclusive rate because it was the characteristic of the European hotel, where Americans stay on their travel. (b) Continental plan where the room tariff includes alongwith room rate the continental breakfast also. (c) American plan (so called because 19th century US hotels often catered for long stay, full board residents) where the room tariff includes along with room rates the English breakfast, table d'hote lunch and dinner and may also include early morning tea and afternoon tea with snacks. (d) Modified American plan where the room tariff alongwith room rates includes English breakfast, and one of the two major meals, i.e., either lunch or dinner only suitable for groups, and individual guests who arrive late evening and take dinner and leave hotel after taking breakfast next morning. (e) Bermuda plan which is a modification of continental plan where the breakfast included is American (which is quite heavy) in place of continental breakfast.

7. Rule of thumb: Another very traditional way of charging room rate. In this system 'One Rupee' rate is fixed for every Rs 1000/- spent on room construction cost. This is also called as 'cost rate formula'.

8. Upside down method: In this method, the hotel first estimates its sales volume in terms of money and then calculates all the expenses. Then the hotel estimates the room sales. Now from the total sales volume, i.e., the amount the expenses are deducted, to arrive at the net profit figure, and then on the basis of projected net profit, projected room sales, the projected gross sales and projected expenses the room tariff is calculated. This method is always not reliable as it is based heavily on projected figures only. Also called as Top down price method.

In this method

- Potential market is identified.
- An estimated figure of number of rooms that we shall be able to sell annually on a pre determined rate is reached.
- Work down wards through the cost figure to see whether this will result in acceptable rate of rate return or not.

- This method emphasizes on the customers wants and stimulates new and - innovative ideas about various cost elements and how these (cost factors) may be reduced.
- Often suitable when an organization wants to enter a new market.
- We may put this method also under cost based group because here also ultimately it is the cost only that decides that whether we can achieve our targeted Return on Investment (R.O.I.) or not.

Hotel characteristics. Some hotels prefer to operate on inclusive tariff. The main characteristics are:

i) Grade. The guest and staff ratio is the main considerations. A five star hotel will have a higher staff guest ratio than a lower category because extra staff is needed in providing direct guest services. In such cases itemized bills are more useful.

ii) Size. The larger the hotel, it is possible that it will have a more modern and computerised costing system and this is another reason that it should have itemised bills. The number of staff does not depend upon the size, it mainly depends upon the systems for example a hotel on computer system would have low ratio of staff and guest.

iii) Length of stay. Another important consideration. A long stay guest on itemized bill will be a long one, for example let us consider he makes only four charge purchases (room, breakfast, lunch and dinner) per day and stays for a week, then there will be minimum 28 entries in a week and if we say that we accommodate him on a per day charge basis, then only one entry per day will be made (i.e.) seven entries per week.

iv) Marketing consideration. When the guest is on full board plan (meals inclusion) and suppose does not want to eat meal, then he may expect a reduction in the rate (Which usually is not given). Many hotels offering inclusive rates allow guests to choose either the standard table d'hôte menu or to set off the cost against an à la carte meal. This often encourages guests to take advantage of the latter's wider choice because they feel they are getting a substantial allowance towards the cost and thus helps to increase restaurant sales figures.

ROOM TARIFF CARD

Room tariff (card) is a document published by the hotel for use by the travel trade, organization and individual prospective guest and the list includes prices of rooms classified into different categories, such as single room, double room, twin room, suites, and so on, and meal plans such as American, European, and Continental, etc.

Group Rate

A published tariff price given to group operators which is commissionable only to retail travel agents, tour operators and wholesalers. Generally commissionable at 10 per cent of the published rack rate.

Volume Rate

These may be based on production of business for the entire year or for selected time

periods coinciding with seasonal rate. Also called preferred rate. Usually a further discount rate on corporate rate and is given when a guaranteed number of room nights within a specific time frame is required. Usually those companies which have a certain level of transient business volume which they want to be accommodated to tire hotel are given this ratio. It is important that the company ensures that the room night production level is maintained.

Rack Rate

Rack rate is a term which refers to the normal room rate of the hotel. This is the rate of the room which is published in the room tariff card. This is also the rate which is written on the shannon slip which is slipped in room rack of those hotels which operate on Whitney system. This rate is usually negotiable and many types of discount can be given to various categories of guests such as travel agents, tour operators, corporate companies, airlines groups students, conference organizers FHRAI members. IAAI members, and so on, the list is endless. Normally, free individual/ independent traveller (FIT) guests are those guests who are not sponsored by any company or organization and come to the hotel directly for getting their rooms. It is also the highest published rate of the rooms. Usually given to walk-in and in that case it is called walk-in rate.

Executive Business Service Rates

Special rates available to preferred business accounts.

Tour Group (Series Group) Wholesale Rates

A tariff rate, discounted in advance (and inclusive of tax and services) applicable to wholesalers who operate a series of tours with group arriving and departing together.

Government rate

Usually government employees are given per day allowance for their travelling and accommodation and food by their office and some hotels offer them a rate which give them room and accommodation with in that price.

FIT Wholesale Net Rates

These rates are applicable to a wholesaler travel agent who publishes packages whereby an individual guest may arrive any day and stay as long as he wishes. Since these packages are normally sold through retail travel agents they are normally constructed at 15 per cent off the individual rate.

Discounted Rates

Airlines, travel agent discounts; discount rates should be fixed in competition to other hotels of the 3rd ea.

Seasonal Rate

Season and resort hotels which usually have fluctuating demand change their rate usually as per the seasonality and offer different rates for in season and off season.

Crib Rate

A special rate applicable to children below 12 years of age and accompanying their parents.

Extra Bed Rate

Generally one fourth of the published room rate.

Family Rate

Special rates for families, for example, one couple and a child below 5 years, then the rate may be for one double room. One couple with two children below 12 years, the rate may be of one double room plus one extra bed rate etc.

Crew Rates

Special rates for airlines crew, depending upon the total room night on consistent and continuous basis given by the airlines over a period of generally one year.

Week day/Weekend Rates

Another factor on which the rate fixation can be done for example on a hill station where the guest are more on Friday to Sunday the rates may be higher and from Monday to Thursday the rate may be lower. Similarly the rates of a down town hotel during weekdays, i.e., from Monday to Thursday may be higher and from Friday to Sunday may be lower. Traditionally hotel location types see their week days and weekend demands levels differently and fix their rates accordingly.

Membership Rates

Some hotels give special rates to the members of various esteemed organizations such as esteemed clubs, etc. These may vary from 50 per cent to complementary on accommodation only some rebate may also be given on Food and Beverage service also. This is called 'Industry Rate' when it is offered to hospitality trade organisation such as FHRAI and TAAI, etc.

Executives of the Other Units of the Same Chain

Under the programme usually a 50 per cent discount on accommodation and 30 per cent discount of food and soft drink and on alcoholic beverages may be given to executives of the other units of the same chain.

Corporate Rate Programme

This programme covers corporate offices and usually 10-15 per cent discount (on the rack rate) can be given to the officers coming from corporates. The corporate rate is widely accepted as the transient target rate for most hotels. This is simply an average rate goal a hotel fixes achieve for a certain day or market segment.

Students-Faculty Programme

A very special programme run by some hotels offering discounted rates to students and faculty members of various educational institutions, etc. These are negotiable.

Special discounted rates are also given usually to UN employees, FHRAI members, TAAI members and travel writers, executives of travel agents and airlines, etc. The discounts may be on accommodation, accommodation and food and soft drinks or on alcoholic beverages, etc.

Commercial Rate

A rate agreed upon by a travel agent and the hotel for all individual room reservation. **Advance Purchase Rate**

Some hotels have started using the new concept of charging. Under this more and more discounted rate may be given depending upon the factor that how early the booking is made, for example, a hotel may give more discount to a booking which is done one month before as compared to a booking which may be only one week in advance.

Package Rate

A package offered by the hotel on a combination of one or more hotel product or services. Also called as Bundling. A Bundling entails pricing the package below the cost of purchasing the items separately. When the bundling includes meals it becomes an American plan or MAP depending upon the meals offered and is called 'meal package'. Further, a package will be called an meeting package', (which is usually offered to meeting planners) where the complete meeting package (CPM) would include, coffee breaks, lunch, dinners, and or/audiovisual equipment, meeting room charges, and the room charges. Similarly, a vacation package will include along with room rate, the airlines tickets transportation charges, tickets to local attraction or shows and themed amenities, for example a themed beach vacation bundle in addition to the above may include sun glasses, sun tan lotions, beach umbrella, snacks on beach and other such amenities which may be necessary for a vacationer. Similarly many other such special vacation packages/bundles may be organized.

Group tariff is applicable for groups of 15 paying members or more. After every 15 paying members, one person accommodated complimentary.

5.4 Summary

In this unit, we have studied the types rooms, these rooms can be found in one hotel but generally different hotels have different two or three types of rooms based on .the clientele expected in the hotel.

The tariff structure is also based on the type of the hotel, locations, services etc. With increase of competition the pricing is becoming more an more competitive and many hotels are selling their rooms at much discounted rates to attract more and more tourist and business.

5.5 Review Questions

- 1 . List Various Types of Rooms
- 2 . List various types of room tariffs that are offered in the market
- 3 . Elaborate on the below :-
 - a. Cabana Room
 - b. Duplex
 - c. Hollywood room
 - d. Suite
4. Explain the following :-
 - a. Rack rate
 - b. Group Rate

5.6 Further Reference

- 1 Holden, Andrew (2005) Tourism studies and the social sciences, Oxford Routledge Publisher.
- 2 Geoldnes, R. Charles, Ritchie, Brent J.R.(2006) Tourism Principles, Practices, Philosophies(10th edition).New Delhi ,Wiley India .
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- 5 Bhatnagar, Sunil (2002)Front Office Management, New Delhi, Franks Bros. & Co.
- 6 Andrews, Sudhir(2008) Text book of Front office Management & operations. New Delhi , Tata McGraw Hill.

Unit – 6 : Time Share and Vacation Ownership

Structure of Unit:

- 6.0 Objective
- 6.1. Introduction
- 6.2. History & Growth
- 6.3. Concept
- 6.4. Ownership
- 6.5. Method of Use
- 6.6. Sales Practices
- 6.7. Criticism
- 6.8. Secondary Market
- 6.9. Summary
- 6.10. Review Questions
- 6.11. Reference

6.0 Objective

The purpose of the unit is to introduce learner with the new and developing concept of Time Share and vacation ownership. In the unit learner will be able to:-

- Understand the concept of time share
- The differentiate regular hotel sale and time share
- List out various types of time share contracts and concepts
- Understand the dynamics of time share in Indian market

6.1 Introduction

The term "timeshare" was coined in Great Britain in the early 1960s; expanding on a vacation system that became popular after World War II in Europe. Vacation home sharing, also known as holiday home sharing, involved four European families that would purchase a vacation cottage jointly, each having exclusive use of the property for one of the four seasons. They rotated seasons each year, so each family enjoyed the prime seasons equally.

The concept is gaining popularity across the globe yet the major market is still Europe and USA. In Asian countries the concept is still in a nascent stage with major market being Japan and South East Asian countries.

6.2 History, Growth & Indian Market

This concept was mostly utilized by families related to each other because of the trust factor involved in joint ownership, and no property manager. However, few families vacation for an entire season at a time; so the vacation home sharing

properties were often vacant for long periods. Enterprising minds in England decided to go one step further and divide a resort room into 1/50th ownership, have two weeks each year for repairs and upgrades, and charge a maintainer fee to each owner. It took almost a decade for timeshares in Europe to evolve to a smoothly run successful business venture.

United States of America

The first timeshare in the United States was started in 1974 by "Caribbean International Corp." based in Fort Lauderdale, Florida. It offered what it called a 25-year "vacation license" rather than ownership. The company owned two other resorts the "vacation license holder" could alternate their vacation weeks with, one in St. Croix and one in St. Thomas; both in the Virgin Islands. The Virgin Islands properties began their timeshare sales in 1973 with owners Hillie Meyers, Don Saunders and Arthur Zimand.

The contract was simple and straightforward. The company, C.I.C. (Caribbean International Corporation), promised to maintain and provide the specified accommodation type (studio - one bedroom - two bedroom) for use by the "license owner" for a period of 25 years in the specified season and number of weeks agreed upon; with only two extra charges. A \$15.00 per diem (per night), frozen at that cost for the life of the contract; and a \$25.00 switching fee, should the licensee decide to use his/her week/weeks at one of the other resorts. The presentation's logic was based on the fact that the cost of the license and the small per diem, compared with the projected cost of hotel rates climbing in the next 25 years to over \$100.00 per night, would save the license owner many vacation dollars over the span of the license agreement. The license owner was allowed to rent or give his week away as a gift in any particular vacation year. The only stipulation was that the \$15.00 per diem must be paid every year whether the unit was occupied or not. This "must be paid yearly fee", would become the roots of what is known today as "maintenance fees"; once the Florida Department of Real-Estate became involved in the American timeshare concept.

This concept has attracted many resort developers and prominent hoteliers, such as Starwood, Wyndham, Accor, Hyatt, Hilton, Marriott, and Disney. Vacation ownership has proven to be lucrative for stakeholders in these major resort families, due to its popularity with vacation-goers. This form of lodging has spawned a variety of products sold on similar occupancy schemes; cars, planes, boats, condo-hotel units and luxury fractional properties.

Indian Scenario

In India, the industry is still in a growth phase, with 4,640 timeshare units and 1,46,450 members accounting for 2,41,330 timeshare weeks. The growth recently was 25%, against the last five-year average of 18%, according to Group Resort Condominiums International (RCI). An RCI estimate on demand for timeshare products highlights an approximate growth of 16% per annum since 2006 to 2015 - facilitated by access to 12% holiday units per annum. *Source : Group RCI-Cushman and Wakefield Hospitality Report, The Spectrum of Leisure Real Estate Products in India*

As per an official estimate there are approx 5,425 timeshare resorts worldwide, of which around 31% are situated in North America, 25% in Europe, 16% in Latin America (where Mexico leads with 40% in the region). Emerging resorts in Asia offers 14%, led by Japan, but with Thailand and India increasingly prominent.

Typical profile of Timeshare Consumers in India

Average age	42 years
Average household size	4 people
Typical children count	Between 1 and 2
Membership gender	89.8% male

The industry is regulated in all countries where resorts are located. In Europe, it is regulated by European and by national legislation. In 1994, the European Communities adopted "The European Directive 94/47/EC of the European Parliament and Council on the protection of purchasers in respect of certain aspects of contracts relating to the purchase of the right to use immovable properties on a timeshare basis", which was subject to recent review which resulted in the adoption on 14 January 2009 of the European Directive 2008/122/EC. In India it has various regulation from Real Estate and Hospitality law under Indian Contract Law.

6.3 Concept - Difference between Traditional Hospitality Business and Time share

Traditional Lodging comprises hotels, motels, resorts, and conference centers that offer overnight accommodations to guests. Nontraditional lodging properties offer overnight accommodations to guests as well, but there are many differences between traditional and nontraditional lodging properties:

- Only "guests" stay at traditional lodging properties. The people who use nontraditional lodging can be grouped into three categories: "guests," "owners," and "guests of owners." "Owners" actually own their overnight accommodations.
- In traditional lodging properties, guests are not compelled to stay for a certain number of nights; most time share lodging properties impose minimum

stays" on guests, depending on the season and the size of the accommodations they wish to stay in.

- In traditional lodging properties, guests pay when they depart; in most time share lodging properties, guests pay when they arrive, or even earlier.
- There are few or no "walk-ins" at time share lodging properties; almost everyone who arrives has a reservation.
- In traditional lodging properties, the guestrooms are furnished by the lodging company and are laid out similarly, usually consisting of a bedroom with one or two beds, a closet, and a bathroom. In many time share lodging properties, the "guestrooms" (units) are furnished by their owners and consist of a kitchen, a living room! dining area, one or more bathrooms, and from one to five bedrooms.
- Many traditional lodging properties have food and beverage departments; however, few timeshare lodging properties have food and beverage outlets, in part because individual units usually have kitchens.
- In traditional lodging properties, housekeeping and the maintenance and engineering department are cost centers; in many timeshare lodging properties, these departments are revenue centers.
- In a traditional lodging property, the general manager deals with one owner. In many timeshare lodging properties, the general manager deals with hundreds, even thousands, of owners.
- At a traditional chain-affiliated lodging property, the general manager typically reports to a regional vice president who has expertise in the hospitality industry and is responsible for achieving specific profit goals. At many timeshare lodging properties, the general manager reports to a board of directors of a not-for-profit owners association; these directors usually have little or no expertise in the hospitality industry..

6.4 Ownership

Two basic vacation ownership options are available: timeshares and vacation interval plans. The value of these options is in their use as vacation destinations, not as investments. Because so many timeshares and vacation interval plans are available, the resale value of yours is likely to be a good deal lower than what you paid. Both a timeshare and a vacation interval plan require you to pay an initial purchase price and periodic maintenance fees. The initial purchase price may be paid all at once or over time; periodic maintenance fees are likely to increase every year.

Whole-Ownership Condominium Resorts

A whole-ownership condominium resort is a nontraditional lodging property made up of residential units owned by individuals, and common areas owned

jointly by the owners of the residential units, the owners association, or by the developer of the resort. Simply put, a condominium is not an architectural structure or a form of construction; it is a method for subdividing real estate into units and common elements.

In addition to units and common elements, a whole-ownership condominium resort can have "commercial" condominium space that may be owned in common by the unit owners, by the resort's developer or management company, or by an "outside" owner such as the owner/operator of a gift shop. For example, a nine-story condominium building might set aside the top eight floors for residential units, while the first floor contains restaurants, gift shops, or other businesses. Condominium resorts can range from a complex of many buildings and hundreds of units to a small resort with a dozen or fewer units.

To a developer, a whole-ownership condominium resort is a good way to finance a costly property in a resort area. For the owner of an individual unit, the resort provides a vacation or second home; some owners also view their units as investments. For guests who rent condominium units, a whole-ownership condominium resort gives them access to resort-area lodging that provides more space than just a hotel room.

Units in whole-ownership condominium resorts can range from "efficiency" one-room units or studio~ to five-bedroom units complete with a kitchen, living room, and dining area. The norm is for a unit to have a kitchen and living area in addition to one or more bedrooms. Each unit is decorated and furnished by its owner according to the owner's personal taste. Therefore, usually there is much variation from unit to unit in a whole-ownership condominium resort. This can be a challenge to the resort's management, as we will see later in the chapter.

Each unit in a whole-ownership condominium resort has one owner. This owner might be a single individual, a family, a small corporation, two brothers, and so on; there are many possibilities, but in each case a single contact person is identified, so that each time the owners association sends out voting proxies, news-letters, or monthly statements, for example, it only has to send one per unit.

What do the owners of these units actually own? When owners purchase a unit, this gives them exclusive title to a portion of the resort's real estate; they receive titles and deeds to their individual units and must pay property taxes on their units; these taxes traditionally include each owner's portion of the property taxes on the resort's common elements.

An owner of an individual unit also owns his or her proportionate share of the resort's "common elements," also referred to as "common areas and facilities." Common elements may include land, private roads, parking areas, and recreational facilities such as marinas, golf courses, tennis courts, swimming pools, exercise rooms, and saunas. Other common elements may include a common laundry room, storage facilities, and meeting rooms. There are also "limited" common elements (such as a patio or balcony adjacent to a particular unit) that are owned jointly by all individual unit owners but are reserved for the exclusive use of a certain unit or group of units.

Not all common elements are outside owners' individual units; some are right within the units themselves. In fact! there is a saying in the whole-ownership industry: Owners of condominium units "own air" – that is, they own their unit from the drywall in, and from the floor up; what's below the carpeting and the paint are considered "common elements." In this regard, ownership of a condominium is far different from owning a home. For example, the owner of a condominium unit in a multi-unit building cannot just independently decide to move the pipe behind a wall in his or her unit, because that pipe might feed ten other units. This works to the owner's advantage at times, too. For example, if that pipe breaks, the owners association has to repair it, not the owner, because the pipe is a common element. Other typical common elements include foundations, columns, supports, main walls, roofs, halls, lobbies, stairs, elevators, HV AC systems, fire escapes, chimney flues, and entrances and exits of buildings.

To put it simply, a unit owner typically owns what is inside the doors and walls of his or her individual unit—the paint, carpeting, and furnishings; most or all of the resort areas outside the unit's doors and walls are owned in common interest with the other unit owners (this interest is an undivided interest, in that an owner cannot portion or segregate his or her interest from the interests of the other owners). Owners must insure the contents of their units; often this is done through a rider on the homeowner's policy of their primary residence. Owners must carry liability insurance as well, with the owners association or managing entity named as an additional insured.

As mentioned earlier, owners can decorate their units to their personal taste. They provide their own furniture, put their own pictures on the walls, distribute personal knickknacks throughout the rooms, and otherwise treat their units like a second home. When owners are not staying in their units, they often place expensive or otherwise valuable personal items (artwork, liquor, family pictures, and so on) in an "owner's closet" that is kept locked and is off-limits to guests.

Yes, guests. Typical owners are in their units just a few weeks a year because of their busy schedules. Although some owners choose to let their units stand empty when they are not using them, most seek to rent their units during those times of the year that they don't stay in them. Rental fees from guests are shared between the unit owners and the managing entity of the resort's rental program. A few owners try to rent their units on their own, but the vast majority of owners join the resort's rental program or turn their units over to an outside real estate company, which rents the units for them. Usually, most of a resort's units are in the on-site rental program, because the rental program management is more familiar with the resort and its units. For example, in one whole-ownership condominium resort, only 2 of its 200 units are not in the resort's on-site rental program. At another 515-unit resort, 50 units are not rented out at all, 90 units are listed with 10 different real estate companies, and the remaining 375 are in the resort's on-site rental program.

Owners who belong to their resort's rental program must maintain their units so that they meet the rental program's standards. This can become a source of contention between the rental program managers and the unit owners; some

owners who must spend money to upgrade their units (put in new carpeting, for example, or replace a couch that has grown somewhat worn over the years) complain that the standards are too high. At some resorts, owners who join the resort's on-site rental program must pay a "linen fee" (typically a one-time charge of a few hundred dollars) to stock their units with a standard quantity and quality of linens. Some resorts also offer a yearly maintenance plan for owners so that, for a fee, the resort's maintenance staff will take care of certain common maintenance problems within units that owners and guests are likely to experience during the year. Completely separate from the rental program, all owners pay an "operating fee" (also called a "maintenance fee" or an "annual operating assessment") to cover the costs of maintaining common elements and managing the owners association.

Amenities provided to guests who rent units vary from property to property—there is no standard amenities package in the industry. In addition to towels and bed linens, some whole-ownership condominium resorts stock their rental units with shampoo and conditioner, sun tan lotion, and hand cream; other resorts take a more Spartan approach and guests must bring their own towels and sheets, even (in rare cases) their own toilet paper!

It should be noted that not all guests are paying guests. Sometimes owners invite friends or business associates to stay in their units free of charge. These individuals are considered guests of the owner, and all rental fees are waived, if so stipulated in the rental, management agreement. However, some resorts ask these guests (or the owners) to pay nominal occupancy fees to cover housekeeping, front desk, and other daily operational services.

For an on-site rental program to work, the rental manager must know when the units are available for rent. Therefore, even though owners own their units, they are asked to "reserve" them in advance of when they want to use them—how far in advance varies from resort to resort. Some resort condominiums ask owners to give them 30 days' notice during the off season; 90 days' six months', or even longer notice for in-season months, for example. Once the time periods that units are in use by owners are blocked out, the rental manager can go about selling the remaining time to guests.

Interval-Ownership Properties

Interval-ownership properties are sometimes referred to as "fractional-ownership" properties or "vacation-ownership" resorts. With interval-ownership properties, an owner does not buy a whole unit, as with whole-ownership condominium resorts; rather, he or she buys an interval of time at a property, time which may or may not be tied to a particular unit (or even to a particular property, in the case of some multi-property interval-ownership companies). Interval ownership is popular with people who can't afford to buy a whole condominium unit; it's less expensive to buy time in a condominium unit than to buy an entire unit. Others prefer interval ownership because they can vary their vacation experiences by trading their times or units with other interval-ownership owners. While exchange opportunities exist for owners within whole-ownership condominium resorts, the primary motive for these owners for purchasing a unit is to use the unit and defray expenses through

participation in a rental program. The primary motive of interval ownership is often variety of vacation experiences through interval exchanges.

An interval-ownership property can be a converted hotel or a purpose-built resort. Units may have 1 to 5 bedrooms, a living/ dining room area, a partial or complete kitchen, and laundry facilities. An average unit has 2 bedrooms, 2 baths, a kitchen, a living room, and 1,000 to 1,100 square feet of space.

A big difference between interval-ownership properties and whole-ownership condominium resorts is that, in an interval-ownership property, a single unit can have many owners rather than one. Another major difference is that owners at an interval-ownership property don't furnish their own units; the managing entity is responsible for all furnishings. The managing entity decides on the furnishings and fixtures and when they should be replaced, charging owners an annual operating and reserve assessment to cover the expenses associated with the daily and long-term upkeep of the units. Units at these properties are standardized much like hotel guestrooms in terms of color schemes, furniture, and fixtures, making their maintenance and upkeep easier for managers.

NON-TRADITIONAL LODGING IN A NUTSHELL

Whole-Ownership Condominium Resorts

- Owners buy specific units.
- There is one owner per unit.
- Purchasing a unit is a real estate transaction and is covered by real estate law.
- Owners can decorate their units to their tastes; unit decor is not standardized.
- Owners may rent their units but generally do not exchange them.

Interval-Ownership Properties

- Owners buy time in units rather than units.
- There are many owners per unit.
- Purchasing a unit may or may not be considered a real estate transaction and may be covered by contract law rather than real estate law.
- Owners cannot decorate their units to their tastes; unit decor is standardized.
- If owners don't use their units themselves, they generally exchange them rather than rent them.

*A unit owner may be an individual or a "single entity" (a couple, a corporation, two or more siblings, and so on).

Forms of Interval Ownerships

Fixed or Floating Time	In a fixed time option, you buy the unit for use during a specific week of the year. In a floating time option, you use the unit within a certain season of the year, reserving the time you want in advance; confirmation typically is provided on a first-come, first-served basis.
Fractional Ownership	Rather than an annual week, you buy a large share of vacation ownership time, usually up to 26 weeks.
Biennial Ownership	You use a resort unit every other year.
Lockout	You occupy a portion of the unit and offer the remaining space for rental or exchange. These units typically have two to three bedrooms and baths.
Points-Based Vacation Plans	You buy a certain number of points, and exchange them for the right to use an interval at one or more resorts. In a points-based vacation plan (sometimes called a vacation club), the number of points you need to use an interval varies according to the length of the stay, size of the unit, location of the resort, and when you want to use it.

6.4 Methods of use

Owners can:

- Use their usage time
- Rent out their owned usage
- Give it as a gift
- Donate it to a charity
- Exchange internally within the same resort or resort group
- Exchange externally into thousands of other resorts
- Sell it either through traditional advertising, online advertising or by using a licensed broker (timeshare contracts allow transfer through sale; however, it is rarely (if ever) accomplished. See "Criticism" section below)

6.6 Sales Practices

The Tour: First, the "Prospects" (prospective buyers) are seated in a Hospitality Room with many tables and chairs to accommodate families. The Prospects are assigned a Tour Guide, usually a Licensed Real-Estate Agent, but not in all cases. The actual cost of the Timeshare can only be quoted by a Licensed Real-Estate Agent. After a warm up period and some coffee or snack, the lights will dim and

the Prospects will be shown a Film designed to dazzle them with exotic places they could visit as Timeshare Owners.

Then the Prospects will be invited to take a tour of the property, which will include an accommodation that the Tour Guide or Agent feels will best fit the Prospect's family's needs. Then it's back to the Hospitality Room for the verbal sales presentation. The Prospective Buyers are given a brief history of Timeshare, and how that relates to the Timeshare Industry today. During the presentation, they will be handed the exchange book from RCI or what ever exchange company is associated with that particular Resort Property. The Prospects will be asked to tell the Tour Guide the places they would like to visit if they were Timeshare Owners. The rest of the presentation will be designed around the responses the Prospective Buyers give to those questions.

If the Guide is licensed, he/she will then give the Prospect the Retail Price of the particular unit that best seemed to fit the Prospect's needs. If he/she is not a licensed Agent, a Licensed Agent will now step in to present the price. The Prospective Buyer will then be given an incentive to "Buy Today"; usually in the form of a discounted price that will only be good "Today". If the reply is No, or "I'd like to think about it", the Guide will ask the Prospect to please talk to one of his managers before the Prospect leaves. It is at this moment, that the Prospective Buyer realizes that his/her Tour has actually just begun.

The Manager, Assistant Manager or Project Director will now be called to the table. This procedure is called "TO"; or getting the "Turn Over" man to find an incentive usually in the form of a smaller less expensive unit, or a "Trade-in" unit from another owner; which is commonly used as a sales ploy, because the Resort is not interested in reselling already Deeded Property. Similar to the Automobile Sales industry, the Manager and Salesman know before hand, exactly what the lowest price is that will be offered to the Prospect; well before the Prospective Buyer has arrived for the Tour. If one incentive doesn't move a Prospect to purchase, another will follow shortly; until the Prospect has either purchased, convinced the usually very polite sales crew that no means no, or has gotten up from the table and escorted himself/herself out of the building.

6.7 Criticism

Critics contend timeshare units are overpriced. The United States Federal Trade Commission provides consumers with information regarding timeshare pricing and related information. Timeshares are also known as Universal Lease Programs (ULPs). Due to the nature of timeshares, they are considered to be securities under the law.

Many timeshare owners complain about the annual maintenance fee (which includes property taxes) being too high.

Pricing is compared to staying at hotels in the long term, when interest and fees are not included. However, a hotel guest doesn't have a fixed payment, upfront cost, fixed schedule, and set locations.

There are Timeshare companies accused of "Scamming" their customers. The industry's reputation has been severely injured by the comparison of the

Timeshare salesman to the Used Car Salesman; because of the Sales Pressure put on the Prospective Buyer to "Buy Today". "The discounted price I quoted you is only good if you buy today"; is the Industry Standard's "Pitch" to close the sale on the first visit to the Resort. Many have left a Timeshare Tour complaining of being exhausted by the barrage of sales people they had to deal with before they finally exited the "Tour". The term "TO", or "Turn Over" man was coined in this industry. Once the original tour guide or salesman gives the prospective buyer the pitch and price, the "TO" is sent in to drop the price and secure the down payment.

However, the biggest complaint of all is the fact that Timeshare re-selling by the private owner is almost impossible. An owner looking to sell literally cannot give the Timeshare away. Timeshare resale companies have sprung up, that actually charge the owner to assume his/her timeshare ownership; using the excuse that the resale company must assume the maintenance fees until that burden can be unloaded to a new buyer.

6.8 Secondary Market

The secondary market for timeshares consists of rentals and re-sales initiated by the owner. Resale transactions involve the owner permanently transferring his or her deed or right to their timeshare to another party. Rental involves the owner transferring all or part of their week or interval to another party, without transfer of ownership. This typically takes the form of an owner renting one week to a traveler who uses it as one would use a hotel or other vacation rental. Either transaction can be accomplished entirely by the owner, or with the assistance of a third party, or broker.

Timeshare re-sales

Timeshares are generally treated as real property and can be resold to another party. However, most timeshares do not appreciate in value, and therefore should not be considered a money-making investment. Additionally, as much as 50 percent or more of the original purchase price of a timeshare from a developer or resort went towards marketing costs, sales commission, and other fees, which realistically can never be recouped by the owner. Most timeshares resell for the nominal price as low as \$1 US, so the new owner only takes responsibility of the maintenance and other recurring fees. Resale price can be considered a market price of the timeshare.

There are brokers and agents who specialize in reselling timeshare units on behalf of their owners. This arrangement typically involves listing fees, commissions, or both, being paid by the owner to the broker/agent. In return, the broker/agent markets the resale to prospective buyers. This marketing can take the form of printed materials, Internet postings, radio and television advertisement, and direct telephone solicitations. Most of the fees associated with third party re-sales are up-front and non-refundable, regardless of whether the unit sells, or for how much.

Donate timeshare to charity

Charities sometimes accept timeshare donations. They must be able to convert the timeshare into cash to benefit from the donation. Charities do not want to become obligated as owners and assume the same annual fees that face the donors. Unless a charity can convert it to cash by resale or rent, the acquisition can become a liability instead of an asset. Some charities charge the Donor an acceptance fee, and have no intention of ever making any maintenance fee payments. They take on the obligation and ignore all bills and threats of collection until the original Finance Company that bought the paper, decides to foreclose on the property. The charity that will legitimately accept the donation, will have the donor continue to hold title while they have an experienced broker try to sell the timeshare and convert it to cash.

Timeshare rentals

Depending on the terms of the timeshare contract, an owner may rent their week or interval to another party in exchange for payment to the owner.

There are many third parties that will rent timeshares on behalf of their owners as a one time event, or an annual occurrence. The broker/agent will find a suitable renter in exchange for fees and commissions. In addition to a hands-off experience for the owner, third parties typically handle the money transfer as well.

The obstacle of finding a suitable renter remains the same, with the added liabilities associated with renting any real property—namely, ensuring payment prior to transferring the use to the renter, and coverage for any damage to the unit by the renter

6.8 Summary

Time share has been a concept in vogue for some time but of late it is becoming popular in the country. In the unit we understood the basic concept of Time Share along with various types of industry practices.

The concept is gaining popularity across the globe yet the major market is still Europe and USA. In Asian countries the concept is still in a nascent stage with major market being Japan and South East Asian countries.

This concept was mostly utilized by families related to each other because of the trust factor involved in joint ownership, and no property manager.

Amenities provided to guests who rent units vary from property to property—there is no standard amenities package in the industry. In addition to towels and bed linens, some whole-ownership condominium resorts stock their rental units with shampoo and conditioner, sun tan lotion, and hand cream; other resorts take a more frugal approach and guests must bring their own towels and sheets.

Many believe that it has just set in and there is tremendous growth in the Time Share segment.

In India Two basic vacation ownership options are available: timeshares and vacation interval plans. The value of these options is in their use as vacation destinations, not as investments. Because so many timeshares and vacation interval plans are available, the resale value of yours is likely to be a good deal lower than what you paid. Both a timeshare and a vacation interval plan require

you to pay an initial purchase price and periodic maintenance fees. The initial purchase price may be paid all at once or over time; periodic maintenance fees are likely to increase every year.

6.9 Review Question

- 1 Describe Time Share Concept.
- 2 List out various difference between Time Share and Normal Hotel Selling concept.
- 3 Explain – Interval Ownership Properties
- 4 Why is Time Share Industry criticized? Explain
- 5 What are the secondary Markets available for Time Share Unit Owners?

6.10 Reference and Review Questions

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Unit – 7 :Hotel Entrance Lobby and Equipment

Structure of Unit:

- 7.0 Objective
- 7.1 Introduction
- 7.2 Lobby
- 7.3 Reception Counter
- 7.4 Equipment and Furniture
- 7.5 Summary
- 7.6 Review questions
- 7.7 References

7.0 Objective

The objective of the unit is to enable learner achieve the following :-

- Understand the importance and layout of the lobby
- Identify various work space of the lobby
- List various equipment used in the reception
- Prepare and identify a work and customer flow in the lobby area

7.1 Introduction

Many times in addition to the building ambience, the main entrance and approach play a very important role in the selection of hotel for a guest. When a guest enters a hotel it is the entrance and thereafter the lobby, which is subjected to scrutiny. The main entrance must be identifiable and directly lead to reception area, i.e., lobby of the hotel. Care should be taken that the main entrance area is able to accommodate guests of the hotel who may come by a car or taxi or may at times walk up to the hotel, and also may reach by coach. To complicate the situation, a number of guests may arrive by several modes of conveyance at the same time. As a general rule the driveway in front of the lobby entrance should be at least 18 feet wide so as to allow at least two cars to pass easily. Sufficient height clearance to allow coaches loaded with luggage on top should also be given consideration. A minimum of 16 feet high clearance from road should be allowed. Another important point to be considered is the number of steps for entrance into the lobby area, as generally a raised entrance approach by steps is used. To avoid the problem of carrying of luggage through steps it is advisable to have separate luggage entrance in the form of a ramp starting from driveway to the main

entrance. The ramp should not be very steep. The recommended inclination with road of the ramp for luggage trolleys and wheel chair is 1: 10 as most convenient.

7.2 Lobby

The atmosphere, decors and the staffs are suggestive of what the guest is going to get on his visit to the hotel. Lobby should be spacious but not wasteful. The natural flow of guests should be towards the reception/information counter on their arrival in the hotel. Sufficient space should be in the lobby for short time keeping of luggage in the lobby before either sending them to room or to the car.



The lobby of the hotel includes general circulation and waiting area which lead to check in, information and cashier's counter and also to desks such as concierge, bell desk, travel counter and elevators, etc. Front office is situated in the front of the house, i.e., the lobby of the hotel. This area is controlled by a senior front office official called lobby manager whose counter is also in the lobby. The shopping arcade may also be either in one part of the lobby or near the lobby. The various restaurants, and other food and beverage outlets may also be reached through the lobby. Location of cloakrooms and washroom for public are also in the lobby. It usually serves as a gathering point for guests and their visitors. Since all guests and visitors to guest staying in hotel first pass through this area, it must be very well planned, designed and decorated from inside and outside to give the first impression to the guest. The reception desk is in the lobby and should be so located that it is in clear view of the guest entering the lobby of the hotel. Another important point is that in addition to the entry from the porche or drive-in, there must be an entrance to lobby from the car parking area which usually is in the basement. Also the front office staff should be able to oversee the activities in the lobby, entrance, exits, elevators, shops, and so on, and if possible, the dining area

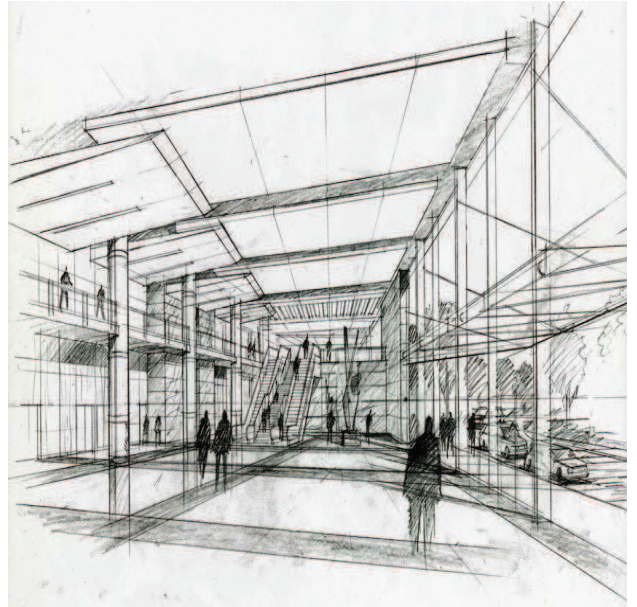
and restaurant. Lobby of a large hotel is also required to accommodate travel desk, GR. office, the lobby manager's desk, bank counter and public as well as house telephone booths.

Size of Lobby

The size of the lobby depends upon the size and type of the hotel. The lobby should be spaciouly designed, of course without wasting any valuable space. Cocktail lounge can also be made in the lobby. Principles of space management should be followed while designing the lobby. Avoid pillars as far as possible as they obstruct the view and may create problem in the movement. The lobby in some hotel is used as a feature around which whole activity of the hotel takes place. It may form a part of an atrium extending the full height of the building and containing garden landscapes, exhibition space, displays, etc. It should provide relaxing atmosphere for guests and their visitors.

The structural layout of the building also plays an important role. The systems used, such as manual, mechanical or automatic will also be important

while deciding the size of the lobby. If pillars are to be used to give support to superimposed floors, then they may be made multifunctional by arranging service ducts through them. Also they may be used for display of items such as jewellery



and other small but expensive items. The lobby of the hotel is subject to continuous traffic following route of circulation from the entrance to the front desk, to staircase, and elevators leading to guest rooms and public areas. Proper and regular maintenance is very important to avoid any loss of goodwill and shabby looks of lobby.

The selection of finishes including floors, walls, doors, furniture and counter, and so on, should have a high degree of permanence and be able to withstand wear and tear likely to be in the lobby because of use for 24 hours a day. The selection of material used and furnishing and finishing used should be in harmony with the theme and design of the hotel. While selecting the material to be used for the construction of lobby the points, such as extent of traffic, i.e., main and secondary circulation paths and nature of traffic, i.e., foot, trolley, etc, carry over of dirt and dampness, should be considered. Also factors such as marking (scuff marks from shoe soles, etc) appearance and the maintenance and cleaning of the material used should be considered before selection. Further, factors, such as cost, safety and noise created should also be considered. Various flooring material such as marble, tiles of mosaic and slate etc., wood, cement and granite, etc., can be used. Carpet can also be used to cover cement floor but wear and tear is very great in this case. Walls must be very well maintained. Material used can be bricks, stones and cement, etc. Colour of paint or distemper used must be in harmony with the colour of material such as counter and furniture, etc. Ceiling of the lobby and its height is also important. It should give the impression of spaciousness. As far as possible-maximum utilization of natural light and air should be done for lobby planning. The ceiling of the lobby may be made the focal point of the lobby, for example, the lobby ceiling of Kanishka Hotel in New Delhi has a matching painting and similarly the lobby ceiling of Maurya Sheraton, New Delhi, has a painting matching with the name of the hotel. The design and shape of lobby such as flat or dome shape should also match the architectural theme of the hotel.

7.3 Reception Counter

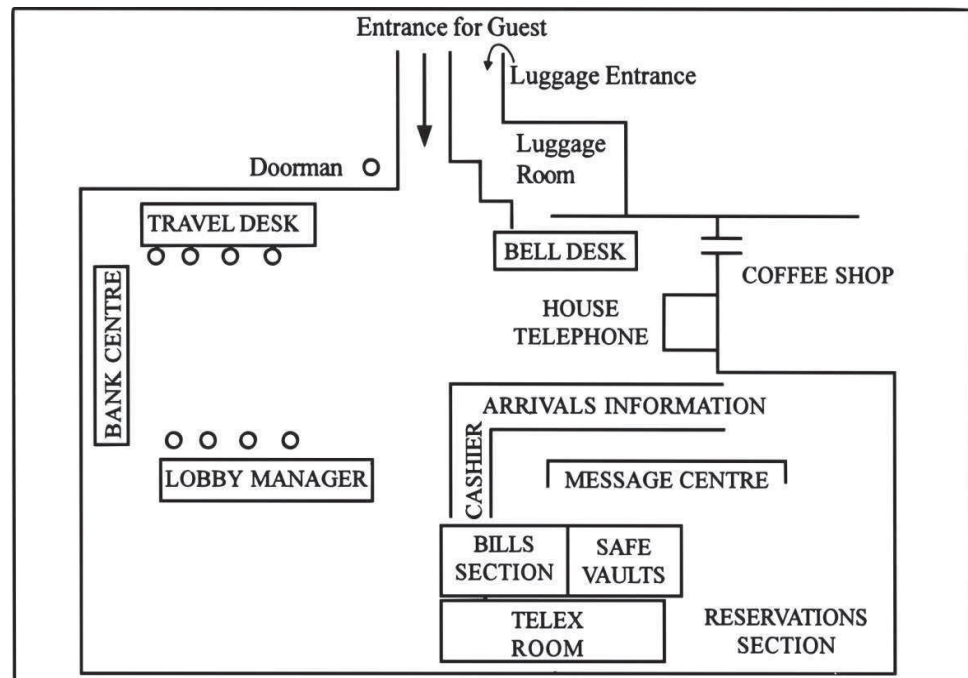
Various activities connected with guests, such as arrival, information, departure, mail handling, luggage handling, etc., are done from the reception counter which is situated in the lobby. The counter must be fully functional and operational and well planned. The following points are important.

1. **Size:** Basically size depends upon the size and systems used by the hotel. For a large hotel using automatic system the size may be small while for a small hotel on Whitney rack system or manual system the size may be comparatively big.

2. **Shape:** Another important factor is that the counter should be designed matching' with the shape of the lobby, for example, 'L' shape, straight shape, curve shape , (semi-circular) or circular shape, etc.
3. **Dimension:** Usually the counter dimensions are: height between 38" to 42"; width is 30" approximately and the length depending on various factors such as size of lobby, type of hotel, business profile of the hotel and the systems used, etc.

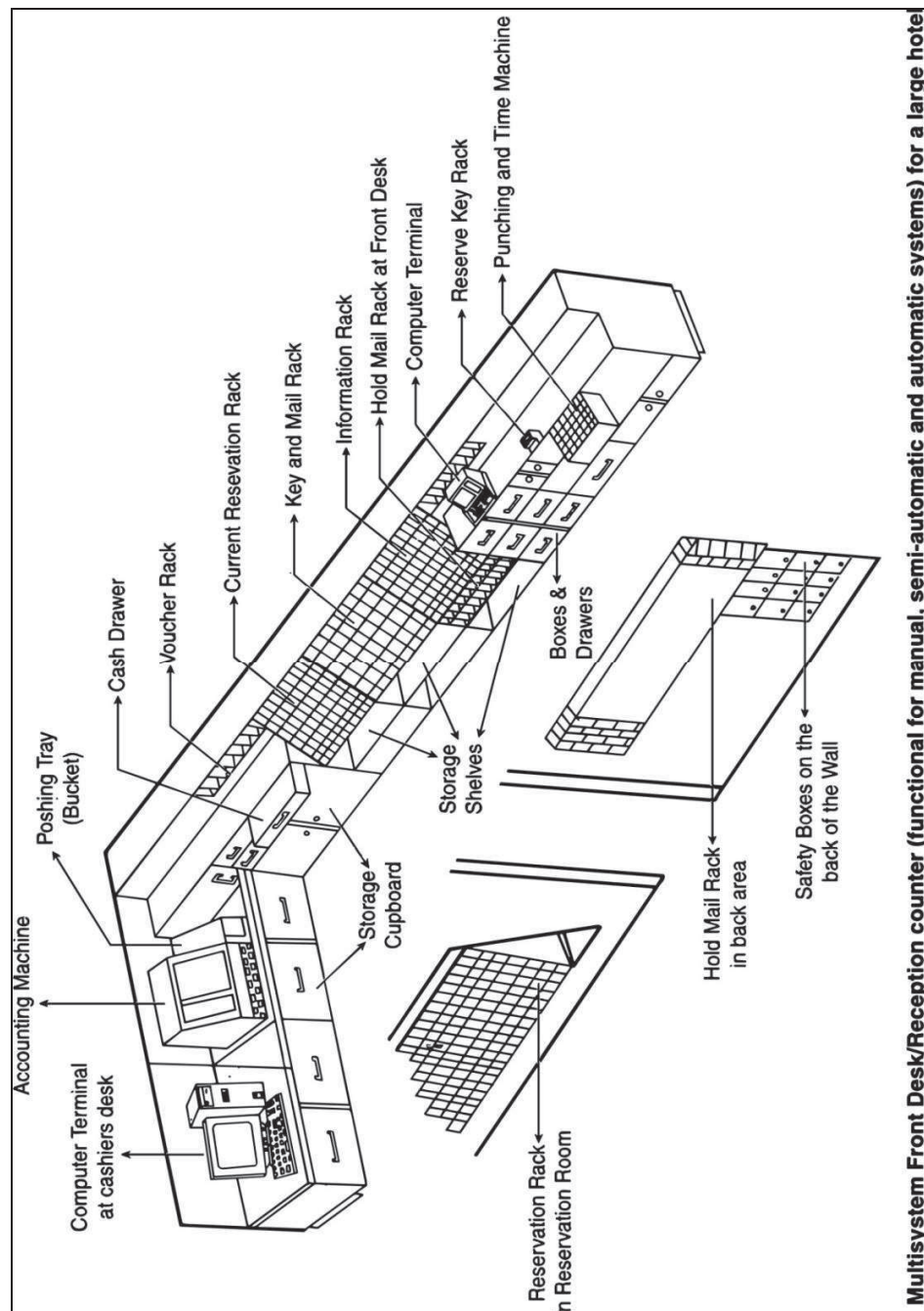
Material used for making the counter varies from wood and cement to concrete with finishing of laminated surfaces, stone, marble, granite, etc. depending upon various factors such as cost and design, etc.

A new concept of separation of counters into separate sections, for example, a separate section for each, i.e., arrival, information, cash and bills section is being used by some hotels. Communication network has to be very efficient in such cases and computer



communication system is usually used.

Apart from the front desk other counter and offices which are in the lobby of a large hotel are, lobby manager's desk, concierge desk, bell desk, travel counter, GRO desk, public telephone counter, bank, etc., and right behind the counter the reservation area, safe deposit lockers, bills section, telephones telex and message centre may be situated.



THE ART OF RECEPTION

This is most decidedly an art, requiring thought and experience, as well as immense consideration for the feelings, rights and wishes of the hotel's guests.

The first attribute of a receptionist is habitual courtesy. It is his/her manner rather than his/her words which wishes welcome to the arriving guest; and the well-groomed receptionist who steps forward to greet the visitor in a cultured, well-

modulated voice and with a pleasant smile, displaying simple courtesy and tact, carries a charm which will impress all visitors.

It is not possible to emphasize too strongly the importance of an attractive reception counter or desk. The guest's first impression should be one of business efficiency coupled with a friendly manner. A junior member of the staff may be made responsible for keeping the counter tidy and clean.

Visitors often arrive feeling tired and a little disgruntled after a tiring journey by air, rail or road and a pleasant receptionist can do much to ease this feeling and to create one of being all-important and the only visitor in the hotel who really matters.

HOSPITALITY DESK

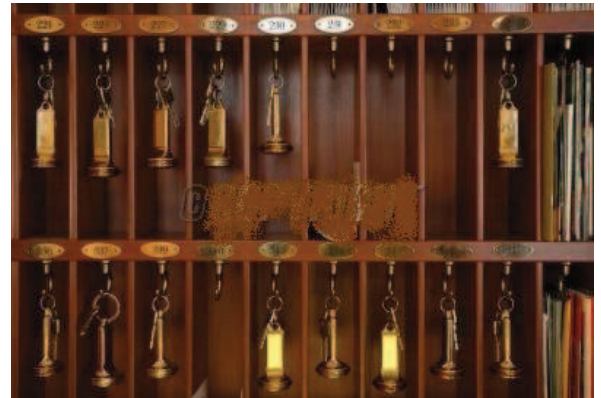
The hospitality desk deals in all such services that are offered to the guest either complimentary or are available at very little charge, such as (i) Aarti, tikka, garlanding, (ii) Babysitting, (iii) Personalized stationery, (iv) Flowers/fruits, (v) Free airport pick-up/drop to airport, (vi) Assistance in shopping, (vii) Guiding foreign guests on tours and shopping etc.

Functions: (i) Courtesy call to VIP, (ii) Ensuring comfortable stay, (iii) Escorting VIP to rooms.

7.4 Equipment and Furniture

Here is a list of equipment and furniture, racks and cabinets, etc. usually used in hotels run on manual/mechanical and automatic system, i.e., non-automated, semi-automatic and automatic systems.

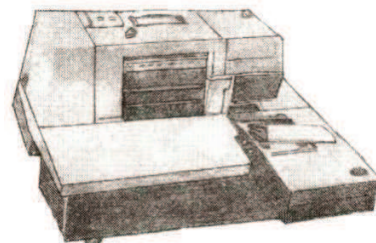
1. Front desk/counter(for all systems)
2. Bell desk and concierge desk (for all systems)
3. Lobby desk (for all systems)
4. Travel counter (for all systems)
5. Key and mail rack Key and Mail Rack (semi-automatic and non-automatic system)
6. Mail sorting rack (non-automatic, semi-automatic system)
7. Mail forwarding file (semi-automatic and non-automatic system)



8. Duplicate key rack (non-automatic, semi-automatic system)
9. Guest history filing cabinet (non-automatic, semi-automatic system)
10. Reservation filing cabinet (non-automatic, semi-automatic system)
11. Page board (for all systems)
12. Safe vault and in-room safe (for all systems)
13. G.R. card holder (for all systems)
14. Typewriter (semi-automatic and non-automatic system)
15. Bulletin boards (for all systems)
16. Photocopying machine (semi-automatic and non-automatic system)
17. Duplicating machine (semi-automatic and non-automatic system)
18. Room rack (semi-automatic and non-automatic system)
19. Reservation rack (semi-automatic and non-automatic system)
20. Billing machine and posting machine (semi-automatic and non-automatic system)
21. Cashier well/bucket (non-automatic, semi-automatic system)
22. Date and time punching machine (semi-automatic and non-automatic system)
23. Credit card imprinter (non-automatic, semi-automatic system).
24. Telep~one (direct line and intercom)
25. Various office and business machines
26. Rotatory rack (semi-automatic systems)
27. Postal weighing scale (manual system)
28. Luggage trolleys/Bell hop trolleys (manual system)
29. Luggage net (manual system)
30. Telex machine (manual & semi-automatic system)
31. Complete computer system hardware
32. Revolving rack (semi-automatic system)
33. Reminder-o timer (manual system)



Safe Deposit Vaults

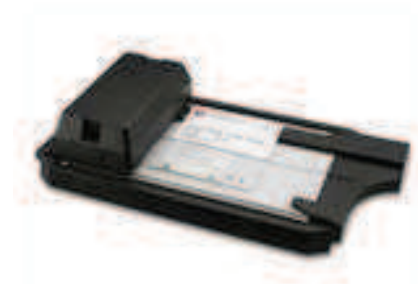


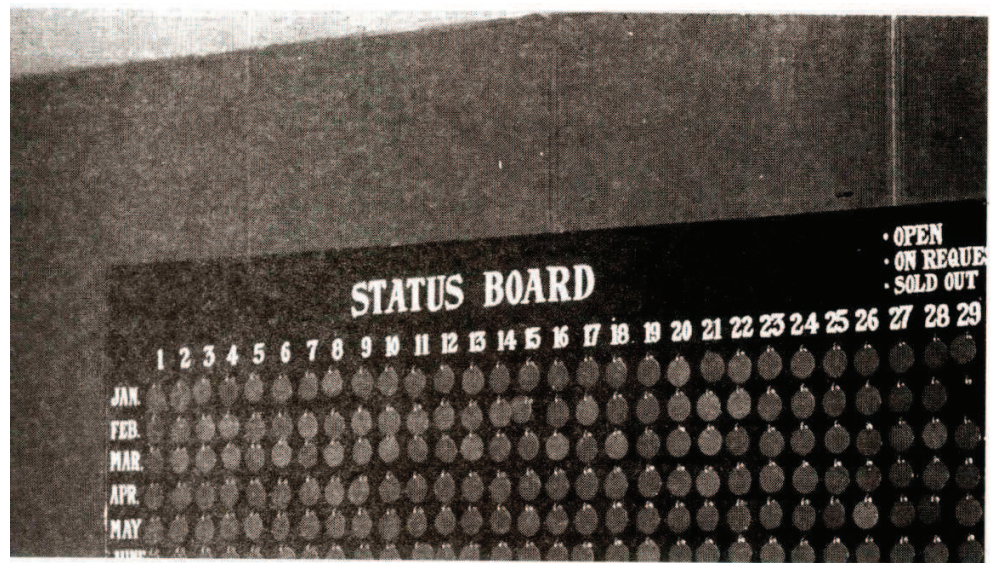
Franking Machine



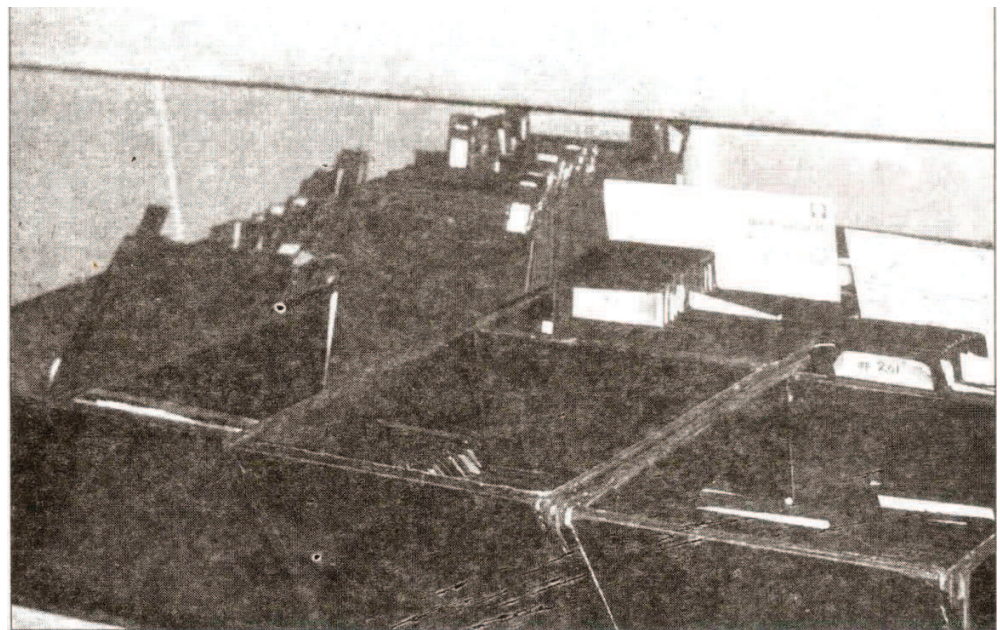
34. Franking machine (semi-automatic & manual system)
35. Perpetual year planner/Status board (manual system)
36. Information rack (semi-automatic system)
37. Magnetic strip reader (Reads data magnetically encoded and stored on the magnetic tape strip on the back of a credit card and wires that data to a credit card verification source and the credit card verification service either approves or disapproves the transaction)
38. Voucher rack (All systems) This rack is use to keep the guest signed vouchers for future reference and is located near the account posting system.
39. Account posting machine (semi-automatic system). It is a machine used for posting, monitoring and bring out balance charges. It normally provides (a) standard means of recording transactions (b) A legible statement of guest account. (c) A basis for cash and deffered payment management. (d) An analysis of departmental sales activity. (e) An audit trail of charge purchase transaction.
40. Cash Register (semi-automatic system). These are designed primarily to record sales transactions and to hold cash. Most cash registers also include printing devices for producing transaction tapes, sales receipts, and inventory and price controls. A variety of operations can be performed by the use of various keys. Some of them are:
 - Recording the amount of the transaction
 - Recording the affected departments
 - Recording the type of transactions
 - Recording the identity of the cashier
 - Correcting totalling and computing change for a transaction

An indicator panel allows the guest and operator to follow the progress of the transaction.
41. Stencil duplicator

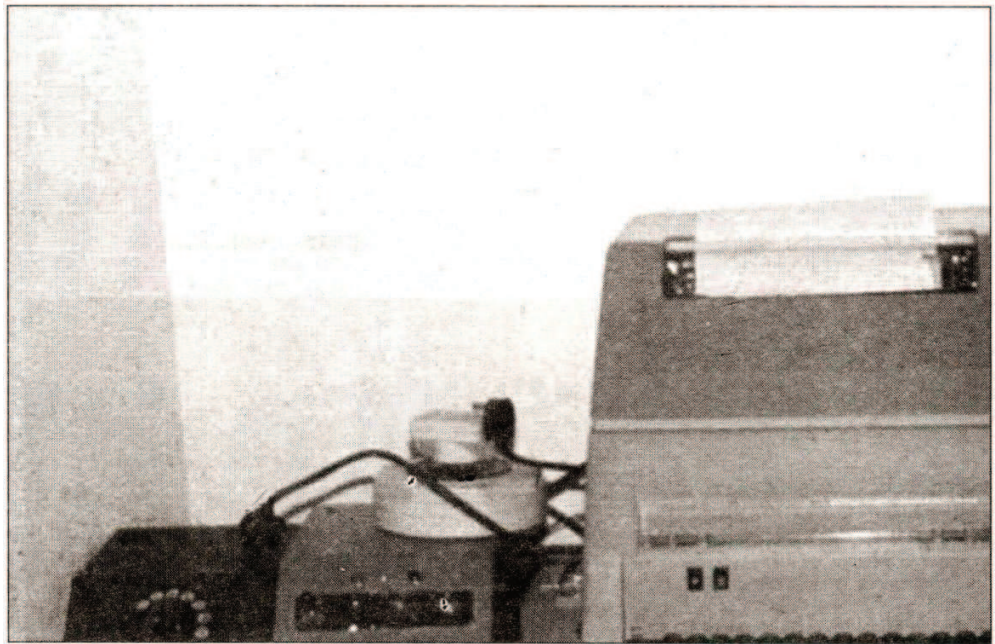




Perpetual Year Planner



Cashier's Well



Telex Machine



NCR Billing

7.5 Summary

The atmosphere, decors and the staffs in the lobby are suggestive of what the guest is going to get on his visit to the hotel. Lobby should be spacious but not wasteful. The natural flow of guests should be towards the reception/information counter on their arrival in the hotel. Sufficient space should be in the lobby for

short time keeping of luggage in the lobby before either sending them to room or to the car.

We should also understand the importance of the first and last contact area of the guest with the hotel and is able to plan and design the lobby.

Further it is not possible to emphasize too strongly the importance of an attractive reception counter or desk. The guest's first impression should be one of business efficiency coupled with a friendly manner. A junior member of the staff may be made responsible for keeping the counter tidy and clean.

Visitors often arrive feeling tired and a little disgruntled after a tiring journey by air, rail or road and a pleasant receptionist can do much to ease this feeling and to create one of being all-important and the only visitor in the hotel who really matters.

7.6 Review Questions

1. Explain the importance of lobby in a Hotel?
2. Define Reception. List various items found on a reception desk.
- 3 . Draw a layout of a Lobby of hotel, show all the work areas.
4. Draw a diagram of Reception Desk showing all the systems positioned.

7.7 Reference and suggested reading

- 1 Holden, Andrew(2005) Tourism studies and the social sciences, Routledge Publisher, Oxon pp 4-8
- 2 Geoldnes, R. Charles, Ritchie, Brent J.R.(2006) Tourism Principles, Practices, Philosophies(10th edition), Wiley India,New Delhi pp73-78
- 3 Tewari, Jatashankar (2009) Food & Beverage Service, oxford University press, new Delhi.pp37-38
- 4 Bhatnagar, Sunil(2002)Front Office Management, Franks Bros. & Co,New Delhi.pp 41-47

- 5 Tewari, Jatashankar (2009) Food & Beverage Service, oxford University press, new Delhi.
- 6 Andrews, Sudhir(2008) Text book of Front office Management & operations, Tata McGraw Hill, New Delhi

Unit 8 :Bell Desk

Structure of Unit:

- 8.0 Objectives
- 8.1 Introduction
- 8.2 Hierarchy
- 8.3 Job Specification & Job Description
- 8.4 Functions of a Bellboy
- 8.5 Basic Equipment Used and Some Activities Of Bell Desk During Stay
- 8.6 Bell desk – Standard Operating Procedures
- 8.7 Formats & Records maintained in Bell Desk
- 8.8 Summary
- 8.9 Review Questions
- 8.10 Reference and Suggested Readings

8.0 Objectives

After reading this unit you will be able to:-

- Identify the importance of bellboy or bellhop
- List various qualities needed
- Understand the various formats used at Bell Desk
- Have knowledge about the various SOPs

8.1 Introduction

Bellhop, also bellboy is a hotel porter, who helps with their luggage while checking in or out. Bellhops often wear a uniform (see Bell-boy hat), like certain other page boys or doormen. The job's name is derived from the fact that the hotel's front desk clerk rang a bell to summon an employee, who would "hop" (jump) to attention at the desk to receive instructions. The term "porter" is used in the United Kingdom and much of the English-speaking world. "Bellboy" or "bellhop" is an American English term.

This employee traditionally was a boy or adolescent male, hence the term *bellboy*. Today's bellhop must be quick-witted, good with people, and outgoing. Bellhops will meet a variety of different people each day and must have the social skills to deal with them. Duties often include opening the front door, moving luggage, valeting cars, calling cabs, transporting guests, giving directions, performing basic concierge work, and



responding to the guest's needs. They must be able to escort guests into their rooms while carrying luggage, or help move any baggage a customer needs. In many countries, such as the United States, it is customary to tip such an employee for his service.

This bell desk is located:

- In the lobby
- In front of the front desk
- Near the entrance
- Near the luggage elevator

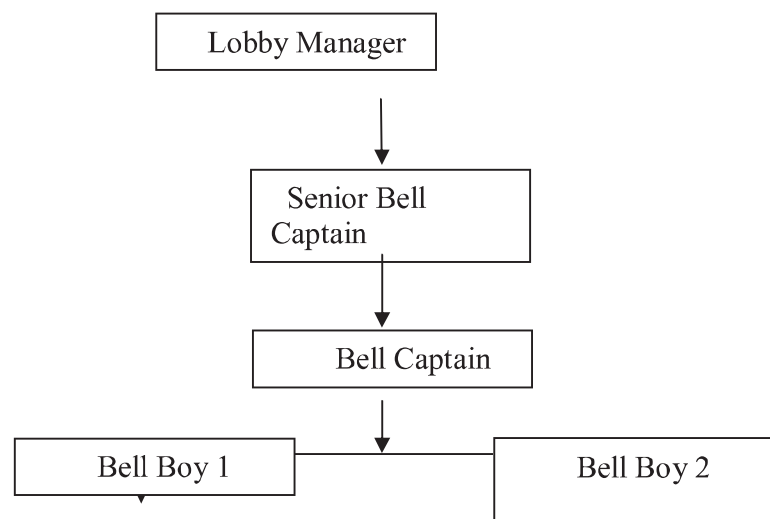
The 'left luggage' room is located next to this small desk.

Bellboy communicates with

1. Doorman
2. Reception/ information/ cashier
3. Lobby Manager



8.2 Hierarchy of Bell Desk



BELL DESK

Bell desk is an extended arm of front desk. There are many activities at the time of arrival, during stay and at the time of departure of guest which cannot be carried out from the front desk but are to be carried out essentially, in order to provide services to the guest. As the name suggests, it is a small desk/counter in the lobby near the main entrance of the hotel. The bell desk should be situated in clear view of the front desk, cashier and particularly the doorman standing outside

the lobby, so that the doorman may signal for a bellboy at the arrival of a guest. Further, it is also important that the bell desk is situated near the luggage centre and luggage entrance.

Front desk staff should have close relation with tourist information bureau. If possible, there should be reference books in the form of a small library. Reference book for answering questions about people like telephone directory, 'who's who guide', 'yellow pages', etc., should be available.

In addition, the following should also be there:

1. City maps, time tables, city guides, etc.
2. Hotel guide, fodor's guide, hotel and restaurant guide
3. Travel agents of the city
4. Hotel rules and regulations/House rules
5. Hotel literature such as brochures, tariff cards and picture postcards, etc. A large amount of a clerks' time is usually spent in providing information to the visitors of the guest about guest. An upto date information rack is essential. This may be rotatory type, vertical rack, or the latest computer VDU.

Message should be collected in the absence of the guest and delivered to him on his return.

The staff should be organized to encourage 'in-house sales' and trained to recommend their own hotel facilities to the guest. The folder in the guest bedroom must contain an information sheet.

In a small hotel packed food and lunch may also be supplied from information counter at times. A close liaison with restaurant manager and chef is necessary. In such cases, guests are encouraged to order in advance through 'carriage hamper'.

Successful handling of enquiries and information will make guest stay enjoyable and memorable. At the same time, for the staff it may lead to a great degree of job satisfaction when the staff comes to know that help provided by him has made their stay enjoyable.

Follow the following basic principles when answering enquiries:

1. Be ready to answer any question the guest may have.
2. Find out the answer as early as possible if not immediately.
3. Be interested in guest and his or her problems.

8.3 Job Specification & Job Description

SENIOR BELL CAPTAIN

RESPONSIBLE TO: lobby manager,

RESPONSIBLE FOR: bell captain, bellboys, pageboy, doorman,

JOB SPECIFICATION: 12 th pass with at least five years as a bell captain, having a good command over English language, knowledge of foreign language preferred, socially confident, presentable and well groomed as the job has

constant guest contact, must be a team person to lead and motivate his staff to get the best out of them, physically strong to stand for long hours, willingness to be of help and assistance to guest all the times.

Duties:

1. Control and supervise the lobby staff,
2. Train the lobby staff to maximize the departmental efficiency,
3. Ensure smooth coordination between lobby and front office to facilitate smooth check in and check out,
4. Supervise the procurement and sale of postage stamp,
5. Responsible for “left luggage” room,
6. Responsible for the safety and security in the lobby,
7. Ensure that all procedures regarding arrivals & departures are strictly followed by his staff,
8. Co-ordinates closely with tour leader regarding group baggage handling,
9. Attend to guest complaint in the absence of lobby manager to ensure prompt action,
10. Ensure delivery of morning newspaper to the guest room as well as to the executive offices,
11. Supervise daily briefing conducted by the bell captain.

BELL CAPTAIN

RESPONSIBLE TO: senior bell captain,

RESPONSIBLE FOR: bell boys, pageboy, doorman,

JOB SPECIFICATION: matriculate, high school preferred, with three years as a bell boy in a reputed hotel, having a good command of English language, physically strong to stand for long hours and lift heavy baggage, willingness to be of help and assistance to guests all the times,

Duties:

1. Supervise the movement of bell boys with the help of bell captain control sheet,
2. Advise the lobby manager periodically on the performance of bell boys,
3. Handle left luggage formalities and maintain the baggage check room,
4. Train the bell boys to maximize departmental efficiency,
5. Organize and supervise check in and check out baggage formalities of guest, groups and crew,
6. Control the sale of postage stamp and postage stationery to guest,
7. Maintain record of all guest with scanty baggage and inform lobby manager about them,

8. Assist security in lobby surveillance,
 9. Conduct daily briefing for bell boys,
 10. Co-ordinate and control the distribution of morning newspaper,
 11. Supervise the storage of essential medicine by the house doctor and be accountable of the issues made,
 12. Keep the lobby area clean all the time,
 13. Keep the baggage of check in and check out guest in the lobby in an orderly fashion at the specified places.
1. Co-ordinates with:
 - a) FRONT OFFICE: to execute efficiently the arrivals and departure formalities,
 - b) TELEPHONE: to arrange for wake calls especially for airline crew members and groups,
 - c) SECURITY: to help protect hotel property and image from undesirable persons,
 - d) FRONT OFFICE CASHIER: for receiving clearance to remove baggage out of the hotel as a consequence of guest paying their bills,
 - e) HOUSEKEEPING: for cleanliness and uniforms,

BELL BOY

RESPONSIBLE TO: bell captain

RESPONSIBLE FOR: pageboy, doorman

JOB SPECIFICATION: matriculate or high school preferred experienced required at the time of entry is nil presentable and well groomed having a good command over English language physically strong to stand for long hours and lift heavy baggage, willingness to be of help and assistance to guests all the times,

Duties:

2. Take the baggage from the car or the taxi in the porch into the lobby and then to the guest assigned room,
3. Escort the guest to the room on his arrival,
4. Place the baggage in the guest room on the luggage rack,
5. Explain the operation of light/ air conditioning control to the guest and switch them on,
6. Under instruction from the bell captain bring down the guest baggage from his room at the time of guest departure ,
7. Check the departure room to ensure that the guest has not left any articles in the room by mistake,
8. Switch off the lights and air condition once the departure has taken place,
9. Obtain clearance from the front office cashier on his errand card regarding the guest bill,

10. Ensure collection of room key from the guest at the time of check out and after depositing the same at the information obtain clearance on his errand card from the information assistant,
11. Check mail message for departing guest at the time of his departure and hand over the same to the guest,
12. Take out the guest baggage from the lobby and place it in the car or taxi,
13. Handle errands requested by guest or the executives,
14. Handle guest baggage in case of room change,
15. Distribute newspaper to guest rooms and to executive offices,
16. Keep an eye on unwanted guests in the hotel, Keep the lobby area clean at all times,
17. Attend to instructions of his supervisor,
18. Deliver guest message to guest room,
19. Handle and store equipment carefully and appropriately i.e. luggage trolleys & wheel chair,
20. Report guest with scanty baggage to the lobby manager,



8.4 Functions of a Bellboy

The bell service staff is of critical importance to a hotel, as they are the first and the last people on the hotel's staff that a customer interacts with. Welcome and escort guests to and from their rooms and assisting with luggage. Inform guests of safety features and promotion of hotel outlets. Store guest baggage upon request and assist with loading and unloading of baggage into and out of automobiles.

Bell boys are responsible for carrying guests' luggage to their rooms. They may also be responsible for checking the room before the guest arrives. The bellhop (bellboy) may ensure that all amenities, such as the television or telephone, are operating properly. Any malfunctions are reported to maintenance to be repaired promptly before the guests arrive. When the guest checks out of the hotel, the bellboy may be summoned to carry the guest's luggage to the checkout area.

Bell desk also provide newspapers, medicines and luggage room facility for the guest. A bell boy should be well groomed and have good communication skills smiley face while he is handling the guest. The bellman's job is to greet customers, direct them to the check-in desk, carry the customers' baggage to and from their cars, and educate guests on the contents and features of their hotel rooms. They also store guests' luggage after they have checked out if they are not leaving immediately as well as arrange for local transportation when requested.

In addition to their regular duties, bell desk may assist guests who are physically challenged by escorting them to their room. They may also assist at the front desk and place claim checks on luggage.

8.5 Basic Equipment Used and Some Activities of Bell Desk during Stay

A. Equipment Used

- 1 Luggage trolley
- 2 Intercom telephones
- 3 Postage scales
- 4 Date & time stamping machines
- 5 Stamp folder
- 6 Luggage net
- 7 Paging board

B. Some activities of Bell Desk during stay

1. Mail Handling

Mail handling is a very important activity of the front desk and the way the mail is handled shows the efficiency and attitude of the hotel staff. Any delay and carelessness shown by the staff may result in great dissatisfaction. The term 'mail handling' covers up both incoming and outgoing mail.

Incoming mail

As per the policy of the hotel the incoming mail may be received at the bell desk or by the informationist. The first step involved is that the mail is sorted, arranged alphabetically and put separately, i.e., (1) mail for the guest and (2) mail for the hotel. Next the mail is date and time stamped.

1. **The incoming guest mail** is sorted in three categories, i.e., mail for the (i) in-house guest, (ii) guests who have already checked out, and (iii) guests who have not yet arrived.

- (i) **In-house guest mail handling:** In case the key of the room of the in-house guest is in keys mail rack, i.e., in the pigeon hole (which means the guest is not in the room), the in-house guest mail is put in the key and mail rack and is delivered to him along with his room key when he comes to the counter. In case he is in the room, he is intimated about his mail and if he so desires a bellboy takes his mail to his room. Before entering he knocks at the door and enters only when allowed. Sometimes, the guest may go out of his room without leaving the key on the counter. In such cases a mail advise slip is put on

MAIL ADVISE SLIP


ATTENTION

NAME _____ ROOM NO: _____

PLEASE CONTACT INFORMATION
OR TELEPHONE OPERATOR FOR

☐ TELEGRAM ☐ LETTER

☐ TELEX ☐ MESSAGE

☐ PARCEL

DATE _____ TIME _____

SIGNATURE _____

URGENT

the key knob of door so that if he goes to room directly he would know about the mail which the hotel has received in his absence. These days hotels use message light on the telephone or on the door and also computers are used for this purpose in some hotels.

- (ii) Checked-out guest: The mail of the checked-out guest is checked with the forwarding instruction and mail is forwarded according to the instructions left by the check-out guest and appropriate entries are made on the mail forwarding address slip. (Refer to the pro forma on 186 page).
- (iii) Awaited arrivals: Mail of such guests is marked with the date of arrival and kept in the 'hold mail' rack. This information is then marked on advance reservation slip/movement list or is fed in computer. On the night before the arrival date the expected arrival guest mail, along with the reservation record is sent to the front desk. When the guest arrives the mail is handed over to him at the time of registration. The awaited mail is retained for a period of one month only. After the expiry of that date it is sent back to the sender. At times the hotel may also receive registered/recorded mail such as letters, packages and parcels, etc., for the guest. Since there is a record maintained by the hotel of all such mails at the time of receiving, it is important that it should be delivered urgently to the guest and acknowledgment taken.

Apart from the above a hotel may also receive registered/recorded mail for guest. The responsibility of hotel increases many folds while handling such mail. A proper record of receiving hand then distribution, of such mail must be maintained. A suitable pro forma is given on page 187.

MAIL FORWARDING ADDRESS SLIP (FRONT SIDE)

THIS ADDRESS WILL BE ON FILE FOR 15 DAYS, UNLESS OTHERWISE REQUESTED.	
PLEASE PRINT YOUR NAME AND THE ADDRESS BELOW.	
PLEASE HAND OVER THIS SLIP TO RECEPTION.	
MAIL FORWARDING INSTRUCTIONS	DATE
NAME	
ADDRESS	
.....	
MAIL	TELEPHONE
FORWARD UNTIL	FORWARD UNTIL
HOLD UNTIL	HOLD UNTIL
CABLE WILL BE FORWARDED BY MAIL UNLESS A PREVIOUS DEPOSIT IS MADE TO THE CABLE OFFICE.	

RECORD OF FORWARDED CORRESPONDENCE (BACK SIDE)

DATE					
CABLES					
TELEGRAMS					
AIRMAIL					
LETTER					
POSTCARDS					
NEWSPAPERS					
MAGAZINES					
LARGE ENVELOPE					
PACKAGES					

REGISTERED MAIL RECORD

S.No.	Room No.	Name of the guest	From	Description of the mail (parcel, letter, telegram, etc.)	Date & Time of receiving	Received by	Date & Time of Delivery	Delivery To	Sign of Guest	Remarks

2. **Mail for the hotel and mail concerning the hotel** is again classified into two heads, (i) Mail for staff, (ii) Mail concerning management of the hotel and senior staff.

- (i) Mail for the junior staff is sent to the time office where the staff coming on duty or going off duty is delivered the mail.
- (ii) Mail for the hotel's senior staff is sent to their office through bellboys. Mail concerning the various departments of the hotel such as accounts, personnel, food and beverages, reservations, etc., is sent to the concerned departments.

Outgoing mail

The outgoing mail can again be of two types (i) In-house guest, (ii) hotel staff and concerning the management.

- (i) **In-house guest:** In case the guest wishes to send a mail through front office, then normally this is done by the senior bell captain who weighs it, puts appropriate value postage stamps on it and posts it on behalf of the guest. A V.P.O. voucher is made for the same and guest's signatures are obtained on it and is finally posted in guest folio. For registered or

recorded mail also the same procedure is followed. Some hotels use a book called Postage Book to keep the account of postage used for guests. Franking machine for stamping the envelope can also be used by hotels.

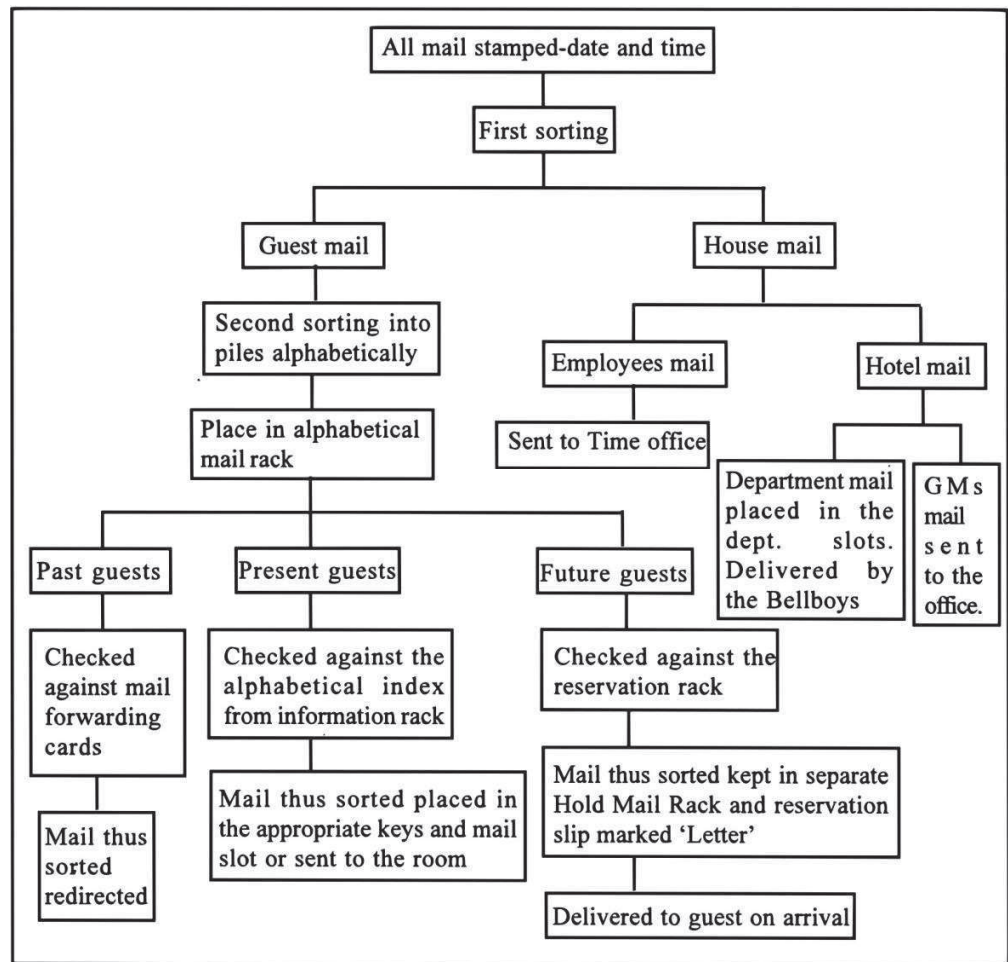
- (ii) **Hotel staff mail:** The hotel staff is usually not encouraged to send mail through the hotel and is required to send mail on their own, while any mail can be sent out of the various departments of the hotel ~s sent by the department directly such as accounts, food and beverage and reservations, etc. (The flow chart showing incoming mail handling procedure is given on next page).

2. Message Handling

Receiving messages for in-house guests in their absence, recording them and communicating them to the guests as soon as possible is an important function of the front desk staff. The efficiency and professionalism of the hotel and the attitude of the staff is reflected by the way this function is carried out by the staff. The need for receiving message for the in-house guest is when the guest is not in the room. Usually when a guest goes out of his room he would leave his room key at the counter where the information clerk would put it in appropriate room numbers pigeon holes. Sometimes, the guest may leave his whereabouts at the reception counter through a yellow card also called as a locator/location form/whereabouts card. In case a phone call comes or a visitor comes to the hotel to see the guest, the receptionist will first confirm from the key and mail rack whether the guest is in the room or not. He will look for any location form left by the guest also. Suppose a visitor comes and the in-house guest has left a location form indicating that he will be in the bar/dining hall, etc., then the paging in that particular area will be done for him either by public address system or by traditional page board system. In case the guest has not left any whereabouts but has returned the key to the counter, the visitor would be asked to leave a message for the in-house guest. A special pro forma called a message slip is prepared and is filled in by the visitor.

Usually hotels prepare the slip in triplicate on behalf of the visitor. The top one or the original is kept in the key and mail rack in an envelope and is delivered to the guest when he comes to collect his room key. First copy of the message is slipped in the room; and the second copy remains in the message book as a reference copy (pro forma of message slip is given below). In case the guest has neither left any location form nor has given the key of the room to the reception counter, same system is followed for recording but, in addition, either an 'attention card' or a 'mail and message advise slip' is put on the door knob of the room or message light is activated in those hotels which use electronic systems. The message details may also be fed into computer and the guest may view it on the screen of the TV in his room.

FLOW CHART SHOWING INCOMING MAIL HANDLING PROCEDURE



A similar system is followed in case of telephone message. The important point to be noted here is that whenever the receptionist receives information about guest whereabouts (through location form) he/she must immediately pass on the same information to the telephone department so that the call may be diverted to the message centre without delay. As a policy matter in some hotels the telephone operators are usually instructed to transfer the calls of guests staying in the hotel, if they are not attended to within 5 beeps. (Refer to message flow chart on next page).

MESSAGE SLIP

HOTEL	
TO	ROOM
DATE	TIME
DURING YOUR ABSENCE	
Mr./Mrs./Miss	
of.....	
Called by Tel	Please call him
Came to see you	Will Return
Wants to see you	Urgent
MESSAGE.....	
RECEIVED BY	

3. Change of Room

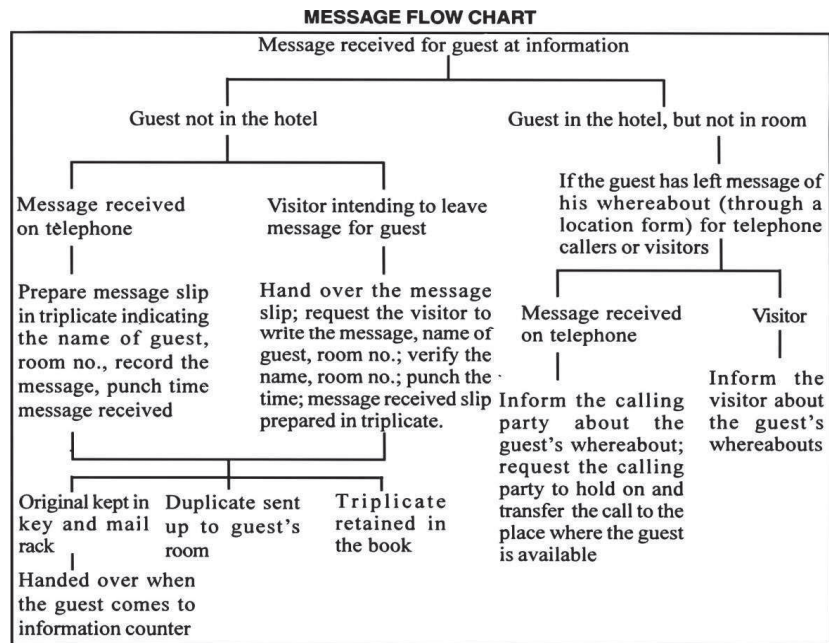
It is a process when a guest is moved from one room to another, due to some reason or the other.

Possible Reasons for Change of Room

1. Guest wants the change of room

The guest may want change because of the following reasons.

- (i) Initially the room was not assigned to him as per his choice or requirement (may be due to non-availability).
- (ii) Someone joins him during his stay and now the guest wants a double room. instead of a single room or vice versa.
- (iii) One or more of the gadgets or appliances such as TV, air-conditioner or telephone, etc., of the room is out of order or not working satisfactorily.
- (iv) The guest does not like room (view, colour scheme, location, etc.).



2. Hotel wants the change of room

Various reasons may be there. Some of them are:

- i. Because initially the room was not assigned to guest as per his requirement due to non-availability.
- ii. Guest has overstayed in a particular room which has been pre-committed to some other arriving guest.

Condition of Change of Room

Both guest and hotel agree to change mutually.

Procedure of Change of Room

The housekeeping department is informed about the requested change so as to prepare the room. Once the room is readied by the housekeeper under the supervision of lobby manager/housekeeper, the luggage of the guest is moved from the first room to the new room by the bellboys. This may be done either in the presence of the guest (called 'live move') or in the absence of guest (called 'dead move'). Front office prepares a slip called as change of room slip/move slip/movement slip/transfer slip and removal notification slip (please refer to the pro forma given below) and all concerned sections such as telephones, food and beverage department, bill section, housekeeping, etc., are informed. Necessary adjustments in records (room rack and information rack), etc., are also done.

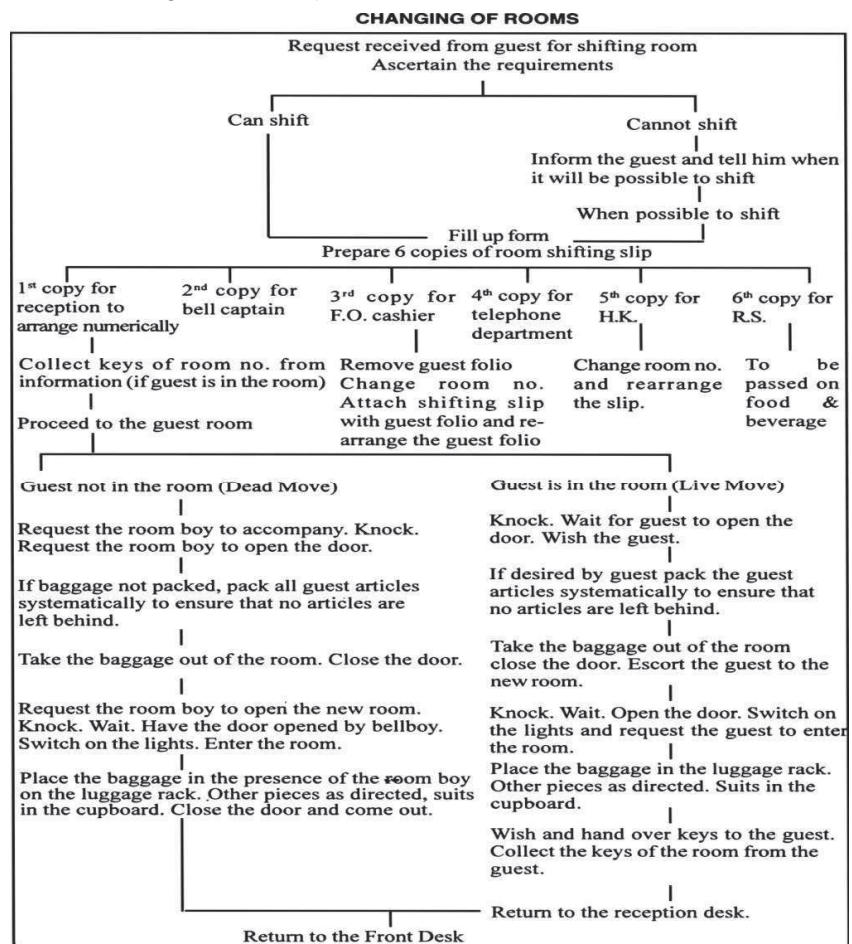
CHANGE OF ROOM SLIP

S.No.	Date.
Time	
From Room No.	To Room No.
From Rate	To Rate

Reasons	for change
Changed	authorized by
Signature	
c.c.: Bills, H.K., Tel., F & B (Room Service), etc.	

Effect of Change of Room

The most important effect of change of room is that a room, which was generating revenue stops generating revenue and the other room, instead, starts generating revenue. The change in room may involve change in revenue generation (increase or decrease). It may or may not change the occupancy figure also (Refer to change of room flow chart as given below).



4. Car Parking Area

In a large hotel usually the parking and garage area is in various level of the basement of the building. The entrance bay access the car from a place somewhere near the main portico having a semi-circular driveway to manipulate the swiftness. In different tier the car parking space is allocated in such a way that each individual car can have free movement without disturbing the others. The most popular method utilized is back-to-back row. To facilitate minor car repairing and required wash up, a small workshop and car washing facility are usually available.

In order to communicate regarding arrival, and for picking up the guest, an intercom or public address system is installed which has a direct link with the doorman and sometime also at the bell desk. In some hotels non-resident guest using parking facilities is levied some charges according to the duration while resident guests are usually provided free parking facility.

Security checks must be made and a proper system installed. The security measures must be taken for the safety of the parking area of the hotel. Particularly when it is in the basement, it is all the more important.

Name of the Hotel Car Docket Date: Time: Car Number: Make of Car Parking Lot Car Valet Hotel Copy No.	Name of the Hotel Car Docket Date: Time: Car Number: Make of Car Parking Lot Car Valet Guest Copy Owner: No.
---	---

A car docket (pro forma given above) in two copies is made. One is given to guest and second is attached with the car, the car is delivered on the production of the card to the guest.

In many hotels the car parking area is operated by the hotel it self. Sometime, it may be given to an outside agency also on rent or commission or both bases. As already said it may be made into a minor revenue producing area.

Hotels which do not have in house parking facility make arrangements with the near by municipal or private parking lot on payment. The terms and conditions are negotiated as per the prevalent system and agreement between the parking lot owner/ operator and the hotel.

8.6 Bell Desk - Standard Operating Procedure

ARRIVAL / DEPARTURE CARD S.O.P:

1. Once the guest Checked in Make a card with room number, check in date and update the time of checking and baggage details.
2. Once the guest checked out update the card.
3. F.O.A Signature to be taken immediately and ask the F.O.A to write the guest name while signing.
4. Card should be placed immediately in the concern room slot.
5. Before leaving the shift bell boy should tally with the day of arrival and in house guest. There should be an arrival card for all the arrivals during your shift and also for rest of the in house guest.
6. When the shift starts all the cards should be checked by the bell boy and card should be available for the entire in house guest.
7. Night shift bell boy should take all the departure card and tally with the departure for the day list. This should be done shift wise. Once the night shifted checked, same has to be folded with lobby movement sheet and stored separately.

SCANTY BAGGAGE PROCEDURE

1. Bell boy should inform the front desk over the phone if the guest is a Scanty Baggage.
2. Front Desk must take the guest credit card details with out fails. Check the guest profile and if the guest doesn't carry credit card advance has to be collected.
3. Bell boy should write the guest details in scanty baggage register and take the duty manager signature and bell boy should mention SB in the arrival card and same has to be updated in the log book.
4. Information has to convey to Mr. Sivan or Mr. Iyannkalai on the same.

Baggage Handling Procedure on Check In

1. Bell boy should first greet the guest and collect the baggage from the car.
2. Place the baggage next to the bell desk.
3. Once the Key is handed over to the guest, bell boy should approach the guest and ask for the room number “ may I know your room number please”
4. If the guest is escorted by the DM, then baggage has to be taken separately by the bell boy.
5. Once bell boy reaches the room, leave the baggage in the room reconfirm the number of luggage with the guest.
6. Ask the guest “ Can I explain the room Sir/Madam”
7. If the guest says yes the follow the rooming S.O.P.

8. Thank the guest and leave the place.
9. Once coming back to the desk, arrival card has to be made and F.O.A signature to be taken and leave the card in slot.
10. Fill the bell boy errand card. Errand card to be maintained by the bell boy all time.
11. Fill the Lobby Movement control sheet. This sheet has to be maintained shift wise.

Baggage Handling Procedure on Check Out

1. When there is a message to bring the guest baggage, bell boy should check the arrival card to know how many baggage's are their in the room. This will help the boy to take the trolley accordingly.
2. If the guest comes with the bell boy should check how the guest stay with us was.
3. If there is any negative feedback inform the Duty Manager Immediately
4. Bring the baggage to the bell desk.
5. Before shifting the baggage to the car, bell boy should check from Front Desk whether the bill has been settle for the particular room. Bell boy should tell the room number and ask for the settlement.
6. Once clearance received from front desk, baggage can be loaded in the car.
7. Reconfirm the number of baggage with the guest once the baggage loaded in the car.
8. Thank guest for staying with us and come back to desk.
9. Fill the Errand card and Lobby Movement control sheet and update the departure card and take F.O.A. Signature immediately.

Message Handling Procedure

1. **If the guest is not available in the room front desk will take the message from the caller and type the message in champagne.**
2. **Message has to be printed in an A4 paper and seal it in an envelope.**
3. **Send the message cover to the room through a bell boy.**
4. **Bell boy should slip the message cover under the room door.**
5. **Bell boy should fill his errand card and lobby Movement control sheet also.**

Baggage Handling Procedure on Group Check In

1. Bell Boy should meet the group near the bus and greet them.
2. Bring all the baggage to the bell desk and count the total number of baggage you have unloaded and inform the group leader.
3. Put the baggage tag immediately.

4. Separate the baggage floor wise and take the baggage to the room.
5. Write all the group room numbers in the arrival card and no of baggage in the same card.
6. F.O.A Sign to be taken.
7. Fill the errand card and Fill the Lobby Movement Control Sheet.

Baggage Handling Procedure on Group Check Out

1. When there is message to collect the baggage. Bell boy should see the arrival card to see how much baggage's are there in the group accordingly trolley has to be taken.
2. Once all the baggages are brought down count the baggage and tally with the arrival card.
3. Check with the Front Desk for the bill settlement. If the Clearance has been given inform the group the leader about the number of luggage and load the baggage in the vehicle.
4. Thank the guest for staying with us and Come back to the bell desk.
5. Fill the Departure card, Errand card and Lobby Movement Control Sheet.

8.7 Formats & Records maintained in Bell Desk

1. Bell Desk Log Book: The bell persons maintain the bell desk log book to keep a record of all the activities that are performed by them during a particular shift.
2. Left Luggage Register: The bell person also maintain a separate left luggage register for keeping a record of the entire left luggage within a bell desk.
3. Scanty baggage Register: the scanty baggage register is maintained by the bell persons to keep a record of all the guests who have registered in the hotel with very few luggage's and are a matter of concern to the hotel as they can check-out at any time from the hotel.
4. Stamp Register: The stamp register is maintained by the bell person to keep a record of all the stamps that had been purchased by the guests.
5. Bell Boy Errand Card: the bell boy errand card is maintained by the bell captain to keep a proper control on the activities of the bell boys.
6. Lobby Control Sheet: The lobby control sheet is a summary of the total activities of the bell persons during a particular shift.
7. Inventory Register: the inventory register keeps the record of all the inventory items of the bell desk such as:
 - a) Bell Trolley
 - b) Wheelchair
 - c) Torch
 - d) Metal Detector
 - e) Paging Board

- f) Stationary
- g) Formats

BELL DESK LOG BOOK:

VMOU INN Log Book (Bell Desk) Date _____ Day _____ Shift _____ Lobby Mgr./GRE _____		
S.NO	DETAILS	REMARKS

SCANTY BAGGAGE RECORD:

VMOU INN SCANTY BAGGAGE RECORD DATE _____ SERIAL NO. _____ SHIFT _____							
S.N O	GUE ST NAM E	ROO M NO.	TIME OF ARRIV AL	BELL OY NAME	BAGGAGE DESCRIPTI ON	REMAR KS	LOBBY MGR/GR E

LEFT LUGGAGE REGISTER

HOTEL VMOU INN

DATE	ROOM NO.	GUEST NAME	BELLBOY NAME	LUGGAGE TAG NO.	LUGGAGE DESCRIPTION	DATE OF DELIVERY LUGGAGE	REMARKS

DATE_____ ROOM NO_____

BAGGAGE CHECK

NO:- 000458

THE MANAGEMENT IS NOT RESPONSIBLE FOR GOODS LEFT FOR OVER 30 DAYS

____SUITCASE ____BRIEFCASE

____SUIT BOX ____GOLF BAG

____UMBRELLA ____OVERCOAT

____PACKAGE ____OTHERS

NO:-000458

THE MANAGEMENT IS NOT RESPONSIBLE FOR GOODS LEFT FOR OVER 30 DAYS

DATE_____ ROOM NO_____

HOTEL VMOU INN

Departure - Errand Card

 **VMOU INN**

Hotel Name _____

Room No _____ Guest Name _____

Date _____ Group / Company / TA _____

BAGGAGE DETAILS


Suitcase	Strolley	Travel Bag	Suitcase	Suitcase
----------	----------	------------	----------	----------

Notes:_____

Baggage Screening Done - YES / NO

Bell Desk	Duty Manager	Cashier
-----------	--------------	---------

Arrival - Errand Card

 **VMOU INN**

Hotel Name _____

Room No _____ Guest Name _____

Date _____ Group / Company / TA _____

BAGGAGE DETAILS

Suitcase	Strolley	Travel Bag	Suitcase	Suitcase
----------	----------	------------	----------	----------

Notes:_____

Baggage Screening Done - YES / NO

Bell Desk	Duty Manager	Cashier
-----------	--------------	---------

LOBBY CONTROL SHEET

HOTEL VMOU INN

CAPTAIN _____

SHEET NO. _____

DATE _____

SHIFT-

FROM _____ TO _____

ROOM NO.	ATTENDANT NO.	ARRIVAL	DEPARTURE	ROOM CHANGE	SERVICE CALL	TIME		COMMENT
						FROM	TO	

8.8 Summary

Bell desk is an extended arm of front desk. There are many activities at the time of arrival, during stay and at the time of departure of guest which cannot be carried out from the front desk but are to be carried out essentially, in order to provide services to the guest. As the name suggests, it is a small desk/counter in the lobby near the main entrance of the hotel. The bell desk should be situated in clear view of the front desk, cashier and particularly the doorman standing outside the lobby, so that the doorman may signal for a bellboy at the arrival of a guest. Further, it is also important that the bell desk is situated near the luggage centre and luggage entrance.

Front desk staff should have close relation with tourist information bureau. If possible, there should be reference books in the form of a small library. Reference book for answering questions about people like telephone directory, 'who's who guide', 'yellow pages', etc., should be available.

8.9 Review Questions

1. Define Bellboy. What are the various qualities needed in a Bellboy?
2. Draw a hierarchy chart of Bell Desk.
3. List out various reports and formats used by Bell boy.
4. Give a brief description of the process followed during a change of room request.
5. Draw Scanty baggage reporting format and briefly explain the process.

8.10Reference and Suggested Reading

1. Holden, Andrew (2005) Tourism studies and the social sciences, Oxford Routledge Publisher.
2. Bhatnagar, Sunil (2002)Front Office Management, New Delhi, Franks Bros. & Co.
3. Andrews, Sudhir(2008) Text book of Front office Management & operations. New Delhi , Tata McGraw Hill.

Unit – 9 : French

Structure of Unit:

- 9.0 Objective
- 9.1 Introduction
- 9.2 Alphabets
- 9.3 Use of Accents
- 9.4 Orthographic Signs & Punctuation
- 9.5 PHONETIQUES Symbols
- 9.6 Knowledge of Cardinaux & Ordinaux
- 9.7 Numbers
- 9.8 Days, Months And Seasons
- 9.9 Date and Time
- 9.10 General Questions And Conversation With French Translation

9.0 Objective

The learner would be able to :-

- Understand the language nuances
- Have knowledge about the numbers and alphabets of French language
- Will be able to speak and understand general conversation in French

9.1 Introduction

The aim of this content is to get introduced to French language. This content also full fills the basic requirement of the tourism industry. This will give them the basic idea of the language French at an introductory level. With regards to the student's need very much in mind, it is simplified to the lowest level of understanding.

9.2 The Alphabet

The letters of the French alphabet are similar to those of English. The following is the alphabet's list with their French names:

<i>Letters</i>	<i>French Names</i>
A	A
B	Bé
C	Cé
D	Dé

E	Eu
F	Effé
G	Gé
H	ache
I	I
J	Ji
K	ka
L	El
M	Em
N	En
O	O
P	pé
Q	Ku
R	Er
S	Es
T	Té
U	U
V	Vé
W	double vé
X	Iks
Y	Igrec
Z	Zéd

9.3 The Accents

A part from the alphabet, there are accents in French which function almost like vowels.

There are mainly three types of accents:

- é - Acute accent (accent aigu)
- è- Grave accent (accent grave)
- ê- Circumflex accent (accent circonflexe)

The above stated accents cannot put on all vowels and consonants. For instance, acute accent (é) is put only on “e”, the pronunciation of which in French is “e”; and when this accent is put the pronunciation changes to “ê”, i.e. similar to that of similar “a”.

Accents are not merely responsible to change the pronunciation of the pure vowels, but they are also responsible to change the meaning.

The grave accent (è) is put on only on the pure vowels. These are “a”, “e” and “u”. when the grave accent is put on “a”, the pronunciation does not change, what change is the meaning or the sense.

The grave accent, when put on “u”, the pronunciation does not change but the meaning. Like ou is or and où is where.

The circumflex accent can be put on all the pure vowels, i.e. a, e, I, o and u, and where the vowel is question is prolonged.

Points to be taken care of:

1. Accents are put only on pure vowels and never on consonants.
2. Acute accent is put only on “e”.
3. Grave accent is put on “a”, “e” and “u”.
4. Circumflex accent is put on all pure vowels.
5. The French accents are the part of written vowels.

9.4 Les Signes De Punctuation

Punctuation Marks: the punctuation marks in French are used almost like in English, except in case of tiret, the dash.

Following are the French equivalents of the punctuation marks:

.	Le point
,	La virgule
;	Le point-virgule
:	Les deux points
?	Le point d’ interrogation
-	Le trait d’ union
=	Le tiret
“”	Les guillemets
()	La parenthèse
...	Les points de suspension
!	Le point d’ exclamation

LES SIGNES ORTHOGRAPHIQUES

É	Í accent aigu
È	Í accent grave
Ê	Í accent circonflexe
Ë	Le tréma
Í	Í apostrophe
(-)	Le trait d' union

OTHER ORTHOGRAPHIC SIGNS

- (1) La Cédille (ç), the cedilla. This sign is put only under the alphabet “c”.
- (2) Le tréma (¨), the dieresis. This sign when put over a vowel, is to be pronounced separately from the one put before it.
- (3) Í apostrophe (’), the apostrophe. Whenever a particular word ends with a vowel and the next word starts with the same or any other vowel.
- (4) Le trait d’ union (-), the hyphen is used to connect two or more words into one.

9.5 Les Symboles Phonétiques

The French spellings, like those of English, are irregular and incorrect. So to avoid confusion, a phonetic alphabet will be used, in which each sound is represented. The following are the sounds and alphabets employed by International Phonetic Association:

Vowel Pronunciation:

French spellings for the vowel -a	IPA	French example with IPA
-a or -à usually	[a]	Paris [pa.ri] là [la]
-â in a few verb forms	[a]	allâtes [a.la.tə]
-â (except as above)		pâle [pa.lə]
-a before [s] and [z] sounds	[ɑ]	extase [eks.ta.zə] lacer [la.se]
-ai, -ai, -aie, -ais, -aise, -ait, -aient usually	[ɛ]	mais [mɛ]
-ai in some verb forms of faire when before [z]	[ə]	faisais [fə.zɛ] faisons [fə.zɔ]
-ai final	[e]	gai [ge]
-ail, -aill, -aille	[aj]	travail [tra.vaj] cailloux [ka.ju]
-aim, -ain when final or before a consonant except -m or -n, or -h	[ɛ̃]	faim [fɛ̃] ainsi [ɛ̃.si]
-aim, -ain when followed by a vowel	[ɛm] [ɛn]	aime [ɛ.mə] plaine [plɛ.nə]
-am, -an, -aon when final or before a consonant ex. -m or -n, or -h	[ɑ̃]	champ [ʃɑ̃] fumant [fy.mɑ̃]
-am, -an when followed by a vowel or another -m or -n	[am] [an]	tamis [ta.mi] manne [ma.nə]
-au	[o]	chaud [ʃo]
-au before -r	[ɔ]	Fauré [fo.re]
-ay, -aye, -ayes	[ɛj]	payer [pe.je]

French spellings for vowel -e	IPA	French example with IPA	
-ê	[e]	été	[e.te]
-ê, -è, -ë	[ɛ]	père	[pɛ.rə]
		forêts	[fɔ.rɛ]
		Noël	[nɔ.ɛl]
-e before a single consonant and a vowel	[ə]	cheval	[ʃə.val]
-e before two consonants	[ɛ]	elle	[ɛ.lə]
-e before final pronounced consonants	[ɛ]	fer	[fɛr]
-e before final silent consonants (except -s and -t)	[e]	pied	[pje]
-e final	spoken silent	parle	[parl]
	sung	parle	[par.lə]
-e final in monosyllables	[ə]	je	[ʒə]
-er final • generally in non-verb forms	[ɛr]	hiver	[i.ver]
-er final • in verb endings and some nouns and adjectives.	[e]	parler boulangier	[par.le] [bu.lɑ̃.ʒe]
-es final	[ə]	parles	[par.lə]
-es final in monosyllables before a closed vowel	[e]	les	[le]
-es final in monosyllables before an open vowel	[ɛ]	des	[dɛ]
-et final	[ɛ]	filet	[fi.le]
et (the words meaning and)	[e]	et	[e]
-eau	[o]	beau	[bo]
-ei	[ɛ]	seize	[sɛ.zə]
-eim & -ein when final or before a consonant ex. -m or -n, or -h	[ɛ̃]	plein	[piɛ̃]
-em & -en when final or before a consonant ex. -m or -n, or -h	[ɑ̃]	ensemble	[ɑ̃.sɑ̃.blɑ̃]
-em & -en when followed by a vowel the -e is not nasal	[ə]	tenir	[tə.nir]
	[ɛ]	tennis	[tɛ.nis]
-emm & -enn when initial remain nasal except ennemi [ɛ.nə.mi]	[ɑ̃m]	emmêler	[ɑ̃.me.le]
	[ɑ̃n]	ennui	[ɑ̃.nɥi]
-en after -i	[jɛ̃]	viens	[vjɛ̃]
-ent final	[ɑ̃]	firmament	[fir.ma.mɑ̃]
-ent final in third person plural verb endings	[ə]	parlent	[par.lə]
-eu in the interior of a word	[œ]	heure	[œ.rə]
-eu before [z]	[ø]	creuse	[kø.zə]
-eu as a final sound	[ø]	peu	[pø]
-ge before a back vowel (-a, -o, -u)	[ə]	Georges	[ʒo.ʒə]

French spellings for the vowel <i>-i</i>	IPA	French example with IPA
<i>-i</i> single including before a mute <i>-e</i>	[i]	finir [fi.nir]
<i>-î</i> with the <i>circonflexe</i> [sir.kõ.fleks]	[i]	île [i.lə]
<i>-ï</i> with the <i>diérèse</i> [dje.ʀɛz]	[i]	Aïda [a.i.da]
<i>-i</i> preceding a stressed vowel	[i]	bien [bjɛ̃]
Final <i>-il</i> and <i>-ille</i> , and medial <i>-ill</i>	[j]	aille [aj]
<i>-ill</i> and <i>ille</i> with no other vowel	[ij]	filles [fi.jø]
<i>-im</i> and <i>-in</i> when final or before a consonant ex. <i>-m</i> or <i>-n</i> , or <i>-h</i>	[ɛ̃]	timbre [tɛ̃.brə] brin [brɛ̃]

French spellings for the vowel <i>-o</i>	IPA	French example with IPA
<i>-o</i> preceding a consonant or a vowel	[ɔ]	doter [dɔ.te]
<i>-o</i> when final sound	[o]	mot [mo]
<i>-ô</i>	[o]	ôter [o.te]
<i>-o</i> before [z]	[o]	rose [ro.zə]
<i>-oe</i> and <i>-oeu</i>	[œ]	coeur [kœr]
<i>-oi</i>	[wa]	voix [vwa]
<i>-oin</i> when final or before a consonant ex. <i>-h</i>	[wɛ̃]	loin [lwɛ̃]
<i>-oy</i>	[wa]	royal [rwa.jal]
<i>-ou</i> are before a stressed vowel	[w]	oui [wi]
<i>-om</i> <i>-on</i> when final or before a consonant ex. <i>-m</i> or <i>-n</i> , or <i>-h</i>	[õ]	nom [nõ]
<i>-eon</i> .	[ô]	pigeon [pi.ʒô]
<i>-ou</i> , <i>-où</i> and <i>-où</i>	[u]	vous [vu]

French spellings for the vowel <i>-u</i>	IPA	French example with IPA
<i>-u</i> after <i>g-</i> and <i>q-</i>	silent	guitare [gi.ta.rə]
<i>-u</i> , <i>-û</i> , <i>-û(e)</i> , and <i>-ue</i>	[y]	murmure [my.my.rə]
<i>-um</i> and <i>-un</i> followed by a vowel, but not <i>-m</i> , <i>-n</i> , or <i>-h</i> .	[y]	unanime [y.na.ni.mə]
<i>-ue</i> when followed by <i>-il</i> , <i>-ill</i> , or <i>-ille</i>	[œ]	orgueil [ɔʀ.gœj]
<i>-que</i> when final or not followed by double consonants	[œ]	que [kœ]
<i>-ueu</i> after <i>-g</i> and <i>-q</i>	[œ]	vainqueur [vɛ̃.kœr]
<i>-u</i> before a stressed vowel	[u]	lui [li]
<i>-um</i> and <i>-un</i> when final or before a consonant except <i>-m</i> or <i>-n</i> , or <i>-h</i>	[œ̃]	brun [brœ̃]

French spellings for the vowel <i>-y</i>	IPA	French example with IPA
<i>-y</i> or <i>-ÿ</i> except when nasal	[i]	martyr [mar.tir]
<i>-ym</i> and <i>-yn</i> before a vowel	[i]	hymne [im.nə]
<i>-yn</i> and <i>-ym</i> when final or before a consonant ex. <i>-m</i> or <i>-n</i> , or <i>-h</i>	[ɛ̃]	thym [tɛ̃]
<i>-y</i> initial in a word	[j]	yeux [jø]
<i>-y</i> between two vowels	[j]	royal [rwa.jal]

Consonant pronunciation

Letter	French Spelling	IPA	French Word with IPA
b	-b or -bb initial and medial	[b]	beau [bo] abbesse [a.bɛ.sə]
	final	silent	plomb [plɔ̃]
	followed by -s or -t	[p]	absolu [ap.sɔ.ly]
c	-c before a front vowel (-e, -i, or -y)	[s]	ciel [sjɛl]
	-cc before a front vowel (-e, -i, or -y)	[ks]	accent [ak.sɑ̃]
	-c or -cc before a back vowel (-a, -o, -u) or a cons.	[k]	encore [ɑ̃.kɔ.rə]
	final	[k]	parc [park]
	final after -n	silent	blanc [blɑ̃]
	-ct final	[kt]	direct [di.rɛkt]
		silent	respect [rɛ.spɛ]
	-ç with the <i>çédille</i> [sɛ.di.jɑ̃]	[s]	garçon [gar.sɔ̃]
	-ch	[ʃ]	blanche [blɑ̃.ʃɑ̃]
	-ch in words of Greek origin	[k]	Christ [krist]
	-cqu	[k]	acquisition [a.ki.zi.sjɔ̃]
d	-d or -dd initial or medial	[d]	doux [du] addition [a.di.sjɔ̃]
	final	silent	pied [pje]
	in liaison	[t]	grand_arbre [grɑ̃. tar.brɛ]
f	-f or -ff initial or medial	[f]	enfant [ɑ̃.fɑ̃] effort [ɛ.fɔr]
	final	[f]	comparatif [kɔ̃.pa.ra.tif]
	in liaison	[v]	neuf_heures [nœ. vœ.re]
g	-g before a front vowel (-e, -i, or -y)	[ʒ]	sabotage [za.bɔ.ta.ʒə]
	-gg before a front vowel (-e, -i, or -y)	[ʒʒ]	suggestion [syʒ.ʒɛs.tjɔ̃]
	-g or -gg before a back vowel (-a, -o, -u) or a cons.	[g]	grave [gra.və]
	final	silent	sang [sɑ̃]
	in liaison	[k]	sang_et_eau [sɑ̃. ke o]
	-ge before a back vowel (-a, -o, -u) or a consonant	[ʒ]	pigeon [pi.ʒɔ̃]
	-gu before a front vowel (-e, -i, or -y)	[g]	gigue [ʒi.gə]
	-gn	[ɲ]	compagnon [kɔ̃.pa.ɲɔ̃]
	-gt	silent	doigt [dwa]

h	Initial -h is classified as mute and aspirate - both are always silent but,		
	-h initial mute allows liaison or elision	silent	douze_heure [du. zœ.rə]
	-h initial aspirate allows no linking	silent	tres *hideuse [trɛ. i.dœ.zə]
	-h medial	silent	souhaiter [su.ɛ.te]
j	-j	[ʒ]	jardin [ʒar.dɛ̃]
k	found in words of foreign origin only	[k]	kilo [ki.lo]
	final	[k]	kodak [kɔ.dak]
l	-l or -ll initial or medial	[l]	large [lar.ʒə] ballet [ba.le]
	final	[l]	ideal [i.de.al]
	-il, -ill, and -ille (but not final -ile)	[j]	soleil [sɔ.lej] papillons [pa.pi.jɔ̃] famille [fa.mi.jə]
	In the these words and their derivatives:	[l]	mille [mi.lə] (thousand) tranquille [trɑ̃.ki.lə] (tranquil) ville [vi.lə] (villages)
m	-m or -mm initial or medial	[m]	mardi [mar.di] flamme [fla.mə]
	after a nasal vowel	silent	parfum [par.fœ̃]
	in liaison	[m]	nom_à tiroirs [nɔ̃. ma.ti.rwar]
n	-n or -nn initial or medial	[n]	neige [nɛ.ʒə] année [a.ne.ə]
	after a nasal vowel	silent	ensemble [ɑ̃.sɑ̃.blə]
	in liaison	[n]	en_aimant [ɑ̃. nɛ.mɑ̃]
p	-p or -pp initial or medial	[p]	captive [kap.ti.və] support [sy.pɔʁ]
	final	silent	trop [tro]
	in liaison	[p]	trop_en [tro. pɑ̃]
	-mpt	silent	compter [kɔ̃.te]
	-ph	[f]	philosophe [fi.lɔ.sɔ.fə]
q	-qu initial or medial	[k]	liqueur [li.kœr]
	final	[k]	cinq [sɛ̃k]
	in liaison	[k]	cinq_enfants [sɛ̃. kɔ̃.fɑ̃]
r	Spoken French makes use of the uvular [ʀ] that is appropriate for dialogue and cabaret songs.		
	-r or -rr initial,	[r]	rapide [ra.pi.də]
	-r or -rr medial or final	[r]	garage [ga.ra.ʒə] terrible [tɛ.ri.blə] hiver [i.ver]
	-er, -ier, or -yer final in some nouns and adjectives	silent	foyer (noun) [fwa.je]
	-er in the infinitive verb form	[ə]	parler [par.le]

S	-s and -ss initial or medial	[s]	séance	[se.ɑ̃.sə]
			Debussy	[də.by.si]
	-s medial between vowels	[z]	maison	[mɛ.zɔ̃]
	-s final	silent	toujours	[tu.ʒur]
	-s final in exceptions	[s]	hélas	[e.las]
			lis	[lis]
			fils	[fis]
	in liaison	[z]	mes yeux	[mɛ.zjø]
	-se before a front vowel (-e, -i, or -y)	[s]	descendre	[də.sɑ̃.drɑ̃]
T	-se before a back vowel (-a, -o, -u) or a consonant	[sk]	scandale	[skɑ̃.da.lə]
	-sch initial or medial	[ʃ]	schéma	[ʃe.ma]
	-t or -tt initial or medial	[t]	total	[to.taʃ]
			glotte	[ɡlo.te]
	-t final	silent	tuot	[tu]
	-t in liaison	[t]	tout_un	[tu, tõ]
	-th	[t]	Thomas	[to.ma]
V	-ti in endings -tion and -tience	[sj]	attention	[a.tɑ̃.sjø]
	-tie when final	[ti.ə]	sortie	[sɔʁ.ti.ə]
V	-v initial or medial	[v]	souvenir	[su.və.nir]
W	-w found in words of foreign origin	[v]	Wagon	[va.gɔ̃]
X	before consonants	[ks]	texte	[tek.stə]
	before vowels or -h	[gz]	exemple	[ɛɡ.zɑ̃.plə]
	in numbers	[z]	deuxieme	[dœ.zje.mə]
	in liaison	[z]	deux_enfants	[dø.zɑ̃.fɑ̃]
Z	initial or medial	[z]	zèle	[ze.lə]
			douze	[du.zə]
	final	silent	chez	[ʃe]
	Final as an exception	[z]	Berlioz	[bɛʁ.ljoz]

9.7 Numbers

0	Zero
1	Un
2	Deux
3	Trois
4	Quatre
5	Cinq
6	Six
7	Sept
8	Huit

9	Neuf
10	Dix
11	Onze
12	Douze
13	Treize
14	Quatorze
15	Quinze
16	Seize
17	Dix-sept
18	Dix-huit
19	Dix-neuf
20	Vingt
21	Vingt et un
22	Vingt-deux
23	Vingt-trois
24	Vingt-quatre
25	Vingt-cinq
26	Vingt-six
27	Vingt-sept
28	Vingt-huit
29	Vingt-neuf
30	Trente
31	Trente et un
32	Trente-deux
33	Trente-trois
34	Trente-quatre
35	Trente-cinq
36	Trente-six
37	Trente-sept
38	Trente-huit
39	Trente-neuf
40	Quarante
41	Quarante et un
42	Quarante-deux
43	Quarante-trois
44	Quarante-quatre
45	Quarante-cinq
46	Quarante-six
47	Quarante-sept
48	Quarante-huit
49	Quarante-neuf

50	Cinquante
51	Cinquante et un
52	Cinquante-deux
53	Cinquante-trois
54	Cinquante-quatre
55	Cinquante-cinq
56	Cinquante-six
57	Cinquante-sept
58	Cinquante-huit
59	Cinquante-neuf
60	Soixante
61	Soixante et un
62	Soixante-deux
63	Soixante-trois
64	Soixante-quatre
65	Soixante-cinq
66	Soixante-six
67	Soixante-sept
68	Soixante-huit
69	Soixante-neuf
70	Soixante-dix
71	Soixante-et-onze
72	Soixante-douze
73	Soixante-treize
74	Soixante-quatorze
75	Soixante-quinze
76	Soixante-seize
77	Soixante-dix-sept
78	Soixante-dix-huit
79	Soixante-dix-neuf
80	Quatre-vingts
81	Quatre-vingt-un
82	Quatre-vinght-deux
83	Quatre-vingt-trois
84	Quatre-vingt-quatre
85	Quatre-vingt-cinq
86	Quatre-vingt-six
87	Quatre-vingt-sept
88	Quatre-vingt-huit
89	Quatre-vingt-neuf
90	Quatre-vingt-dix

91	Quatre-vingt-onze
92	Quatre-vingt-douze
93	Quatre-vingt-treize
94	Quatre-vingt-quatorze
95	Quatre-vingt-quinze
96	Quatre-vingt-seize
97	Quatre-vingt-dix-sept
98	Quatre-vingt-dix-huit
99	Quatre-vingt-dix-neuf
100	Cent
101	Cent un
102	Cent deux
110	Cent dix
120	Cent vingt
130	Cent trente
140	Cent quarante
150	Cent cinquante
160	Cent soixante
170	Cent soixante-dix
180	Cent quatre-vingt
190	Cent quatre-vingt-dix
200	Deux cents
201	Deux cent un
300	Trois cents
301	Trois cent un
400	Quatre cents
401	Quatre cent un
500	Cinq cents
501	Cinq cent un
600	Six cents
601	Six cent un
700	Sept cents
701	Sept cent un
800	Huit cents
801	Huit cent un
900	Neuf cents
901	Neuf cent un
1000	Mille
1,000,000	Un million
1,000,000,000	Un milliard

9.8 Days, Months & Seasons

DAYS

French Words	English Translation	Pronunciation
Lundi	Monday	Luh(n)-dee
Mardi	Tuesday	Mahr-dee
Mercredi	Wednesday	Mehr-kruh-dee
Jeudi	Thursday	Zhuh-dee
Vendredi	Friday	Vah(n)-druh-dee
Samedi	Saturday	Sahm-dee
Dimanche	Sunday	Dee-mah(n)sh

MONTHS

French Words	English Translation	Pronunciation
January	Janvier	Zhah(n)-vyay
February	Février	Fay-vree-yay
March	Mars	Mahrs
April	Avril	Ah-vreel
May	Mai	Meh
June	Juin	Zhwa(n)
July	Juillet	Zhwee-eh
August	août	oo or oot
September	Septembre	Sehp-tah(n)br
October	Octobre	Ohk-tohbr
November	Novembre	Noh-vah(n)br
December	décembre	Day-sah(n)br

SEASONS

English	French
Spring	Le Printemps
Summer	L'été
Autumn	L'automne
Winter	L'hiver

9.9 Date and Time

(Date et heure de)

The time of day can be described in general terms or specific times. You can use the follow words to describe the general time of day.

French	English
Le Matin	Morning
L'après-Midi	Afternoon
Le Soir	Evening
La Nuit	Night
Le Jour	Day
Midi	Noon
Minuit	Midnight
Aujourd'hui	Today
Hier	Yesterday
Demain	Tomorrow

When you want to know a specific time of day, you can ask *Quelle heure est-il ?* (What time is it?). Although we usually leave off the 'o'clock' when we say a specific time, you must always include the *heure* (hour/time) when expressing a specific time in French. The only real exception to this is *midi* (noon) or *minuit* (midnight).

When expressing time between the hours, use the following terms to break things down.

French	English
L'heure	Hour/Time/Clock/Watch
Minute	Minute

Seconde	Second
Et Demie	Half Past
Et Quart	Quarter Past
Moins Le Quart	Quarter Till
Moins Dix	Minus 10 Minutes

The French generally express time using a 24-hour clock. So, 4 p.m. would be seize heures (16 hours).

The following are some of the examples related to date and time:

- **Avez-vous une minute?** (Do you have a minute?)
- **Avez-vous l'heure?** (Do you have the time?)
- **Quelle heure est-il?** (What time is it?)
- **Il est tard.** (It's late.)
- **Il est tôt.** (It's early.)
- **Il est huit heures du matin.** (It's 8 in the morning.)
- **Il est midi.** (It's noon.)
- **Il est cinq heures de l'après-midi.** (It's 5 in the afternoon.)
- **Il est sept heures du soir.** (It's 7 in the evening.)
- **Il est sept heures et quart.** (It's a quarter past 7.)
- **Il est sept heures et demie.** (It's 7:30.)
- **Il est huit heures moins le quart.** (It's a quarter to 8.)

9.10 General Questions and conversation with French translation

- i. Good morning, May I help you?
Bonjour, le mai je vous aide ?
- ii. Good morning/ afternoon/ evening Sir/ Madam, Welcome to our hotel.
Bonjour / l'après-midi / le soir monsieur / Madam, Soyez bienvenus à notre hôtel.
- iii. How may I help you?
Comment puis-je vous aider ?
- iv. Have you made a reservation in our hotel?
Avez-vous fait une réservation dans notre hôtel ?
- v. May I have your name please? How do you spell that?
Puis-je avoir votre nom s'il vous plaît ? Comment l'écrivez-vous ?
- vi. Would you please spell it for me?
Écrivez-le s'il vous plaît pour moi ?

- vii. Would you please fill in the registration form?
Remplissez s'il vous plaît le formulaire d'enregistrement ?
- viii. Here is the pen Mr. X.
Voici le stylo M. X
- ix. May I look for your passport, please?
May je cherche votre passeport, s'il vous plaît ?
- x. How long are you staying with us?
Combien de temps restez-vous avec nous ?
- xi. Let me check if we have room available.
Permettez-moi de vérifier si nous avons la pièce à la disposition.
- xii. Mr. X, my colleague will take care of your luggage and show you the room.
M. X, mon collègue s'occupera de vos bagages et vous montrera la pièce.
- xiii. You may leave/ drop your room key at the reception when you go out and collect it afterwards.
Vous pouvez partir / laissez tomber votre clé de pièce à la réception quand vous sortez et le recueillez ensuite.
- xiv. If you need anything, please call us anytime and we will be glad to be of service.
Si vous avez besoin de n'importe quoi, appelez-nous s'il vous plaît en tout temps et nous serons heureux d'être utile
- xv. We are looking forward to seeing you again soon.
Nous attendons impatiemment de vous voir de nouveau bientôt.
- xvi. Certainly, you may leave a message.
Bien sûr, vous pouvez laisser un message.
- xvii. One moment please, Sorry to keep you waiting.
Un moment s'il vous plaît, Désolé de vous faire attendre.
- xviii. Would you mind repeating that?
Surveilleriez-vous le répéter ?
- xix. May I know how long you would like to extend your stay in our hotel?
Puis-je savoir combien de temps vous voudriez étendre votre séjour dans notre hôtel ?
- xx. I will send somebody to attend you in a minute.
J'enverrai quelqu'un pour vous assister dans une minute.

9.11 Summary

French is important part of hotel operations, as we are aware that French is one of the most popular languages in the world. Most of the international travelers are familiar with French language hence it is important to have some basic understanding of the language. French is a complex language like Hindi hence it is important to have sound fundamental knowledge of the rules of the French language.

The unit will help learner in gaining some fundamental knowledge of French language with introduction to general conversations that may take place at Front Office.

9.12 Review Questions

1. Write a short note on Accent in French.
2. Give the French equivalent of the following symbols

.
,
;
:
?
-
_
“”
()
...
!

3. Give the French equivalent of the below mentioned numbers :

1
30
40
45
50
100
110
150

4. Give French Translation
 - a. May I look for your passport, please?
 - b. How long are you staying with us?
 - c. Let me check if we have room available.
 - d. Mr. X, my colleague will take care of your luggage and show you the room.

9.13 eference and Suggested Reading

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Unit – 10 : Reservation

Structure of Unit:

- 10.1 Objectives
- 10.2 Introduction
- 10.3 Check In & Check Out
- 10.4 Types Of Reservation
- 10.5 Sources of Reservation
- 10.6 Forms and Formats Used in Reservation Department
- 10.7 Types of Reservations/ Bookings
- 10.8 Reservation Procedure
- 10.9 Reservation Terms
- 10.10 Summary
- 10.11 Review Questions
- 10.12 Reference and Suggested Reading

10.0 Objectives

After reading this unit you will be able to learn

- Definition of Reservation
- Check In and Check out
- Types of reservations
- Flow of reservations
- Formats used in taking reservations

10.1 Introduction

The term reservation can be defined as an agreement between the customer and service pertaining to the future 'request for booking of hotel rooms from various sources is received, processed, documented and retrieved at the appropriate time to ensure the guest their room and other services upon arrivals. It enables the management to maintain a proper control. It also helps in strengthening sales and marketing strategies.

In a large hotel this section area of the front office equipped accessories and equipments, and ideally view to render better service to the customer/ guest. Hence, required things in this section are conveniently has been looked after by receptionist. This section not only books the room for guests accordingly but also performs all activities of the factors affecting reservation, such as

confirmation, cancellation, over booking, reservation, amendment, no-show, etc. in the modern times all these functions are carried out through the computer network system.

The importance of reservation is to keep the hotel on track so they can plan ahead how many rooms needs to be ready and how much staff is needed at a particular time. It also helps the customer out in that there will be a room guaranteed for you at the time requested. Sometimes it is cheaper to reserve in advance rather than going in on the fly and overpaying for last minute reservations.

10.2 Check In & Check Out

I-Guest Cycle:

The guest cycle describes the activities that each guest passes by from the moment he/she calls to communicate a reservation inquiry till he/she departs from the hotel. In fact, the guest cycle encompasses 4 different stages, which are depicted in the underneath, diagram:

Pre-Arrival ⇒ Arrival ⇒ Occupancy ⇒ Departure

Each stage of the guest cycle is associated guest service, and guest accounting activity(ies).

1. Guest services:

Reservation ⇒ Registration ⇒ Occupancy services ⇒ Check-out and history
--

2. Guest Accounting:

Establishment of credits ⇒ Posting charges ⇒ Night auditing ⇒ settlement of accounts

Below is a description of the activities undertaken at each stage of the guest cycle:

1. Pre-arrival:

At the pre-arrival stage, the hotel must create for every potential guest a reservation Record. Doing this initiates the hotel guest cycle. Moreover, reservation records help personalize guest services and appropriately schedule needed staff and facilities

The reservation department should, then, complete all the pre-registration activities and prepare guest folios (applicable only for automated systems). Doing so will eventually maximize room sales by accurately monitoring room availability and forecasting room revenues

2. Arrival:

At the arrival stage, registration and rooming functions takes place and the hotel establishes a business relation-ship with the guest.

The check-in clerk should determine the guest's reservation status (i.e. pre-registered guests *versus* walk-ins). Later, he/she shall prepare a registration record or make the guest sign the already-printed pre-registration record (under some of the semi-automated and all fully automated systems).

The registration records shall include the following personal and financial items:

a) Personal information:

1. Name and Surname of the guest along with billing address, telephone number, and any other coordinates
2. Passport number, birth certificate, and/or driving license number (whatever applicable)
3. Any special needs or requests
4. Guest Signature

b) Financial information:

1. Date of arrival
2. Expected date of departure or length of stay depending on how the system in the hotel is designed
3. Assigned room number
4. Assigned room rate
5. Guest's intended method of payment

Registration records can be used for various purposes:

- a) Satisfy guest needs
- b) Forecast room occupancies
- c) Settle *properly* guest accounts
- d) Establish guest history records at check-out [personal & financial information]
- e) Assign a room type and a room rate for each guest
- f) Determine long-run availability [i.e. reservation information] versus short-run availability [i.e. room status]
- g) Satisfy special categories of guests such as disabled people through barrier-free designs

3. Occupancy:

At the occupancy stage, the front office department shall coordinate guest services *in a timely and accurate manner*. Moreover, front office clerks should encourage repeat guests by paying a great attention to guest complaints. This is ensured by placing complaint and/or suggestion cards in every public place and revenue centers in the hotel. Moreover, the hotel shall, at least on a daily basis, collect comment cards, proceed with their analysis, and provide positive feedback to guest as soon as possible. In addition, shall design effective procedures in order to protect the funds and valuables of guests. This might be ensured through guest key control, property surveillance, safe deposit boxes, and well designed emergency panels and exits...

Another activity at occupancy is to process posting of guest charges [i.e. post room rates, F&B charges, additional expenses, and taxes...] to various guest folios, master Folios... While doing so, front office clerks shall continuously check for deviations from the house limit, and take corrective measures as to change the status of the guest to Paid-in-advance. Finally, front office clerks shall *periodically* review Account Balances in coordination with the night auditor.

4. Departure:

At the departure stage, the guest shall be walked out of the hotel. Moreover, front office clerks shall create guest history record. Finally, cashiers shall settle guest account outstanding balances [i.e.: balance the Guest account to 0]

In general, a proper checkout occurs when the guest:

- a) Vacates the room
- b) Receives an *accurate* settlement of the guest account
- c) Returns room keys
- d) Leaves the hotel

At departure, checkout personnel should encourage guests to consider returning to the hotel on any future date. That's why cashiers should act like a true sales person, and might eventually accept guest future reservations. That way, the stages of the guest cycle become really a cycle (i.e. start from where it ends). If at departure, the guest account is not fully settled, then late charges accumulates. In such an undesired case, the responsibility of collection lies within the accounting department, however the front office department shall provide all necessary types of information to make this collection easier, quicker, and feasible.

II- Front Office Systems:

Until the 1960's, nearly all hotels were operating under the manual system. At late 70's, with the introduction of computers, hotels shifted to semi-automated systems. Nowadays, most of the five-star hotels operate under the fully automated system. Below is a brief description of the three different systems under which hotels might operate.

1. Non-automated [Manual] systems: This very system is the one characterized by the sole usage of hands. In fact, all formats, procedures, and different kinds of calculations are done manually.
2. Semi-automated [Electro-mechanical] systems: This system gets use of some Electro-mechanical equipment. In fact, under the semi-automated system, each department might have its own computer system under which it handles all its operations.
3. Fully automated [computer based] systems: That's the best system ever used in the hotel industry. In fact, it is characterized by the excessive use of departmental software package programs integrated and connected to a main frame or terminal situated at the front office department.

III-Guest Cycle under Three Different Systems:

At this stage, it is essential to notice that the following stages of the guest cycle under the three different systems do not conflict with each other. In fact, the only differences are due to the nature of the system use. Therefore, what will be discussed above is not the repetition of the sequence; rather only differences will be highlighted.

1. Non-automated systems:

A- Pre-arrival activities:

At the pre-arrival stage, reservation requests should be introduced in a loose-leaf notebook or index card. Moreover, only reservations up to 6 months horizons shall be honored. Lastly, it is not practical, under this very system, to issue reservation confirmation numbers, initiate pre-registration activities (at the exception of VIP and groups) and prepare occupancy forecasts. The reason is, time and money loss along with insufficient labor force to manually conduct all the above mentioned activities.

B- Arrival activities:

At the arrival stage, guests shall either sign a page in the registration book or fill manually a registration record. Under this very system, the most widely used front office equipment is the

room rack, in which registration records are inserted to serve as room rack slips. Moreover, registration books and records shall be time stamped as an internal control proving when the guest exactly came, who registered him/her...Lastly, guest folios shall be opened for each registered guest.

C- Occupancy activities:

Under the occupancy activities, registration records shall be prepared with multi-copies. In fact, one copy shall be distributed to room rack, another stamped to the guest folio, another given to switchboard operators, and a final copy handed to the uniformed service personnel. Lastly, guests with charge privileges charges and payments shall be posted to respective guest folios.

D- Departure activities:

At departure stage, cashiers should settle each guest account's outstanding balance and get room keys back from guests. Moreover, cashiers shall notify the housekeeping department that the room is no more occupied (i.e. room status change) to let this very department clean the room and prepare it for new arrivals. In addition, cashiers shall remove room rack slips from room racks to indicate departure. Lastly, these very rack slips of departed guests shall be filed in a cardboard box to serve as a guest history record

2. Semi-automated systems:

This very system is less common in small and middle size hotels. For, these very hotels, financially wise, might not afford the huge investments associated with the installation of different hardware and software.

The main advantage of this very system over manual system is that various reports can *automatically* be generated. However, the major disadvantages associated with this system are various complexities of operating and controlling devices due to the fact that these equipment are not integrated with other systems and are subject to frequent maintenance problems.

A- Pre-arrival activities:

At this very stage, guests can either call a national reservation network or directly contact the hotel. Moreover, reservation clerks can prepare pre-registration records, guest folios, and information rack slips.

B- Arrival activities:

At this very stage, already reserved guests shall verify their pre-registration forms and have only to sign it. On the other hand, walk-ins shall complete a multiple copy registration record from the beginning.

C- Occupancy activities:

At the occupancy stage, in order to track the different guest charge expenditures and all other possible guest transactions, hotels get an intensive use of various kinds of vouchers. Moreover, the most widely used equipment, under this very stage, is the mechanical cash registers and front office posting machines. Lastly, under this very stage, night auditor shall continuously resolve any discrepancy in guest accounts and efficiently reconcile guest folios.

D- Departure activities:

At this very stage, cashiers shall relay room status information to the housekeeping department. Moreover, they should place registration records of departed guests in property's guest history files.

4. Fully automated systems:

A- Pre-arrival activities:

Under this stage, the reservation department is equipped with a software package, which is interfaced and connected with one or more central reservation office(s). Moreover, the reservation department can automatically generate letters of confirmation, produce requests for guest deposits and handle pre-registration activities for all types of guests and generate daily expected arrival lists, occupancy and revenue forecast lists...

B- Arrival activities:

At this stage, various reservation records can be transferred to front office department. Moreover, hotels might be equipped with an on-line credit authorization terminals for timely Credit Card Approval, self check-in / check-out terminals. Lastly, all guest charges and payments are saved in electronic guest folios.

As far as walk-ins are concerned, all registration activities should be initiated from the very beginning.

C- Occupancy activities:

Under this very stage, guest purchases at different revenue outlets are electronically transferred and posted to appropriate guest accounts. Moreover, the front office department can run and process continuous trial balances and, therefore, eliminate the tedious work for the Night Auditor.

D- Departure activities:

At this very stage, cashiers can automatically produce bills to be sent to various guests with direct billing privileges and create electronic guest history records.

IV- Front Office Forms:

At different stages of the guest cycle different forms are used depending on which operating system a hotel chooses. Below are some of the common forms used:

1. Pre-arrival activities:
 - a) Reservation record or a reservation file
 - b) Letter of confirmation
 - c) Reservation rack and reservation rack slips
2. Arrival activities:
 - a) Registration card (or record) or registration file
 - b) Room rack and room rack slips
3. Occupancy activities:
 - a) Guest folio: shall be of duplicate forms and pre-numbered for cross-indexing control purposes
 - b) Vouchers: support documents detailing facts of a transaction, but does not replace the source document (i.e. the invoice). Examples of vouchers might include charge vouchers, allowance vouchers, paid-out voucher, and correction vouchers...
 - c) Information rack slips
4. Departure activities:
 - a) Credit card vouchers
 - b) Cash vouchers
 - c) Personal check vouchers
 - d) Transfer vouchers
 - e) Guest history records

V- Front Office Functional Organization:

Whatsoever system and setting the hotel might use, it should reflect easy access to the equipment, forms, and supplies necessary. Moreover, the setting shall reflect position flexibility. Moreover, nowadays trend shows that traditional mail, message, and key racks are unnecessary at the Front Desk. Rather, they shall be stored in drawers or slots located under or away from the Front Desk. For, this would ensure security and safety of guests.

1. Front Desk designed alternatives:
 - a) Circular or semi-circular structure: this very structure provides an effective service to more guests and appears more modern

and innovative but since guests will approach the Front Desk from all angles, more staff is needed.

- b) Traditional straight desk: Under this very design, fewer staff is needed, but fewer guests can be served at the same time.
- c) Deskless environment: Under this design, there is no Front Desk at all. This is usually replaced by a hostess, or steward welcoming the guest, seating him or her on a chair/sofa, and conduct registration activities there while, for example, having a cocktail or a drink.

VI- Front Office Equipment:

1. Room rack
2. Mail, message, and key racks
3. Reservation racks
4. Information racks
5. Folio trays or folio buckets
6. Account posting machine
7. Voucher racks
8. Cash registers
9. Telephone equipment

10.3 Types of reservations

- **Guaranteed Reservation:** Insures that the hotel will hold a room for the guest until a specific time of guest's scheduled arrival date .
- The guest must provide us a method of payment.
- If the guest does not show up or cancel properly, the guest will be charged for one night accommodation.
- If the hotel then fails to provide the room for a guaranteed reservation, legal penalties can be applied if the guest files a complaint.
- In order to guarantee a reservation, guests can choose one of the following methods:

GUARANTEED RESERVATIONS

The reservation can be guaranteed by

- Prepayment
 - Credit card
 - Advance deposit
 - Travel agent voucher/miscellaneous charge order (MCO)

- Corporate (direct billing account)

NON-GUARANTEED RESERVATION

Non-guaranteed Reservation : Insures that the hotel agrees to hold a room for the guest until a stated reservation cancellation hour (Usually 6 p.m.) on the day of arrival.

It is common for hotels planning on full occupancy or nearing full occupancy to accept only guaranteed reservation once a specified number of expected arrivals is achieved.

10.4 Sources of Reservations

- A. Central Reservation System
- B. Global Distribution System
- C. Intersell Agencies (for example flight centre)
- D. Property Direct
- E. Internet
- F. Central Reservation System (CRS)

A. Central Reservation System

A central (or computerized) reservation system that controls and maintains the reservations for several hotels in one location, and automatically redirects the reservation to the required hotel.

- The majority of hotel groups belong to one or more Central Reservation Systems
- A central reservation system is composed of a central reservation office, member hotels connected together via communication devices, and potential guests.
- It exchanges room availability information with members hotel.
- Central Reservation Office [CRO] offers its services via a 24-hours toll free telephone number(s)

On return, central reservation offices charges a fee for the utilization of its services which might take the form of a flat fee and a variable fee, or a flat percentage of potential room revenue, actual room revenue, and/or Rooms Division gross profit.

B. Global Distribution Systems

- Computerized system by which reservation-related information is stored and retrieved for multiple organizations.
- Global Distribution Systems [GDS]
 - System including several Central Reservation Offices connected to each

- Selling hotel rooms is accomplished by connecting the hotel reservation system with the GDS system.
- GDSs have become a powerful force in hotel reservation.

C. Inter sell Agencies

Inter sell Agencies are special types of central reservation offices contracting to handle reservation for more than one Product Line [ex: Handle at the same time Airline Tickets, Car Rental, and Hotel Reservation

D. Property Direct Reservation System:

Even though many of the five-star hotels rely heavily on central reservation offices and inter-sell agencies, some potential guests still find it convenient, and personal to call directly the hotel to communicate a reservation inquiry.

Property Direct Reservations

Property direct reservations are made in a several ways

- Telephone
- Property-to-property
- . Mail
- . Fax
- E-mail

Group Bookings

Types of groups

- ☐ Tour groups
- ☐ Conference/convention
- ☐ Charity groups (fund raising)
- ☐ Flight crews
- ☐ School groups
- ☐ Sporting groups

Reservation Reports:

- In the reservation department, the widely used management reservation reports include:
- Reservation transaction report
- Commission agent report
- Turnaway report (sometimes called the refusal report)
- Revenue forecast report

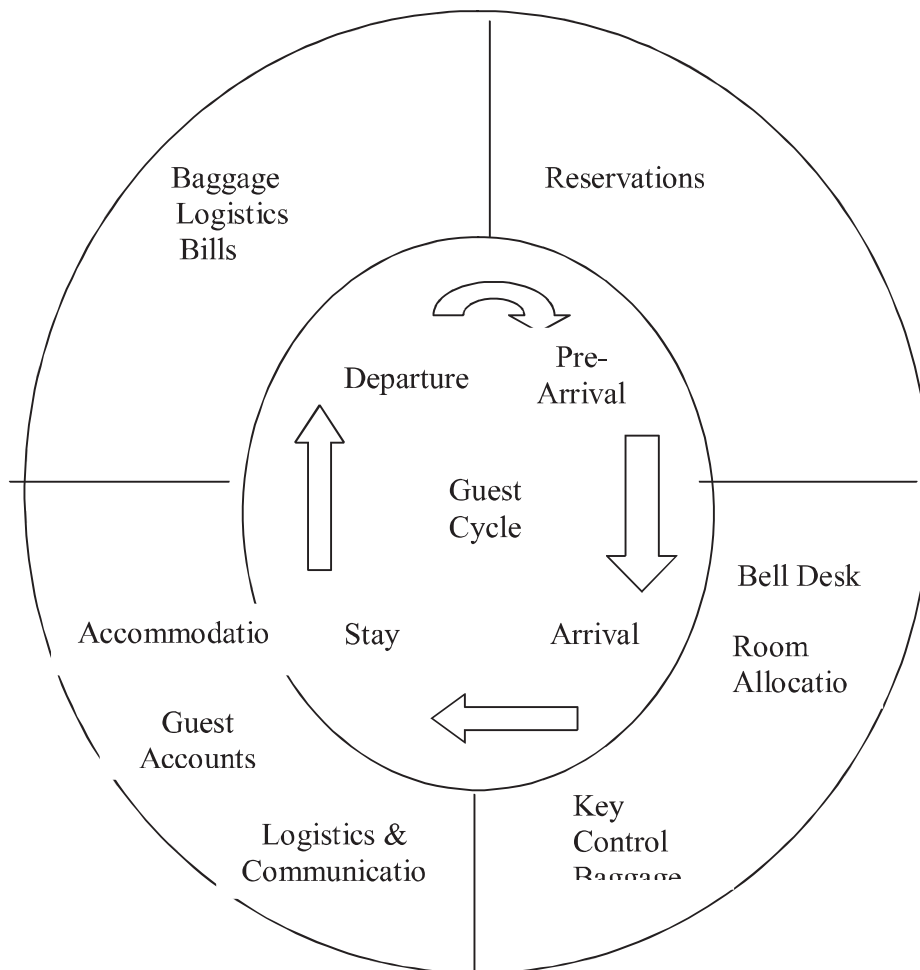


Figure 1.5: The guest cycle

10.5 Form & Formats used in Reservation Department

A. Reservation Form.

This is the form which is filled by the reservation assistant at the time of the request of the room from the guest. The reservation assistant should inquire all the details mentioned in it. After filling up this form, all the reservation data are entered into the computer where the reservation system is computerized. This form is filled for the future reference. When the guest arrives in the hotel, the reservation of the room is done on the basis of this forms. This forms includes: Name, Address, Nationality, Date of arrival with

flight details, Date of departure, Types of room required, Types of plan preferred, Modes of payment etc.

Reservation form Advantages

- Provides a hard copy record of the details of the booking request
- Summarizes and records the information in a standardized, easy-to-use format
- Acts as a checklist of the information a reservations clerk needs to get from the prospective guest
- Identifies the person who took the booking, in case of queries or errors which need to be followed-up later
- Provides a quick check on the progress of the reservation: has it been processed, has it been
- Confirmed to the guest, has the booking been guaranteed?
- Captures information which may be useful for marketing and/or improving services in future (for

e.g.. the source of the booking and how the booking was made)

In a manual system, a completed reservation form becomes the top sheet of an on-going guest file, in which will be placed correspondence, registration documents and so on. It allows quick reference to what has been agreed with guest, to prepare for their arrival at the hotel.

B. Reservation Chart.

Reservation chart is also referred as the advance lettering chart or bed booking chart and used for allocating room in advance. A reservation chart is basic of reservation system. Each page of reservation chart represents a month. The vertical column represents each day of the month while horizontal column represents each room in the hotel. Each block represents room on a particular day of a month. Thus, when a room is reserved, a square formed by the room number and the date for which it will be occupied and crossed through a pencil and the name of the guest is written on the line. Pencil should be used so that in the event of cancellation or alternation of reservation, the name and line can be erased and replace by another. Reservation chart used in a hotel are mainly of two types:

1. **Density Chart:** It is used in a large commercial hotel or in the hotel where the guest stay only for one or two nights. When a reservation is recorded in this char, the customer is not allocated a particular room. Each types of room is groped together on the left hand side and days of the month across the top. When a booking is accepted, the number of days, starting

with the day of arrival are marked off. This chart indicated the quality of room reserved by the types of room over a period of time. This chart only indicate how many rooms are reserved not the name of the guest or duration of particular booking.

2. Convectional Chart: It display the availability of each rooms in the hotel by room number. This chart shows all the hotel rooms on the down heft hand side and data of the month across the top. This chart is normally suitable only for small hotels where guest usually stay for a long period of time and which has a wide variety of rooms.

C. Reservation Slip.

Reservation slip is a piece of paper which is filled up by the reservation assistant after he/she finishes the reservation form . It is made in two copies. One is attached with the reservation form and another is kept in Whitney/Reservation rack in an alphabetical order. This paper is filled up in various colors for different purposes. Different colors of reservation slips are used in different purposes.

1. White color- Individual
2. Yellow color- Groups
3. Green color- VIPs
4. Pink color- Through Travel Agencies
5. Purple color- Conventions

D. Room Status Board (Forecast Board).

A forecast board is another means of determining the room's availability. It is usually situated on a wall near the reservation desk so that the reservation assistants have quick access to room status information hen they have to check for the room availability. The forecast board normally indicates a period of four months.

E. The Hotel Dairy (Booking Dairy).

Immediately after updating the accommodation availability chart, the reservation clerk must enter all of the booking details into a hotel dairy. However encase of computerized reservation system, this will be done automatically. It helps to control the fraud and misuse of reservation system in the front office department. This dairy is normally checked by front office manager on a daily basis to have a quick view of status of room reservation on a particular day.

F. Reservation Revision Cancellation Form.

This form is filled up when a guest request for the cancellation the revision of the reservation made on the earlier dates. This reservation assistants fills up all the necessary details on this forms. In case of cancellation the reservation rack is updated by removing the reservation slip. The reservation chart is also updated by removing the allocation of the room made by the guest. In case of cancellation and revision of the reservation, new adjustments are made in reservation rack and reservation form.

10.6 Types of Reservation

1. **Guaranteed Reservations:** - This type of reservation ensures that the hotel will hold a room for the guest for one night following his schedule date of arrival and the guest, in turn guarantees to pay for the room, even he fails to turn up, unless the reservation is cancelled according to the hotel s cancellation procedure.

Methods of guaranteeing a reservation:-

1. Prepayment
 2. Credit Card
 3. Advance Deposit
 4. Travel Agent Vouchers
 5. Miscellaneous Charge Order
 6. Bill To Company Letters.
2. **Non-guaranteed Reservation:-** In this of reservation, the hotel agrees to hold a room for the guest until a stated reservation cancellation hour (usually 6 P.M.) on the day of arrival. Here, there is no guarantee of payment for no-shows. If the guest does not arrive by the stipulated hour, the hotel is free to sell the room.

Modes of reservation:-

1. By telephone
2. By telex
3. By facsimile
4. By any kind of electronic media
5. In person

10.6.1 Types of Guests In A Hotel

1. FIT - FREE INDIVIDUAL TRAVELLER
2. FFIT - FREE FOREIGN INDIVIDUAL TRAVELLER

3. GIT - GROUP INCLUSIVE TOUR / TRAVEL
4. CIP - COMMERCIALLY IMPORTANT PERSON
5. CVGR - COMPANY VOLUME GUARANTEED RATE

10.6.2 Types of Meal Plans Available To Guests

- AP – AMERICAN PLAN – ROOM TARIFF + EMT + 2 MAJOR MEALS +2 MINOR MEALS
- MAP – MODERATE MODIFIED AMERICAN PLAN – ROOM TARIFF +EMT + 1 MAJOR MEAL + 1 MINOR MEAL
- BP – BERMUDA PLAN – ROOM TARIFF + EMI + AMERICAN BREAKFAST
- CP – CONTINENTAL PLAN – ROOM TARIFF + EMT+ CONTINENTAL BREAKFAST
- EP – EUROPEAN PLAN – ROOM TARIFF + EMI

AMERICAN BREAKFAST

- Choice of Juices
- Choice of Eggs
- Choice of Bread Rolls with preserves and Sprads
- Tea/ Coffee/ Hot Chocolate

CONTINENTAL BREAKFAST

- Choice of Juices
- Choice of Breakfast Rolls with Preserves
- Tea/ Coffee

10.6.3 Types of Room Rates

Hotels have developed various room rate categories to attract different markets. These rates will depend on seasons, no. of potential sales in a market, and other factors. Commonly used room rates categories are rack rate, corporate rate, commercial rate, military/ educational rate, group rate, family rate, American plan, half day rate, and complementary rate or company.

1. **Rack Rate:** It is the highest room rate charged by the hotel and is given to a guest who does not fall in to any particular category, such as walk-in who requests a room for the night.
2. **Corporate Rate:** This is the room rate offered to the business people staying in the hotel. This category can be broken down in to business people who are frequent guests and guests who are employees of a corporation that has contracted for a rate that reflects all business from that corporation.

3. **Commercial rate:** These are room rates for business people who represent a company and have infrequent or sporadic patterns of travel. Collectively this group can be a major segment of hotel guests and thus warrant a special program.
4. **Military & Educational rate:** These are room rates established for military personnel and educators, because they travel on restricted travel expense accounts and are price conscious.
5. **Group Rates:** These are room rates offered to large groups of people visiting the hotel for a common reason. The marketing and sales department usually negotiates this rate with a travel agent or a professional organization.
6. **Family Rates:** Room rates offered to encourage visits by families with children, are offered during or promotional times.
7. **Package Rates:** Room rate that includes goods and services in addition to rental of a room, are developed by Marketing and sales department to lure guests into a hotel during low sales periods. For example, a bridal suite package may include complimentary champagne, cheese and cracker basket, flowers and/ or a complimentary breakfast.
8. **Day Rate:** A frequently used rate classification is the half day rate, a room rate based on length of guest stay in a room, which is applied to guests who use a room for only three or four hours of a day to rest after sightseeing or shopping or between air flights.
9. **Complimentary Rate:** A rate for which there is no charge to the guest. The management of the hotel reserves the right to grant complimentary rooms for various reasons. Guests who are part of the hotel's management hierarchy or personnel group may receive a complimentary room as a fringe benefit.

10.7 Reservation Procedure

STEP-1. the reservation request, which is received through any of the modes of reservation, is noted down on a RR form or RR envelope after checking the wall charts or CRS chart for the availability status of room. The following details must be taken:-

- a) Name of the guest and accompanying persons.
- b) Designation, Company name and address.
- c) Date of arrival
- d) Date of Departure
- e) Mode of arrival and Time

- f) Room type and Meal Plans and packages if any
- g) Mode of payment.
- h) Method of guarantee.
- i) Special instructions like A/P pick-up, preference of rooms, etc.
- j) Name and contact no. of the caller.

STEP-2.

The reservation request is then transferred to the hotel Diary or The Reservations Diary either manually or in the computer where the information is stored as per the arrival date of the guest.

STEP-3.

The reservation is automatically updated in the room wall charts i.e. the Density Charts or Advance Letting Chart and the Room Status Boards.

STEP-4

A confirmation voucher is issued against the reservation request and the reservation documents along with all correspondence and date-wise and retrieved only the evening prior to the date of arrival.

CANCELLATION / AMMENDMENT PROCEDURES

STEP-1.

- ❖ On receiving a request for cancellation / amendment, following details must be recorded:-
 - a. Name of the guest with comp[any name and designation,
 - b. Date of arrival
 - c. New date of arrival in case of amendments.
 - d. Name and contact no. of the caller
 - e. Generate and record a cancellation no.

STEP-2

- ❖ The changes are recorded in the Hotel Diary.

STEP-3

- ❖ The changes are recorded in the Wall Chart and Room Status Board.

STEP-4

- ❖ The case of cancellations, a report is generated called the Cancellation Report, which summarizes all cancellations on a particular day. The purpose of this report is to investigate the reason for cancellations and study the trends.

10.8 Reservation Terms

RESERVATION HORIZON:- Date in the future till which reservations can be taken.

RESERVATION LEAD TIME:- Time period between the request for reservation and the actual date of arrival.

SHOULDER PERIOD:- Season between lean and heavy occupancy periods.

BOOKING AND BLOCKING:- Booking is taking tentative reservations without any kind of guarantee and Blocking is taking guaranteed reservations.

WASH DOWN FACTOR:- Based on past records of group reservations by travel agents who have always taken lesser number of rooms than originally booked, the hotel reservations agents themselves reduce the number during booking to avoid unnecessarily blocking up of rooms.

CUT OFF DATE:- The date given to a guest to convert his reservation from a confirmed reservation to a guaranteed reservation by any modes of payment, failing which the room will be released to the general rooms bank.

OVERBOOKING:- This term refers to taking of more booking than there are number of rooms in the hotel, in order to safeguard against no-shows, cancellations and under-stays.

STAYOVER:- This is a guest status wherein the guest has extended his stay beyond his original reservation schedule.

UNDERSTAY:- This is a guest status wherein the guest has checked out before his original reservation schedule.

WALK-IN:- This is a guest status wherein the guest has checked into the hotel without any prior reservation.

NO-SHOW:- This is a guest status wherein the guest has not checked into the hotel in spite of having a confirmed reservation.

CONFIRMATION VOUCHER

RESERVATION CONFIRMATION

CHECK-IN TIME: 12.00 HR

CHECK-OUT TIME: 12.00hr

		SERIAL NO.....	
FROM.....			
TO.....			
NAME OF			
GUEST.....			
ADDRESS.....			
			CONTACT
NO.....			
DESIGNATION.....			
ORGANIZATION.....			
ROOMS.....	PERSONS.....		
RATE.....			
CHECK-IN			
DATE.....	TIME.....	ARRIV	
AL STATUS.....			
CHECK-OUT			
DATE.....	TIME.....	DEPARTUR	
E STATUS.....			
BILLING			
INSTRUCTIONS.....	ADVANCE		
DETAIL.....			
REMARKS.....			
CONFIRMATION NO.....	CONFIRMED		
BY.....	DATE.....		

*Deposit and guarantee information on reserve.

* Credit is to
be established prior to or at
registration.

*Special request have been noted and will be honored subject to
availability.

PLEASE Present this
confirmation at Registration.

HANDLING F. I. T. ARRIVAL AT RECEPTION ON ARRIVAL

1. Welcome Guest.
2. Ascertain Room Requirement, cross check with the Movement list.
3. Hand over the Guest Registration Card (GRC) along with an open pen to the guest. Assist the guest in filling up the GRC.
4. While the guest is filling up the GRC, you select a room from the list of ready rooms, keeping in mind:
 - a) Guest choice, if any.
 - b) Room is free for the entire duration of guest's stay i. e. it is not blocked for any other guest during the period, or it not likely to be put under maintenance.
 - c) You are filling the hotel in pattern.
 - d) Key is available at the Reception along with the proper key tag.
 - e) And prepare the welcome card.
5. Ensure that you have all the details on the GRC filled in properly. Pay special Attention to the following:
 - a) Spellings of the Guest's name.
 - b) Complete postal address of the guest.
 - c) Expected date and time of departure.
 - d) Complete passport details of the foreigners.
 - e) Details of "Certificate of Registration" from foreigners who have stayed in India for more than 90 days, and Nationals of Pakistan and China.
 - f) Guest's signature.
 - g) How the guest will settle the bill.
6. In case the guest will settle his bill directly, and it is the case of Scanty Baggage (SB), then: Request the guest to make "On account" payment or take the impression of Credit card on the charge slip and guest's signature, as the case may be.

10.9 Summary

The term reservation can be defined as an agreement between the customer and service pertaining to the future 'request for booking of hotel rooms from various sources is received, processed, documented and retrieved at the appropriate time to ensure the

guest their room and other services upon arrivals. It enables the management to maintain a proper control. It also helps in strengthening sales and marketing strategies.

For an efficient reservation executive it is important to know various sources of booking such as CRS, Internet, Direct channels. He should also be familiar with various types of room rates, meal plans and terminology used in reservations. It is important that hotel has more and more of guaranteed bookings because rooms are highly perishable product and if not sold there is loss of revenue for the hotel.

10.10 Review Questions

1. Define Reservations
2. Explain the Guest Cycle with the help of Diagram
3. Briefly explain various sources of reservations
4. Draw and explain Confirmation Slip
5. What are the various types of meal plans?

10.11 Reference and Suggested Reading

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Unit-11 : Tariff Structure

Structure of Unit:

- 11.0 Objectives
- 11.1 Introduction
- 11.2 Basis of Charging
- 11.3 Plan
- 11.4 Customers & Hotel profile
- 11.5 Hubbart Formula
- 11.6 Different types of tariff.
- 11.7 Summary
- 11.8 Glossary
- 11.9 Check your progress – 1
- 11.10 Check your progress- 2
- 11.11 Further References
- 11.12 Suggestive Readings
- 11.13 Terminal Questions

11.0 Objectives

After reading this unit, you will be able to understand:-

- ❖ Different meal plans offered by the hotels
- ❖ Able to understand rack rate and discounted rates.
- ❖ Basis of charging room tariff
- ❖ Understand Hubbart formula

11.1 Introduction

Tariff Structure means room rate, which is the daily rate charged for the usage of a hotel room. The room tariff of a hotel must generate optimum revenue for the hotel and give the hotel proprietor a return on their investment. Room rates are both quantifiable and qualifiable aspect is that they can be measured and structured to meet certain criteria and qualifiable aspect is that large amounts of discretion are allowed in which rates are implemented and when. Price is one of the major elements involved in the marketing and positioning of a product or service. The price of goods and services of a hotel should cover the cost of production, overheads and a fair amount of profit, so that the hotel business remains profitable and sustainable. The price band of a hotel attracts a particular segment of clients and thus decides the positioning of a hotel and its services in the market.

11.2 Basis of Charging

Various basis of charging room tariff are used by the hotel. Most important is that the hotel shall fix the room tariff keeping in mind the following factors:-

1. **Competition:-** Rates must be competitive with other hotels of the same standard and providing almost similar services and facilities or provided by other hotels situated in the same vicinity of the city .
2. **Customer's Profile:-** The category of customers coming to your hotel must also be considered. Their social status and financial staffs, i.e paying capacity, should be kept in mind.
3. **Standards of Services:-** Standards of services provided by the hotel are also important while fixing room tariff. The U.S.P. (Unique Sales Proposition) of hotel should be kept in mind while deciding the room tariff. More the amenities, higher the standards, so also higher the room rate.
4. **Price Cuts for Special Business:-** At times price cuts for special business may be done. The price cut makes sense only if:-
 - (i) It is necessary to cut the price in order to get business.
 - (ii) The Price of business is income which you wouldn't otherwise get.
 - (iii) It comes to a time of the year or day of the week when you need business.
 - (iv) It does not replace other more profitable business.
5. **Locality:-** The locality in which the hotel is situated gains prominence while fixing room rates. If the hotel is situated in a posh locality where all the shopping and other facilities, approaches to airports and railway stations are worthy, the room-rate would be comparably higher than those situated in backward and for-off localities.
6. **The Surroundings, cost of land and building architecture, constructions:-** Surroundings need also a great deal of consideration because the hotel proprietor spends lakhs of rupees in décor and furnishing and thus needs a fair and equitable return on his spending.
7. **Various Amenities:-** Various amenities the hotel is going to provide to the guests such as air-conditioning in all rooms, carpeting, provision of swimming pool, tennis-court equipment, arrangements for floor-shows, dancing, games, banqueting, conference room, lawns, parking spaces, special aspects of continental and Indian Cuisine.
8. **Room Location:-** The location of the room also matters a lot. Front rooms and rooms opening to better views would cost more than corner rooms.
9. **Publicity:-** The amount of publicity done by a hotel and special budgets prescribed for hotel publicity also matters in deciding the room rates.

11.3 Plans

The room tariff of a hotel may be based on the choice meal plans offered to guests. Depending on the needs of their target audience hotels offer a variety of meal plans.

European Plan:- European plan consists of room rate only and the meals are charged separately as per actuals. It is generally preferred in a commercial hotel where business executives have to socialize with their clients and do not take meals at the hotel.

Continental Plan:- Continental plan consists of room rate and continental breakfast. Continental breakfast generally includes most or all of the following: sliced bread with butter/ Jam/ honey, cheese, meat Danish Pastries and Croissants, rolls, fruit Juice and tea/ coffee/ hot chocolate/ Milk. This plan is generally found in hotels in Europe.

American Plan: American plan is also known as en-pension (full board). The Tariff includes room rent and all meals (Breakfast, Lunch and dinner). This tariff plan is popular in resort hotels located at remote places where guests do not have a choice of food outside the hotel premises.

Modified American Plan: MAP (Modified American Plan) is also known demi-pension (half board). The tariff consists of room rent, breakfast and one major meal (either lunch or dinner). This tariff plan is popular in hotels located at tourist destinations, where the guest may want to go for sightseeing after breakfast, have lunch outside the hotel and return to the hotel in the evening and have dinner.

Bed & Breakfast (B & B) or Bermuda Plan:- Bed and Breakfast plan (B & B) or Bermuda plan consists of room rent and American breakfast. American Breakfast generally includes most or all of the following: two eggs (poached or fried), sliced bacon or sausages, sliced bread or toast with Jam/ butter/ Jelly, pan cakes with Syrup, cornflakes or other cereal, tea/ coffee, grapefruit/ orange Juice.

Plan	Plan Includes				
	Room Rent	Morning Tea	Breakfast	Lunch	Dinner
European Plan	Yes	No	No	No	No
Continental Plan	Yes	Yes	Continental Breakfast	No	No
American Plan	Yes	Yes	Yes	Yes	Yes
Modified American Plan	Yes	Yes	Yes	Either Lunch or Dinner one Major Meal	
Bed & Breakfast (B & B) Or Bermuda Plan	Yes	Yes	American Breakfast	No	No

Note :- [Yes] means include in plan [No] means not include in plan.

Fig. 11.1 Meal Plans

11.4 Customers and Hotel's Profiles

Customer's Profiles

The tariff type has to be related to the guest's own requirements. The main factors affecting these are as follows:-

1. **Length of stay:-** An airport hotel can't even be sure that its guests will stop for breakfast. Most hotels find that overnighters want an evening meal, although longer stays may not wish to be tied down to a single restaurant. Really long-term stays tend to regards the hotel as 'home' and only eat out occasionally.
2. **Spending power:-** An Inclusive tariff implies a table d' hôte menu with a restricted range of dishes all costing more or less the same to produce. Since such menus offer the advantages of economies of scale, they are usually cheaper and thus appeal to customers with relatively low purchasing power. By contrast, more up market customers are accustomed to a wider range of choice and are prepared to pay for this.
3. **Homogeneity:-** The standardization implicit in inclusive rates is more acceptable if all the guests have similar backgrounds. This is characteristic of holiday camps, group tour business conventions.
4. **Predictability:-** This means the extent to which the guest's requirements are likely to vary from night to night. A business traveller may eat a plain solitary meal one evening, than entertain a group of clients lavishly the next, which makes an inclusive tariff awkward to operate.

Hotel's Profile

Some hotels are more likely to operate inclusive tariffs than others. The main considerations are:-

1. **Grade:-** A five-star hotel has higher staff: guest ratio than a cheaper one. The extra staff make it easier such hotels to produce itemized bills.
2. **Size:-** This means that the cost of equipment such as expensive computers and point of sale terminals can be spread over a large number of customers for. Moreover, the larger the hotel, the more sophisticated its costing system needs to be and this also tends to lead to itemized bills.
3. **Type of business:** The longer stays characteristics of resort hotel increase the relative burden of itemizing every separate charge. If a guest incurs four charges a day (room, breakfast, lunch and dinner) and stays for seven days, his bill will be at least twenty eight times longs. This could be reduced to only one by using an inclusive weekly rate.
4. **Location:-** Guests at isolated hotels are more or less forced to eat there. On the other hand, a hotel situated in the centre of a city's restaurant district has little chance of 'handling' its guests for more than one night (one imaginative solution is to provide vouchers which the guests can use at a variety of local restaurants.)
5. **Marketing Considerations:-** An inclusive rate helps to 'fix' guest as far as the restaurant is concerned. This can be important in smaller hotels and those working on very narrow margins. Hotels offering inclusive rates sometimes offer 'meal allowances', which permit guests to choose either the standard table' note menu or to set off the cost against an a la carte meal. This encourages them to take advantage of the letter's wider choice because they feel they are getting a substantial allowance towards the cost, and thus helps to increase restaurant sales figures.

Check Your Progress – 1

Q- 1 Explain the continental plan?

.....
Q-2 Explain the Bermuda Plan?
.....

Q-3 Define the basis of charging in short?
.....

11.5 Hubbart Formula

The Hubbart formula is a scientific way of determining the room rent, was developed by Roy Hubbart in America in the 1940s. The following steps are involved in calculating the room rent according to the Hubbart formula:-

1. Calculate the total investment including the owner's capital and loans, both secured and unsecured. Once the total investment has been calculated, calculate the fair rate of **return on Investment** (ROI). ROI is the amount that would have been generated if the money invested in the hotel business had been invested in the open market.
2. Calculate the total expenses- like operating expenses, overheads, depreciation of fixed assets, interest paid, heating and lighting, etc-. that will be incurred during hotel operations.
3. Combine steps 1 and 2 to find out the gross operating income that is necessary to cover the operating cost, investment, and return on investment.
4. Calculate the income generated from other sources of income, like food and beverage sales, laundry, rent and lease of the hotel area, fitness centre, etc. Subtract the same from the amount calculated in step 3 to find out how much profit is expected from the room sales. This will be the total revenue generation by the room sales.
5. Calculate the total number of the guest rooms available for sale by multiplying the total number of rooms with the number of days in the year. Make the provision for expected average vacancy that is expected during the year. This step will provide the total number of rooms available for sale.
6. Divide the revenue generation (result from step 4) by the total number of rooms (results from step 5); the result obtained will be the average daily rate, which will cover the cost of operations and fair return on investment.

Now let's calculate the room rent for a hotel with the following details:

1. Hotel Deep has 300 rooms with an average occupancy of 75 percent.
2. The owner's capital is Rs. 15,00,00,000 and the total loan raised is Rs 10,00,00,000.
Thus, the total investment is Rs 25,00,00,000.
3. Let the fair market return be 12 percent.
4. The expenses are as under:
 - a- Operating expenses (in rupees)
 - b-

Rooms Division	45,000.00
Telephone expense	75,000.00
Administrative expenses	25,00,000.00
Payroll and other expenses	35,00,000.00
Advertisement and promotion	5,00,000.00
Power and fuel	1,85,000.00
Repair and maintenance	70,000.00
Total operating expenses	12, 3,30,000.00

b- Taxes and insurance

Real estate and property tax	45,000.00
Management fee	75,000.00
Corporate taxes	12,50,000.00
Insurance of building and other assets	8,00,000.00
Total taxes and insurance paid	21,70,000.00

C- Interest paid on loans

To financial institution	1,45,000.00
To others	75,000.00
Total interest paid	2,20,000.00

d- Depreciation at book value

Building	1,85,000.00
Furniture, fixtures and equipments	95,000.00
Total Depreciation	2,80,000.00

5- Income generated from other sources is:

From food and beverage outlets	2,45,000.00
From lease of premises	75,000.00
Income from ancillary service (laundry)	65,000.00
Confectionary shop, beauty saloon, florist etc.)	
Operated by hotel	
Total Income generated from other sources	3,85,000.00

6- The total area of the hotel that is covered that is covered by guest rooms is 85,000 sq. ft.

7- The area of a single room is 250 sq. ft. and the area of a double room is 300 sq. ft. There are 100 single and 200 double rooms in the hotel.

Now calculate the room rent for the hotel, according to the Hubbart Formula.

Step- 1

Calculation of total investment

$$\begin{aligned}
 \text{Total investment} &= \text{Owner's capital} + \text{Loans} \\
 &= \text{Rs. 15,00,00,000.00} + \text{Rs. 10,00,00,000.00} \\
 &= \text{Rs. 25,00,00,000.00}
 \end{aligned}$$

Calculation of return on investment

The return on investment is the percentage of return that would have been generated had the amount been invested in the open market. In this case it is 12 percent. Thus, fair return investment will be:

$$\begin{aligned}\text{Return on Investment} &= \text{Total investment} \times \text{Return percentage} \\ &= \text{Rs. } 25,00,00,000.00 \times 12/100 \\ &= \text{Rs. } 3,00,00,000\end{aligned}$$

Step- 2

Calculation of total expenses

$$\begin{aligned}\text{Total expenses} &= \text{Operating expenses} + \text{Taxes and insurance} + \\ &\quad \text{Interest paid on loans} + \text{Deprecation on book value} \\ &= \text{Rs. } 1,23,30,000.00 + \text{Rs. } 21,70,000.00 + \\ &\quad \text{Rs. } 2,20,000.00 \text{ Rs. } 2,80,000.00 \\ &= \text{Rs. } 1,50,00,000.00\end{aligned}$$

Step-3

Calculation of gross operating revenue

$$\begin{aligned}\text{Gross operating revenue} &= \text{Total expenses} + \text{ROI (Return on Investment)} \\ &= \text{Rs. } 1,50,00,000.00 + \text{Rs. } 3,00,00,000.00 \\ &= \text{Rs. } 45,00,00,000.00\end{aligned}$$

Step- 4

Find revenue generation from room sales only by subtracting revenue generated by all sources other than rooms from the gross operating revenue.

$$\begin{aligned}\text{Revenue to be generated by room} &= \text{Gross operating revenue} - \text{revenue sales} \\ \text{to cover cost and fair ROI} &\quad \text{generated from other sources} \\ &= \text{Rs. } 45,00,000.00 - \text{Rs. } 3,85,000.00 \\ &= \text{Rs. } 4,46,15,000.00\end{aligned}$$

Step-5

Calculation of the total number of rooms available during the year

$$\begin{aligned}\text{Total number of rooms} &= \text{Total number of rooms in the hotel} \times \text{Number of} \\ \text{available during the year} &\quad \text{days in the year} \\ &= 300 \times 365 \\ &= 1,09,500 \text{ rooms}\end{aligned}$$

The average occupancy is 75 percent in this case; hence allowance for average vacancy of rooms in the year will be 25 percent of total available rooms. Thus, total number of rooms after making provision for average vacancy will be:

$$\begin{aligned}\text{Total number of rooms available after} &= \text{Total number of rooms in the year} \\ \text{making the provision for vacancy} &\quad \times \text{Occupancy percentage} \\ &= 1,09,500 \times 75 \\ &= 82,125 \text{ rooms}\end{aligned}$$

Step-6

Calculation of Average Daily Rate

$$\text{Average Daily Rate} = \text{Revenue to be generated by rooms sales to cover cost and}$$

		fair ROI/Total number of rooms available after making the provision for vacancy.
=		Rs 4,46,15,000.00 / 82,125 rooms
=		Rs 543.26 per room
Thus, the average daily rate of Hotel Deep in the above example is Rs. 530.00. This is the average of the two room types available in the hotel- single and double. Further determination of room rent can be made by taking area of the room as one measure. The rent square foot can be made by taking area of the room as one measure. The rent per square foot can be calculated by dividing the amount found in step 4 by the total area (in square feet) covered by the room (adjusting the average vacancy). In the above example, it will be:		
Total area under the room	=	85,000 Sq. ft
Less adjustment (25%)	=	85,000 Sq. Ft- 21,250 ft.
	=	63,750 sq. ft
Rate per square foot (for a year)	=	Revenue to be generated by room sales to cover cost and fair ROI total area covered by rooms
	=	Rs. 4,46,15,000.00/ 63,750 sq. ft
	=	Rs. 699.84 per sq. ft
Rate per square foot (per day)	=	Rate per square foot (for a year) / Number of the days in a year
	=	Rs. 699.84 /365
	=	Rs. 1.92 per sq. ft. per day
Thus, the room rent for single room will be:		
Rate for single room	=	Area of single room x Rate per sq. ft per day
	=	250 x Rs. 1.92
	=	Rs. 480
And the rate for double room will be:		
Rate for double room	=	Area of double room x Rate pre Sq. ft per Day.
	=	300 x Rs. 1.82
	=	Rs. 576

11.6 Different types of Tariffs

A hotel generally designates a standard rate for each category of rooms offered a guest. Hotels may have various room tariffs as follows.

Seasonal Rate Depending on the desirability of a location at a particular time of the year, designations may have high, low, and shoulder seasons. Destinations like hill stations, beaches, etc. receive heavy tourist traffic during particular periods of the year, the rest of the year is a lean period in terms of tourism. During peak season, hotels, do not offer any discounts; rather they may charge a higher room rate, known as the seasonal rate.

Week Day Rate Some hotels observe a fluctuation in their occupancy levels with regard to the date of the week. The demand for rooms in a hotel may be more or certain days in a week. Hotels analyse their demand levels over a period of time and fix a higher rate during high demand periods and lower room rate during low demand periods.

Day and Half Day Rate The day rate, charge from guest not staying overnight at a hotel, is lower than the rack rate. For instance, if a guest check in at 10 a. m. and checks out the same evening at a round 4 p. m., he may be charged the day rate.

Educational Rate Educational rate are special rates offered by hotels to students and educationists who have a limited travel budget. They are a significant source of business because of their large numbers and frequency of visit.

Complimentary Rate When a hotel does not charge the room rent from a guest. It is known as complimentary rate. Hotels generally offer complimentary rates to the tour/ group leader. They may also offer complimentary rooms to tour operators, travel agencies, and local dignitaries who are vital to the public relations programme of the hotel. Hotels also provide complimentary rooms along with marriage package and bulk bookings.

Crib Rate This is the rate charged for children above five years and below of age 12 years who are accompanying their parents. The hotel provides a crib bed in the room for infants.

Package Rate A package offered by the hotel of a combination of one or more hotel product or services. Also called as Bundling. A Bundling entails pricing the package below the cost of purchasing the items separately. A package rate may include room rent, meals, special arrangements (like marriage set-ups, banquet halls, meetings room etc.), and may also include products and services offered by other services provider like transportation, sightseeing, and so on. A package rate is more economical than the individual purchase of the products and services. It is a marketing strategy to sell the slow moving items along with the hot-selling products. Also, when products and services are sold in a bunch, the cost of individual advertisements is cut down. The money thus saved by the hotels is passed to the guest in the form of lower prices. Hotels may offer the following packages – **Meeting packages**- A complete meeting package include the residential arrangement of the delegates, meeting room, food and beverage requirements, along with transportation facility, audio visual equipment like projectors etc. to the meeting delegates. **Meal Package**- A meal package is the combination of room rent and meals, which may be all meals or a combination of breakfast and lunch/ dinner. The hotel may offer meal packages based on the requirement of guest and the suitability of the hotel's operations. **Marriage Package**- A marriage includes all the necessary arrangements for marriage, like mandap, priest, party lawn, accommodation for the marriage party, buffet, and event complimentary room for newly married couple. **Holidays Package**- A holiday package may include transportation, accommodation, meals, guide and sightseeing at the destination. This package include non-hotel products from the other service providers.

Airlines Rate- It is a special discounted rate for the crew of one or more airline that offer certain volume of business throughout the year on a consistent and continuous basis.

Travel Agent Rate- Travel agent sell travel products like hotel rooms, airlines, booking, etc on a commission basis to the guests. They provide a substantial volume of business to hotels, hence hotel offers them special discounts and commission.

Corporate Rate- This programme covers corporate offices and usually 10 to 20 % discount (on the rack rate) can be given to the officers coming from corporates. The corporate rate is widely accepted at the transient target rate for most hotels. This is simply an average rate goal a hotel fixes achieve for a certain day or market segment.

Rack Rate- Rack rate is a term which refers to the normal room rate of the hotel. This is the rate of a room which is published in the room tariff card. This is also the rate which is written on the Shannon slip which is slipped in the room rack of those hotels which operate

on whitney system. This rate is usually negotiable and many types of discounts can be given to various categories of guests such as travel agents, tour operators, corporate companies.

Fig 11.2 Room Tariff Card

Tariff Card		
Room Type	Single	Double
Deluxe	Rs. 2000/-	Rs. 2,500/-
Executive Deluxe	Rs. 25000/-	Rs. 3000/-
Suite	Rs. 4000/-	
Extra Person/ Bed	Rs. 500/-	

Note-

- 1- Rates mentioned above are all inclusive of taxes.
- 2- Above rates are valid until further advice.
- 3- Rates are subject to change without notice.

Check Your Progress – 2

Q-1 Explain the Hubbart formula in Short?

.....

Q-2 What is Rack rate?

.....

Q-3 What is Crib Rate?

.....

11.7 Summary

The rooms of a hotel generated the maximum revenue, so an accurate and competitive room rent is one of the prerequisites for running a successful hospitality business. The rate of a hotel room is based on the competition, the standard of services and amenities offered by the hotel, the guest's profile, and the location of the hotel and the room. Once the room tariff has been decided, every hotel has to decide about the criteria for establishing the end of the day to post the rooms charges into guest accounts. A hotel generally designates a standard rate for each category of rooms offered to guests. Apart from the standard rates, hotels also offer discounted rates to attract additional business multiple market segments, e.g., advance purchase rate, volume guarantee rate, package rate. The room tariff of a hotel may be based on the choice of meal plans offered to guests. Depending on the needs of their target audience, hotels offer a variety of meal plans, such as European plan, American plan, Modified American plan, Bed and Breakfast plan.

11.8 Glossary

American plan- It is also known as en-pension (full Board). The tariff includes room rent and all meals.

European Plan- The room tariff consists of room rate only and the meals charged as per actuals.

Hubbart Formula- A Scientific method of determine the room rent. It is based on the principle of covering all the cost that is incurred in providing the accommodation plus a reasonable return on investment.

Meal Plan- The room tariff includes room rent and meals.

Room tariff Card- These are published lists of the different tariffs offered by hotels. For the use to sell room.

11.9 Check Your Progress –1 Answers

Ans-1 Continental plan consists of room rate and continental breakfast. Continental breakfast generally includes most or all of the following: sliced bread with butter/ Jam/ honey, cheese, meat Danish Pastries and Croissants, rolls, fruit Juice and tea/ coffee/ hot chocolate/ Milk. This plan is generally found in hotels in Europe.

Ans-2 Bed and Breakfast plan (B & B) or Bermuda plan consists of room rent and American breakfast. American Breakfast generally includes most or all of the following: two eggs (poached or fried), sliced bacon or sausages, sliced bread or toast with Jam/ butter/ Jelly, pan cakes with Syrup, cornflakes or other cereal, tea/ coffee, grapefruit/ orange Juice.

Ans- 3 Various basis of charging room tariff are used by the hotel. Competition, Customer's Profile, Standards of Services, Price Cuts for Special Business, Locality. The Surroundings, cost of land and building architecture, constructions Various Amenities:-,Room Location Publicity

11.10 Check Your Progress –2 Answers

Ans-1 The Hubbart formula is a scientific way of determining the room rent, was developed by Roy Hubbart in America in the 1940s. Calculate the total investment including the owner's capital and loans, both secured and unsecured. Once the total investment has been calculated, calculate the fair rate of return on Investment (ROI).

Ans-2 Rack rate is a term which refers to the normal room rate of the hotel. This is the rate of a room which is published in the room tariff card. This is also the rate which is written on the Shannon slip which is slipped in the room rack of those hotels which operate on whitney system. This rate is usually negotiable and many types of discounts can be given to various categories of guests such as travel agents, tour operators, corporate companies.

Ans- 3 This is the rate charged for children above five years and below of age 12 years who are accompanying their parents. The hotel providers a crib bed in the room for infants.

11.11 Further References

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11.12 Suggested Readings

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11.13 Terminal Questions

- 1** What are the different bases of charging the room rent?
- 2** What do you understand by a meal paln?
- 3** Explain Hubbart Formula?
- 4** What do you understand with the term rack rate?

Unit- 12 : Customer Relationship Management

Structure of Unit:

- 12.0 Objectives
- 12.1 Introduction
- 12.2 Behaviour Analysis
 - 12.2.1 Body Languages
 - 12.2.2 Customer Handling
- 12.3 Listening
- 12.4 Complaint Handling
- 12.5 Creating & Maintaining Customer Data
- 12.6 Updates regular Mailer
- 12.7 Types of customers
 - 12.7.1 FIT (Free Independent Traveller)
 - 12.7.2 GIT (Group Inclusive Tour)
 - 12.7.3 Business/ Social Group/ Corporate Incentive/ Special Interest Groups
- 12.8 Tips to Customers
 - 12.8.1 Customer Counseling
- 12.9 Summary
- 12.10 Glossary
- 12.11 Check Your Progress Answer
- 12.12 Further References
- 12.13 Suggested Reading
- 12.14 Terminal Questions

12.0 Objective

After studying this unit, the student must know:

- Understand the importance of body language, customer handling & complaint handling.
- Identify the reasons for maintaining customer's data.
- Able to understand different type of customers & taste of customers regarding selection of different destination.

12.1 Introduction

As travellers are becoming more price sensitive, less brand royal and more sophisticated, Customer Relationship Management becomes a strategic necessity for attracting and increasing guest patronage. A loyal customer is one who values the relationship with the company preferred supplier. Customer relationship management (CRM) is a management philosophy of a firm's activities around the customers. We believe that CRM holds tremendous promise for hotel & service operations.

12.2 Behaviour Analysis

12.2.1 Body Language

The first known experts to consider aspects of body language were probably the ancient Greeks, notably Hippocrates and Aristotle, through their interest in human personality and behavior, and the Romans, notably Cicero, relating gestures to feeling and communications. Isolated studies of body language appeared in more recent times, for example Francis Bacon in advancement of learning, 1605, explored gestures as reflection or extension of spoken communications John Bulwer's Natural history of the Hand Published in 1664, considered hand gestures. Gilbert Austin's chironomia in 1806 looked at using gestures to improve speech-making, Charles Darwin in the late 1800s could be regarded as the earliest expert to have made serious scientific observation about body language, but there seems little substantial development of ideas for at least the next 150 years. In his popular 1971 book 'Body Language' Julius Fast, American award winning writer of fiction and non-fiction work dealing especially with human physiology and behaviour. This book was among the first to bring the subject to a mainstream audience.

Body Language is an important mode of communication. Face and hands are important source of body language. Body Language is also interlinked with spoken language and a whole pattern of Behavior. Various body language signs can complement each other to convey the meaning of what we communicate. Body language refers to various forms of non-verbal communication, wherein a person may reveal clues as to some unspoken intention or feeling through their physical behaviour. Body language may provide clues as to the attitude or state of mind of a person. For example, it may indicate aggression, attentiveness boredom, relaxed state, pleasure, amusement and intoxication. A wide range of gestures and gesticulations have developed. It is believed that there are 135 different body gestures and nine kinds of smile and all of them have significance of their own. A front office employee, who meets people for different national and cultural background to be aware of body language differences of this sort. There is a danger of unwillingly giving the customer an impression of rudeness, unfriendliness or even offence, unless you are aware of these traditions. Consciously or unconsciously people make body gestures. Following are some examples:-

Conscious Body Language:-

- Raised clenched fist- A threat.
- Raised hand or finger- I would like to speak.
- Finger to the pursed lips- keep silence.
- Pointing to clock or watch- It is time to stop.
- Cupping the hand behind the ear- speak up please, I can't hear you.

Unconscious Body Language:-

- Dilation of the eye pupil when interest is aroused.
- Raised shoulders when tense.
- Touching nose and mouth when uncertain.
- Tilting head to one side when interested.

Reading of body signals is a two-way process. You are reading the guest's body language and the guest is reading your body language. You are being Judged by your face, voice, etc. by the guest. More hotels across the globe are choosing to train their staff not to just assist with the needs of guests, but to actually predict their desires by reading a customer's body and face language.

12.2.2 Customer Handling

The front office staff comes in the contact customer in various stages such as before the arrival, at the time or arrival, during the stay, at departure and after departure. Out of these stages the first and last stage, during the stages of before arrival and after departure are those where there is no personal contact with the customer. After the customer has been received, the receptionist would try to assess the requirement of the customer. The first impression is most important and should be the best impression. Handling guest is an art. The front office, due to its situation and because every guest coming to the hotel must come in its contact. The front office deal with all enquires, of the hotel. Patience is a key word to visualize and understand the situation and difficulties the customer might have gone through and if you were in the same position how you would have reacted. Listen carefully to judge what to do and how to deal with the different customer as a needs and wants are different. The employee must be able to recognize the changeability of mind of the customer and should be able to act accordingly. The personality of the receptionist is also plays an important roll in handling customer. Knowledge of human relation which is smiling, friendliness politeness sociability, adaptability, equattess, commonsense, diplomacy, communicativeness etc.

12.3 Listening

Listening is one of the most important skills you can have. How well you listen has a major impact on your job effectiveness, and on the quality of your relationships with other:-

- We listen to obtain information.
- We listen to understand.
- We listen for enjoyment.
- We listen to learn.

In fact most of us not, and research suggests that we remember between 25 percent and 50 percent of what we hear. That means that when you talk to your boss, colleagues and guests for 10 minutes, they pay attention less than half of the conversation. Listening is a skill that we can all benefit for improving. By becoming a better listener, you will improve your productivity, as well as your ability to influence, persuade and negotiate. What's more, you'll avoid conflict and misunderstandings. All of these are necessary for work place success. Good listening is an art and is essential for correct and effective communication. There are five types of listening.

- 1- **Informative Listening:-** Where your aim is to concentrate on the message being given. This may be the content of a lesson, directions, instructions, etc. A the team whether they use any strategies to help them focus or retain information in this context to in the office, people listen to their superiors for instructions about what they are to do. At school, students listen to teacher for information that they are

expected to understand for quizzes and tests. In all areas of life, information listening plays a huge role in human communication.

- 2- Appreciative listening:-** Where the listener gains pleasure/ satisfaction from listening to a certain type of music for example. Appreciative sources might also include particular charismatic speakers or entertainers. These are personal preferences and may have been shaped through our experience and expectations.
- 3- Critical Listening:-** where the listener may be trying to weigh up whether the speaker is credible, whether the message being given is logical and whether they are being duped or manipulated by the speaker. This is the type of listening that we may adopt when faced with an offer or sales pitch that requires a decision for us.
- 4- Discriminative Listening:-** Where the listener is able to identify and distinguish inferences or emotions through the speaker's change in voice tone, their use of pause, etc. Some people are extremely sensitive in this way, while others are less able to pick up these subtle cues. Where the listener may recognize and pinpoint a specific engine fault, a familiar laugh from a crowded theatre or their own child's cry in a noisy playground. This ability may be affected by hearing impairment.
- 5- Empathic Listening:-** Where the listener tends to listen rather than talk. Their non-verbal behaviour indicates that the listener is attending to what is being said. The emphasis is on understanding the speaker's feelings and being supportive and patient. The remaining exercise and paired activities are designed to demonstrate the advantages of empathic listening and to highlight a range of obstructions that may prevent us from being effective listeners.

Active listening is a communication technique used in counselling, training and conflict resolution, which requires the Listener to feed back what they hear to the speaker, by way of re-stating or paraphrasing what they have heard and moreover, to confirm the understanding to both parties. When interacting, people often "wait to speak" rather than listening attentively. They might also be distracted. Active listening is a structured way of listening and responding to others, focusing attention on the 'function' of communicating objectively as opposed to focusing on 'forms,' passive expression.

Degrees of Active Listening

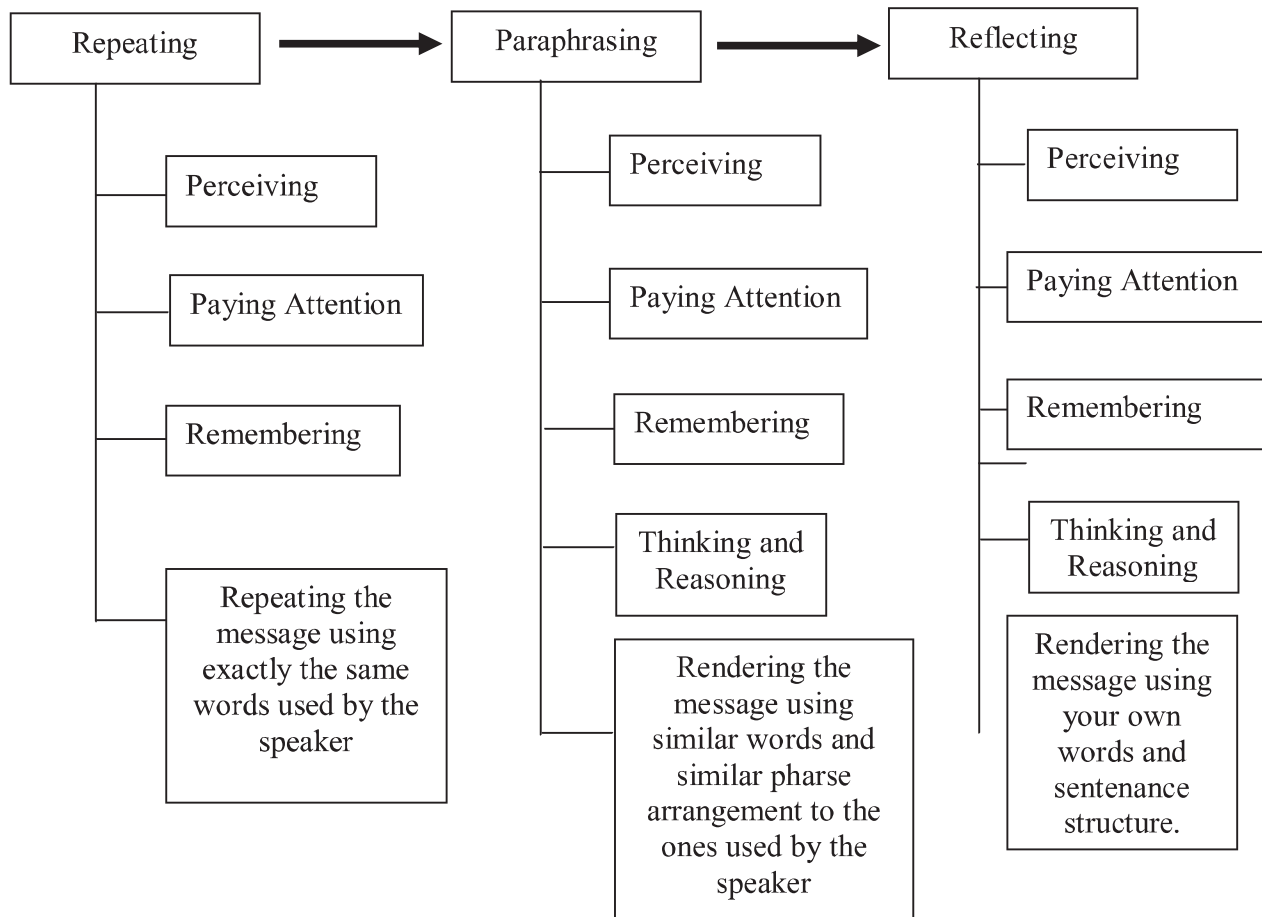


Fig- 12.1 Degrees of Active Listening

Benefits of Active Listening

Expressing your thoughts, feelings and opinions, clearly and effectively is part of the communication process. Such expression is complemented by actively listening to and understanding the messages others, are trying to get across to you. Indeed, good communication and understanding are made possible by active listening. The way to improve your active listening skills is through practice. You should not allow yourself to become distracted by things that may be going on around you. Try to make a conscious effort to hear not only the words, but to truly hear what the other person is saying:-

Active Listening Will:-

- ❖ Encourage the speakers to keep talking.
- ❖ Indicate that you are following the conversation.
- ❖ Set a comfortable tone.

- ❖ Signal to the speakers that you are attentive and interested.

Key element of active listening:-

1. Pay attention
2. Show that you are listening
3. Provide feedback
4. Respond Appropriately
5. Defer Judgment

12.4 Complaint Handling

Complaint is an expression of dissatisfaction by a guest whether justified or not. Guest complain due to rude and disinterested staff, bad, delayed and unsatisfactory service and not getting the services promised. A complaint can be costly for the business- but it can have a positive outcome. This all depends on how it is dealt with by members of staff. If a customer is unhappy and given bad customer service, then they may never return. Worse still, they are likely to tell others about the bad service they were given, and so put off potential customer. If a complaint is dealt with in a positive manner and the customer feels they have received very good customer service, then they may forget about their bad experience and may even promote the business because of the excellent service they have received. This is known as a 'win-win' situation: the customer is happy and so is the business. Keeping track of complaints can also provide you with useful information concerning levels of customer satisfaction.

Dealing with complaints:

At some stage during the course of your work, you may have to deal with unhappy or even angry customer. Your first priority is to listen to the customer and decide on your best course of action. You may well need to pass it on to your manager, but you may not have the chance to do so straight away. You need to be able to look beyond their anger to stay focused on the problem. Try not to take personally what the customers says. The person is not necessarily angry or upset with you; they are complaining about a service that you provide and they feel you are responsible for solving their problem or complaint. Front Office Management and staff should keep the resolution guidelines in mind when handling guest complaints. Front office staff should be advised that some guests complain as part of their nature. The staff should develop an approach for dealing with such guests. Never argue with a guest.

Procedure for handling complaints:-

When a guest first complains, they may well be upset or angry. Your objective is to calm them down by the end of the conversation, by following these steps:

1. Let the guest have his order say and remain polite and friendly.
2. Ask question to clarify and points : "can I just clarify how long it was before your meal arrived."
3. Summaries the problem: ' so you waited half an hour for your meal;
4. Resolve the situation if possible:' I will speak to chef straight away'.

5. If you can not meet the demands of the Guest, pass the complaint, on the appropriate manager or supervisor, giving them all the details you have gained from the customer.
6. Record the complaint.

Recording complaints:

It is useful to keep details of the problems or complaints. You deal with as they will help you to pinpoint any solutions or improvements. Using the following headings, describe the last problem or complaint you dealt with-

- ❖ The Date
- ❖ Detail of the Problem or complaint
- ❖ Any action you took
- ❖ Any costs involved in resolving the complaint

Following up a Complaint:-

Whenever possible, you should follow up complaints to see what you can learn from them and so prevent them happening again.

- ❖ Investigate the complaint-check the members of staff Involved.
- ❖ Analyse the problem-was this a one-off mistake caused by exceptional circumstances, or is it evidence of a failure in your system? How can you avoid it happening again?
- ❖ Write the guest a follow-up letter to outline the results of your investigation and apologies for the inconvenience caused. Decide whether to offer compensation.
- ❖ If you receive letter or e-mail of complaint from a guest.
- ❖ Draft a reply
- ❖ What steps might you consider to help prevent this happening again?

Keeping track of Complaints:-

Complaints often follow trends that may differ in certain areas or at different times of the year. Any research you can carry out concerning complaints provides your hotel with valuable information that they can use to make improvements, such as changing a system or procedure, or introducing some staff training.

Analyse complaints Records:-

Look for patterns in complaints, such as:-

- ❖ Recurring causes of complaints
- ❖ System problems
- ❖ Costs of dealing with the complaints.
- ❖ Staff Issues and any additional staff training required for reputation of the business.

12.5 Creating & Maintaining Customer Data

Having a strong and reliable customer database is vital in the current economic climate. Depending on what type of business you're in will determine the nature of the information you need to collect. But whether the info you need is on guest buying habits, internet usage or what they're general interests are, the end goal for your business will be the same – to use this information to increase profits and interactivity.

Here are some ways to both use and collect the information accurately in order to support your business and create vital marketing opportunities.

What information it is that will be beneficial for your business and also whether or not your customers wish to be contacted and if so, by what method.

If your business is reliant on sales and returning customers, then it would be best to gather data on their buying habits etc. Whereas if your business is reliant on interactivity, such as a website for example, then you will be best to find out about your users hobbies and interest so as best to target communications.

Of course there are the basics that you will want to know – these are name, email address, and perhaps telephone number, these should all be factored into the process.

One thing to keep in mind is that the more information you ask a person for, the less likely they are to give it to you. This is why it is advised to start off asking for small amounts of info then, once you have built up a relationship and the customer becomes more trusting, you can ask for further details.

It's more advisable to collect data through your own sources. There are many ways to do this including – through your website, in hotel , advertising and through social networking.

By collecting data this way, not only are you sure that the people on your list are interested in your product/service, they have also opted in to receiving communications from you and being in your database. This will result in your company being more trusted and less likely to be regarded as spam.

A substantial customer database will not be built overnight – it takes some time to gather information but while you're gathering the data, you can be deciding on the best way to use it.

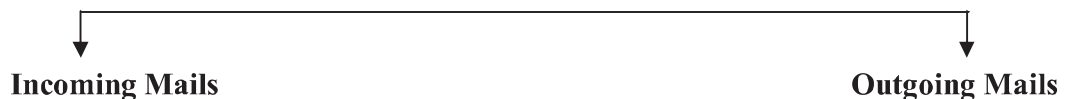
1. **Purchase database creation software:** Choose a product that is compatible with the word processing and other software tools used in the business. This will make it easier to import or export data from other sources, making it possible to avoid entering a large amount of data into the newly created database.
2. **Determine the type of information that will be housed in the customer database:** Most design will include information such as company name, mailing address, physical address, contact name, telephone and fax numbers, and email addresses. Additional data such as information on contact terms, pricing, and notes on pending tasks associated with each client are often included in the data captured and maintained in this type of electronic resource.
3. **Consider the possible uses for the database:** Along with providing a centralized resource to retrieve important data, think in terms of what types of reports could be created using the data, or if the database is intended for use as a resource in generating mailing labels, email lists, or even lists to use in fax broadcasting. Keeping this in mind will help in determining how to name each of the fields that will house data, and ease the process of creating report formats that pull from those fields.
4. **Organize the data field:** Create a simple template that follows a logical sequence when it comes to entering names, addresses, and other contact information. Doing so makes it easier to move from one field to the next with a minimum of

interruption and complete the entry of a new customer record within a reasonable period of time.

5. **Set authorizations on each of the fields:** This includes identifying which fields will be included on report formats as well as which can serve as the basis for sorting or searching the database entries. Assigning the right authorizations to each field will expedite retrieval of the right data when and as it is needed.
6. **Prepare report formats:** A few basic formats that can be used frequently will often be sufficient, although key users can be granted the ability to create customized reports that include fields relevant to the user's job position and level of access to customer data.
7. **Establish login credentials and access rights:** A workable customer database includes the ability to create login credentials that allow only authorized employees to access the information. Going further, assigning different levels of rights makes sure that each user is able to view, change and enter data relevant to his or her job responsibilities, but is not able to view other information that is of use to other personnel.
8. **Review and test the customer database before release:** Try using the beta version with a small group of employees to make sure each of the functions work as envisioned. Use the findings of this test group to iron out any issues with performance, format and ease of use. Once all the issues are addressed and resolved, the final version can be rolled out to the entire company.

12.6 Update Regular Mailers

When guests are away from their homes, they need a contact address where they can receive any urgent mails, calls, parcels or faxes. During their stay guest receive letters, parcels and packets at the hotel address Mail handling is a very important activity of the front desk and the way the mail is handled shows the efficiency and attitude of the hotel staff. Any delay and carelessness shown by the staff may result in great dissatisfaction. Mails can be divided into two categories



Incoming Mails:- The person who receives the incoming mails at hotel with the date and time of receipt. The mails are sorted as guest mails or hotel mails and then they are arranged in alphabetical orders. The incoming guest mail is sorted into three types: in-house guest, guest who have already checked out and guests who have not yet arrived. If the key of room of the in-house guest is in key mail rack, the in-house guest mails is put in the key and mail rack and is delivered to him along with his room key when he comes to the counter. In case the guest is in the room, he is intimated about his mail and delivered in his room by bell boy. The mail of the checked out guest is checked with the forwarding instruction and mail is

forwarded according to the instructions left by the check-out guest and appropriate entries are made on the mail forwarding address slip. Mail of awaited arrivals is marked with the date of arrival and kept in the 'hold mail' rack. This information is then marked on advance reservation slip/ movement list or is fed in computer. On the night before the arrival date the expected arrival guest mail, along with the reservation record is sent to the front desk. When the guest arrives the mail is handed over to him at the time of registration. The awaited mail is retained for a period of one month only. After the expiry of that date it is sent back to the sender. Incoming mails for hotel officials and employees also be handled by bell desk or front desk. The mails whose delivery record is not maintained by the delivering agency are known as ordinary mails. Hotels keep a record of all mails received at the mail receiving desk in mail log book. The mails whose delivery record is maintained by the delivering agency are known as registered mails. The postman maintains the record of delivery by asking the addressee to sign the delivery report as a token of receipt of the mail.

Outgoing Mail:- If a guest wants to send any personnel mails, the hotel provides the service of collecting the mails from the guest room and posting them. The charges for the service are added to the guest account through a miscellaneous charge voucher.

Incoming Mail Log Book Hotel XYZ

S. No.	Date & Time of Receipt	Name of Addressee	Type of Mail	Delivered to	Signature	Remarks

Fig. 12.2 Incoming Mail Log Book

Outgoing Mail Register Hotel XYZ

S. No.	Room No.	Name of Guest	Addressed to	Description of Mail	Charges	Received by	Date & Time of Receiving	Posted by	Date time of Posting	Remarks

Fig. 12.3 Outgoing Mail Register

Hotel XYZ				
Mail Forwarding Address Slip				
This address will be in file for 10 days, unless otherwise requested. Please fill it and hand over at the reception.				
Forwarding Instructions:-			Forward Until:- _____	
			Hold Until- _____	
Forwarding Address:				

Name of Signature Guest				
S. No.	Date	Type of Mail	Forwarding Address	Forwarded by

Fig. 12.4 Mail Forwarding Address Slip

12.7 Types of Customers

Unlike other organizations and industries where the customers are very specific in nature, the customer profile in hotel business varies greatly. For example the facilities and services needed by a sportsman, a honeymoon couple, and a business executive staying in the hotel would be greatly different, and it is always useful to group customers as per their profile.

1. Tourist/Hotel Guest: The guest will usually be on holiday and the objective of their visit will generally be relaxation and enjoyment. They would be looking for friendly, informal and relaxed services to suit their mood and leisure services and facilities such as swimming pool, health club, sports facilities like tennis, water games, golf, etc.
2. Transient Hotel Guest: Hotels where the guest does not to sign a lease and can register for a day or even less. Generally fully equipped business centre, convention centre, conference and meeting rooms, audio and visual equipment etc. are essential.

12.7.1 Free Independent Traveller (FIT)

Free Independent Traveller (any individual who is not in a group) or a non-affiliated group member, also called as Free Individual Traveller. Free Independent Traveller (or Tourist), abbreviated FIT, is used to refer to a single traveler or a small group, in contrast to large, organized groups. There are two implications to the idea of the Free Independent Traveller. One is important in the context of a marketing niche with a distinct economic behavior whilst the other concentrates more on the philosophy of travel. This distinction can be summarized in how they are described. For the economic importance of tourism and for marketing purposes they are Free Independent Travellers (Upper case as they are an identifiable group within the market) whilst the people themselves are perhaps more attracted to the possibilities and lack of limitations in the concept of being a free, independent traveller. The Internet is fundamental to the rise of the FIT offering them the suggestions. The FIT uses a wide range of computer software and social networking sites to contact other people. Governments, regional tourist boards and other public sectors responsible for tourism development try to attract them.

12.7.2 Group Inclusive Tour (GIT)

A Group Inclusive Tour is tour of a destination or event for a group of people, usually with some common affiliation (although, not always), usually with a minimum of 10 people in the group and usually (although, not exclusively) organised through a travel operator and escorted by a tour guide (although, not necessarily).

12.7.3 Business/Social Group/Corporate Incentive/Special Study Groups

Business travellers market segment is one of the most desirable for the hospitality marketer. It is not only the largest major segment, but it is also the least price-sensitive one. The business traveller is defined as a customer who is utilizing the product because of a need to conduct business in a particular destination area. While the hotel facility or restaurant may be used during business, the facility is not the sole reason for the buy. This segment differs from the corporate group market in that the corporate group meets within a hotel, utilizing

meeting space and usually food and beverage facilities. The business traveler usually is alone or in small groups, and conducts business close to but not necessarily within the hotel.

Special Interest Groups: Special Interest Groups are motivated not so much by desire to be responsible tourists as by the desire to pursue a particular interest, hobby or activity, be it a sport such as scuba diving or golf, an outdoor activity such as mountain climbing or bird-watching, a cultural or heritage such as European history or archaeology. They choose a destination that somehow offers a better or unique way of enjoying that special interest, and/or they choose a tourism experience that facilitates the enjoyment of something they are passionate about.

12.8 Tips of Customers

When a tourists visit to a destination, he has to take care of some fundamental precautions for that place. This is true wherever the destination located the impact of tourism have been particularly harsh and disturb the resources. Cultural and religious practices are often cheapened into attractions. Prostitution has frequently developed, further eroding the spiritual and moral bases of community life. Security refers to a perceived and/or actual invulnerability of tourist considering visiting a given destination crime and terrorism aimed against tourists are causing the most evident concern to all concerned parties.

12.8.1 Customer Counselling

Most elements of the tourism infrastructure have to be large enough to accommodate peak numbers and are therefore unused and unproductive for large periods of the year. Motivation, personality, attitude, expectation, perceptions & stereotyping are significant variables in setting goals, influencing choices and decisions about destination, accommodation activities & other elements important in selecting a holiday. The psychology of tourism, including attitudes of tourists and residents & customer behaviour & values. Another important consideration is that social interaction occurs within a cultural setting & culture- as a reflection of a whole way of life- affects social behaviours directly & indirectly.

CHECK YOUR PROGRESS

- Q-1 Explain the importance of body language?
.....
.....
- Q-2 Discuss about FIT?
.....
.....
- Q-3 Discuss about customer Counselling?
.....
.....

12.9 Summary

Customer Relationship Management can lead to generate greater customer satisfaction. The main cause for the success of CRM is that a better understating of your customers will provide you with the ability to better meet their needs, in turn breeding long term loyalty to your business. CRM extends the concept of selling from a discrete act performed by salespersons to a continual process involving every person in the company. It allows front line employees in such areas as sales, customers support, & marketing to make quick yet inform decisions on every thing from cross selling and up selling opportunities to target marketing strategies to competitive positioning tactics.

12.10 Glossary

CRM: Customer Relationship Management is a customer centric concept, building long term relationship with customer to generate business & profitability.

Free Independent Traveller: Any individual who is not in a group or a non-affiliated group member, also called as Free Individual Traveller. It is used to refer to a single traveler or a small group, in contrast to large, organized groups.

Group Inclusive Tour: It is tour of a destination or event for a group of people, usually with some common affiliation, usually with a minimum of 10 people in the group and usually organized through a travel operator and escorted by a tour guide.

Tourism: - Movement of people from their normal place of residence to another place (with the intention to return) for a minimum period.

Excursionist: A traveller on a brief recreational trip, typically not involving an overnight stay away from home. Excursionists often travel in groups, sometimes at reduced rates.

12.11 Check your progress- Answers

Ans-1 Body language may provide clues as to the attitude or state of mind of a person. For example, it may indicate aggression, attentiveness boredom, relaxed state, pleasure, amusement and intoxication. A wide range of gestures and gesticulations have developed. It is believed that there are 135 different body gestures and nine kinds of smile and all of them have significance of their own.

Ans-2 Free Independent Traveller (any individual who is not in a group) or a non-affiliated group member, also called as Free Individual Traveller. Free Independent Traveller (or Tourist), abbreviated FIT, is used to refer to a single traveler or a small group, in contrast to large, organized groups. There are two implications to the idea of the Free Independent Traveller. One is important in the context of a marketing niche with a distinct economic behavior whilst the other concentrates more on the philosophy of travel. This distinction can be summarized in how they are described. For the economic importance of tourism and for marketing purposes they are Free Independent Travellers whilst the people themselves are perhaps more attracted to the possibilities and lack of limitations in the concept of being a free, independent traveller..

Ans-3 Most elements of the tourism infrastructure have to be large enough to accommodate peak numbers and are therefore unused and unproductive for large periods of the year.

Motivation, personality, attitude, expectation, perceptions & stereotyping are significant variables in setting goals, influencing choices and decisions about destination, accommodation activities & other elements important in selecting a holiday. The psychology of tourism, including attitudes of tourists and residents & customer behaviour & values.

12.12 Further References

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12.13 Suggested Reading

- Tewari, Jatashankar (2009) Food & Beverage Service, Oxford University Press, New Delhi.
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12.14 Terminal Questions

- 1- Discuss the Customer handling procedure followed in the 5 star hotel?
- 2- Explained the procedure of maintaining customer data in the hotel?
- 3- Define active listening. Explain its importance for front office employees?
- 4- Differentiate between FIT & GIT?

Unit-13 Front Office Accounting

Structure of Unit:

- 13.0 Objectives
- 13.1 Introduction
- 13.2 Accounting fundamentals
- 13.3 Folios
- 13.4 Vouchers
- 13.5 Ledgers
- 13.6 Creation and Maintenance of Accounts
- 13.7 Recordkeeping Systems
- 13.8 Credit Monitoring
- 13.9 Account Maintenance
- 13.10 Tracking Transactions
- 13.11 Internal control
- 13.12 Settlement of Accounts
- 13.13 Summary
- 13.14 Review Questions
- 13.15 References and Suggested Readings

13.0 Objectives

At the end of this unit, you will be able to understand:

- The functions of the front office accounting systems
- The use of different documents in maintaining accounts in the front office
- The process of monitoring credit
- Internal control procedures
- Accounting Cycle
- The meaning and ways of account settlement

13.1 Introduction

A front office accounting system monitors and charts the transactions of guests and businesses, and other non-guests who use the hotel's services and facilities. Performing accounting tasks in an accurate and complete manner will directly affect the hotel's ability to collect outstanding balances. A front office accounting system creates all documentation recording accounts receivable and it:

- a) Creates & maintains an accurate accounting record for each guest or non-guest account
- b) Tracks financial transactions throughout the guest cycle
- c) Ensures internal control over cash and non-cash transactions.
- d) Records settlement for all goods & services provided.

13.2 Accounting Fundamentals

An Account is a form on which financial data are accumulated and summarized. All accounts have two entries referred to as debit or charges versus credit or payments. Front office accounts record information about guest and non-guest financial transactions. The increases and decreases in an account are calculated and the resultant monetary amount is the account balance. The most widely used representation of accounts is the T-Account, which summarizes debit entries on the left-hand side and credit entries on the right-hand side.

Debit	Credit
-------	--------

Hotels operating under the manual system make use of the journal format to account for different front office accounting transactions. It might have the following information:

Description	Charges	Payments	Balance

As far as front office accounting is concerned, there are two major types of accounts:

- a) **Guest accounts** These are a record of all charges and payments of guests who are already registered at the hotel. Guest accounts are created when the guests guarantee their reservations or register at the front desk. During occupancy the front office is responsible for recording all the transactions affecting the balance of a guest account. The front office usually seeks payment of any outstanding balances during the settlement stage of the guest cycle. However, the guest may sometimes also need to make full or partial payment at other times during his stay. For example, the front office may initiate the account settlement procedure for guests who exceed a certain pre-determined limit in order to enforce the hotel's **house limit** even before check-out.
- b) **Non-guest accounts:** The hotel may extend **charge privilege**, i.e. credit, to certain local business houses as a means of sales promotion of hotel services, particularly for conferences and banquets. The front office creates non-guest accounts to track these transactions. Non-guest accounts may also be referred to as **city** or **house accounts**. Non-guest accounts are also created for tracking charges and payments of guests who have checked out with a method of settlement other than cash such as by credit card or payment through an approved travel agent or company. An advance deposit sent by a potential guest to guarantee a reservation will be recorded as a non-guest account as well. Non-guests accounts are normally billed on fortnightly or monthly basis unlike guest accounts which are balanced daily. The responsibility of account settlement of non-guest accounts is of the back office while settlement of guest accounts is the responsibility of the front office.

13.3 Folio

Folio is a statement of all transactions (debit & credit) affecting the balance of a single account. Every folio has a unique serial number which is usually taken from the registration card. This helps ensure that all folios are accounted for during audit. Also, it provides a chain of documentations. A new account is assigned a folio with a starting balance of zero. All transactions that increase or decrease (charge or payment) the balance of the account are recorded on the folio. At settlement a guest folio will be brought back to a zero balance by cash payment or by transfer to an approved credit card or to a company or travel agent account. The process of recording transactions on a folio is called posting. A transaction is posted when it has been recorded on the proper folio in the proper location and a new balance has been determined. In a non-automated or semi automated record keeping system, guest folios are maintained at the front desk in paper journals. In the first case, the folios are handwritten and in the second, they are machine posted. In a fully automated recordkeeping system electronic folios are stored in a computer and can be retrieved, displayed or printed on request. Irrespective of the posting technique used, the accounting information recorded on the folio remains the same.

There are several types of folios used in front office accounting:

- ✓ **Guest folios:** are assigned for individual persons or guest rooms
- ✓ **Master folios:** are assigned for more than one person or guest rooms, usually for groups
- ✓ **Non-Guest (or semi-permanent) folios:** are accounts assigned to non-guest businesses or agencies with hotel charge purchase privileges
- ✓ **Employee Folios:** are accounts assigned to employees such as the General Manager with charge purchase privileges

Additional folios may be created to accommodate special circumstances or requests.

- a) **Special Folio:** when two different folios under two different heads are created for the same room number for e.g. guest wants his room rates and taxes to be on one folio and food and other charges in the second folio.
- b) **Split Folio:** when two different folio under two different guest names are made for the same room number, generally in case of conferences and meetings
- c) **Incidental Folio:** records individual transactions of an individual group member.

13.4 Vouchers

Vouchers: - A voucher details a transaction to be posted to a front office account. It lists detailed information gathered at the source of transaction such as the hotel coffee shop, laundry etc and is hence a supporting document used only for internal control purposes. The voucher is then sent to front office for posting. For example, a hotel guest uses the services of a restaurant in the hotel and a voucher is raised with details of the transaction. The guest may choose to pay in cash or he may be extended charge privileges in which case he signs the voucher in acknowledgement of having used the services. This signed voucher will then be sent to the front office for posting. A voucher may also be referred to as a **check**.

Below are some of the commonly used vouchers in the hospitality industry:

- a) Cash vouchers
- b) Charge vouchers
- c) Transfer vouchers
- d) Paid-out vouchers
- e) Correction vouchers
- f) Allowance vouchers

CASH RECEIPT VOUCHER

XYZ HOTEL CASH RECEIPT			
No. _____			
Date: _____			
Received _____	with _____	thanks _____	from _____
Room No _____			
a _____	sum _____	of _____	Rs _____
(Rupees _____			

On _____			
of _____			

Folio No _____			
Signature of Cashier			

VISITORS PAID-OUT VOUCHER

XYZ HOTEL VISITORS PAID OUT VOUCHER		
Date: _____ Room No. _____ Name of the Guest: _____ Room Account No. _____		
Explanation	Charge	
	Rupees	Paisa
Rupees (in words)	Total:	

Signature of Recipient	Approved by Cashier	Signature of
-------------------------------	--------------------------------	---------------------

CORRECTION VOUCHER

XYZ HOTEL	
CORRECTION VOUCHER	
S.No. _____	
Date: _____	
Room	No _____
Amount _____	
Name _____	

Total effected _____	

Explanation _____	

Amount _____	Cashier _____
pproved _____	A

ALLOWANCE VOUCHER

XYZ HOTEL ALLOWANCE VOUCHER		
Date: _____ No. _____	Room Room Account	
Name of the Guest: _____ No. _____	Room Account	
Explanation	Charge	
	Rupees	Paisa
Rupees (in words)	Total:	
<div style="display: flex; justify-content: space-between;"> <div> Prepared by </div> <div> Approved by </div> </div>		

Checked by

With the advent of the computer, there is a reduced need for vouchers since computer terminals at the various points of sale are interfaced with front office and thus the transaction information is electronically transmitted to electronic folios.

Points of sale: -This term describes the locations at which goods or services are purchased such as restaurants, room service, telephone services, etc. A large hotel will typically have a large number of points of sale or revenue centres including several restaurants, in-room dining, health club, laundry and the shops. Some guest-operated services such as in-room movies, vending machines etc. may also be available in today's hotels that function as points of sales. Purchases made at these points too will require posting to the guest folios.

The POS must provide some basic information for accurate posting of charges. This information includes the amount of the charge, the name of the POS, voucher or transaction number, the name and room no. of the guest, a brief description of the charge, and identity of the employee and the signature of the guest. It is important that all charge purchases made at the points of sale are accurately posted to the proper guest or non-guest account. This requires a complex internal accounting system to ensure proper posting and documentation at the point of sale and on the folio at front office. Automated systems may significantly reduce the amount of time required to post charges on guest folios and the number of posting errors that are more likely in the non-automated or semi-automated systems due to multiple handling of data. An automated system will still require guests' signatures and employee identification for audit purposes and to reduce disputes regarding the purchase or the amount charged.

13.5 Ledger

Ledger is a summary grouping of accounts. The front office ledger is a collection of front office account folios which are a part of the front office accounts receivable ledger or money owed to the hotel. Front office accounting separates accounts receivable into two groups i.e. guest ledger for guest accounts and city ledger for non-guest accounts.

Guest Ledger The guest ledger may also be called the **Front Office Ledger** or the **Visitors' Tabular Ledger**. Guests who are extended charge privileges may choose to charge their purchases such as a meal at the Coffee Shop to their individual folios during their stay. Such transactions of registered guests are recorded into the guest ledger in addition to being posted on the folio to help in tracking their account balances. Deposits received for future reservation are also posted to the advanced deposit ledger which is a part of the guest ledger.

XYZ HOTEL

VISITORS TABULAR LEDGER

Date:

Room No.							
Name							
No. Of Person							
Guest Reg. No.							
Arrival Time							
Departure time							
Plan							
Room Rate							
Room Service							
Restaurant							
Laundry							
Telephones							
Miscellaneous							

V.P.O							
Daily total							
Balance brought forward							
Total							
Allowance							
Transfer							
Cash							
Balance Carried Forward							

City ledger also called the non- guest ledger is a collection of non-guest accounts. If a guest account is not settled in full by cash payment at checkout, the guest folio balance is transferred from the guest ledger in the front office to the city ledger in the accounts department for collection. This ledger would contain credit card payment accounts, company accounts and such other accounts of past guests due for collection. It would also maintain accounts of local businesses or agencies to whom charge privileges may have been extended for promoting sales of the restaurants, banquets etc. The responsibility of account collection shifts to the accounts department once the account is transferred from the Visitors' Tabular Ledger to the city ledger.

13.6 Creation & Maintenance of Accounts

Guest folios are usually created at the time of registration. To prepare a folio, information from the guest registration card must be transferred to the folio. Manually posted or machine posted guest folios are stored in a folio tray. A folio tray may also be referred to as a posting tray, folio well or bucket. In a fully automated system guest information is automatically transferred from an electronic reservation record or captured at registration and entered into an electronic folio. Electronic folios may be created automatically and simultaneously with the reservation record. This enables posting to guest accounts before registration. Advance deposits can then be accurately monitored through electronic record keeping. Since a registration card is also created in a fully automated system it is stored in the folio tray by room number along with the appropriate credit card voucher. At check in, the reservation data is verified and combined with room rate information and the guest's assigned room number to create an electronic folio. For walk-in guests, equivalent information is captured during registration and entered into a front office computer terminal. By only having to

handle data once, an automated system can significantly reduce errors caused by repetitive data handling.

13.7 Recording Keeping System

NON-AUTOMATED: Guest folios in a manual system contain a series of columns for listing individual debit (charge) and credit (payment). Debit and credit entries are accumulated during occupancy and each entry includes the date, the department along with the reference number of the relevant voucher and amount. At the end of the business day each column is totalled and the end balance is carried forward as the opening folio balance of the following day. Guest folios in the non-automated system were preceded by the Guest Weekly Bill which stored similar information except that the format was meant to record account information for a week at a time.

GUEST WEEKLY BILL

S.No. _____

Name _____ Room _____

No. _____ Rate _____

Date of Arrival _____ Time _____ DepartureDate _____ Time _____

Plan _____

Date									T o t a l
	Rs p	Rs p	Rs p	Rs p	Rs p	Rs p	Rs p	Rs p	Rs p
Brou ght forw ard									

Room																
Food																
Drinks																
Tobacco																
Miscellaneous																
Wines																
Sundry																
Telephone																
Telegrams																
Cash advance																
Sales tax																
Service Charge																

		E	E						
ARR DATE									
TIME									
DEP DATE									
TIME									
PAX/R ATE									
CODE EXPLANATION									
RM ROOM									
LT LUXURY TAX									
RS ROOM SERVICE									
BN BANQUETS									
LN LAUNDRY									
PO PAID OUT									

TC TELEPHONE CR CORRECTION AL ALLOWANCE MI MISCELLANEOU S PD PAID OUT	SIGNATURE.....	
CHARGE TO _____ BOOKED BY _____ ADDRESS _____ _____ _____ REGARDLESS OF INSTRUCTIONS GUEST IS ALSO LIABLE UNTIL BALANCE HAS BEEN PAID		RECEIPT CASHIER

SEMI-AUTOMATED: Guest transactions are printed sequentially on a machine posted folio including the new balance of the account along with the other details as in the non-automated system. The folio's balance would be the outstanding amount that the guest owes the hotel or the amount the hotel owes the guest in case of a credit balance at settlement for example when the guest had deposited an advance towards his account.

Machine Posted Folio

HOTEL XYZ	
GUEST NAME: ADDRESS:	FOLIO NO: NO. OF PAX:

BILLING		ROOM NO:		MEAL PLAN:	
CHECK IN :		TIME:		RATE:	
CHECK OUT:		TIME:		ROOM TYPE:	
DATE	ACCOUNT DESCRIPTION	VOUCHER NO.	(DEBIT) CHARGES	(CREDIT) PAYMENTS	OUTSTANDING BALANCE
				BALANCE AMOUNT DUE:	
GUEST SIGNATURE:			CASHIER SIGNATURE:		

FULLY-AUTOMATED: Point of Sale charges are automatically posted to an electronic folio when a voucher is settled at a particular point of sale. When a printed copy of a folio is needed, debits & credits appear in a single column with payments distinguished by parenthesis or a minus sign to indicate a credit posting. Printed folio copies may also be produced in traditional multiple column account format. A fully automated system maintains current balances for all electronic folios at all times.

13.8 Credit Monitoring

To establish an in-house line of credit a guest may be required to present an acceptable credit card or a billing authorisation by or at the time of registration. The billing authorisation may allow a company or a travel agent to pay for the stay of a guest after he checks-out. The Front Office must monitor guest accounts to ensure that they remain within acceptable credit limits. Guests who present an acceptable credit card at registration may be extended a line of credit equal to the **floor limit** authorised by the issuing credit card company. This means the front office will need authorisation from the credit card company only if the charges exceed an amount specified by the credit card company. In every case the front office will need to verify the card validity before processing the settlement by credit card. Guest accounts and other approved credit arrangements are subject to limitations established by the Front Office. These internal credit restrictions are called **house limits**. Accounts which approach the credit

limit are called **high risk or high balance** accounts. Front office management reviews guest accounts daily to identify high balance accounts and may then ask credit card companies to authorise additional credit or request the guest to make a partial payment to reduce the outstanding account balance so that it remains within the prescribed limits.

13.9 Account Maintenance:

Guest folios must be accurate, complete and properly compiled since guests may enquire into their account balance or check out of the hotel with little or no advance notice. Transaction postings conform to a basic front office formula. The accounting formula is

Previous Balance + Debit – Credits = Net Outstanding Balance

It may be recalled that debits, i.e. charge purchases, increase the account balance while credit, i.e. payments, decrease the account balance. For example, a guest charges his dinner check/bill to his guest room account rather than paying cash. This would increase his outstanding and therefore this would appear as a debit posting in his folio. He may also deposit cash towards his account sometime during his stay. This would reduce his outstanding and appear as a credit posting in his folio. The net outstanding would be then calculated using the above formula. The formula remains the same whether in non-automated systems, semi-automated or fully automated systems.

13.10 Tracking Transactions

A transaction initiates activity in the front office accounting system and therefore it is called a transactional accounting system. A transaction may be classified as:-

- Cash payment
- Charge purchases
- Account allowance
- Cash advance

Each will have a different effect on to the front office accounting system & may be communicated through the use of different types of vouchers.

CASH PAYMENTS: Cash payments are made at the front desk to reduce a guest's net outstanding. Balances are posted as credit to the guest account thereby decreasing the balance of the account. Only cash payment transactions which take place at the front desk will create entries that appear on a front office account folio. When cash is paid for goods or services at a location other than the front desk, no entry will appear on the folio.

CHARGE PURCHASES: These represent deferred payment transactions. In a deferred payment transaction, the guest receives goods and services from the hotel but does not pay for them at the time they are provided. A charge purchase transaction increases the outstanding balances of a folio account. The communication regarding the transaction is accomplished by means of a charge voucher which is an accounts receivables voucher. Most hotel use a multi-copy check for the purpose. When the guest signs the charge to his/ her room, a copy of the check goes to the front desk for posting.

RESTAURANT VOUCHER/ CHECK**HOTEL XYZ****COFFEE SHOP****Date:.....****No.....****Guest Name:.....****Room No..... Table No..... No. of
Pax.....****Server.....**

S.NO.	Item	Qua ntit y	Rate/Un it	Tota l

<p>Guest Signature</p> <p>Please do not sign if you pay by cash</p>				

ACCOUNT ALLOWANCE

These involve two types of transactions which are documented by the use of an allowance voucher and which normally require management approval. One type of allowance is a decrease in a folio balance for such purposes as compensation for poor service. Another type corrects a posting error.

CASH ADVANCE

This reflects cash flow out of the hotel, either directly to or on behalf of the guest. Cash advance transactions are debit transactions since they increase a folio's outstanding balance. Cash disbursed by the front office on behalf of a guest and charged to the guest account is typically called a paid-out and the documentation is done on a visitor's paid-out voucher.

Charge purchase transactions must be correctly documented in order for the front office to properly maintain accounts. Front office staff relies on accounting vouchers to provide a reliable set of documentation. A major concern of the Front office accounting process involves the communication of the transaction information from the point of sale to the front office. The night audit is intended to verify transactional data to ensure that the front office collects receivable data balances for all goods and services the hotel provides.

13.11 Internal control

This involves

- Tracking transaction documentation
- Verifying account entries and balances
- Identifying vulnerabilities in the accounting system.

Auditing is the process of verifying front office accounting records for accuracy and completeness. The front office auditor ensures that all vouchers sent to the front office have been properly posted to the correct accounts and will match the front office total of charges from the point of sale. Discrepancies in accounting procedure are easy to resolve when complete documentation is readily available to substantiate account entries.

Front Office Cash Sheet/ Summary

The front office is responsible for a variety of cash transactions affecting guest accounts. Proper cash handling procedures and control must be established, implemented and enforced. Most non-automated or semi- automated operations require front office cashiers to complete a front office cash sheet that lists each receipt or disbursement of cash. The information on the front office cash sheet is used to reconcile cash on hand at the end of a shift. A cash voucher may also have been raised as support documentation for cash transactions affecting front office accounts. The most common entry on a front office cash sheet is the money collected from departing guest during check out. The front office cash sheet also provides space for itemizing cash disbursement or paid outs.

FRONT OFFICE CASH SHEET						
From-_____am/pm _____am/pm				To-_____		
cashier_____				Name of the		
C a s h R e c e i p t s	Room Number				R o o m	Cash Disbur sement No.

		G u e s t L e d g e r					Guest Ledger	

Cash Banks

A cash bank is an amount of cash assigned to a cashier so that he or she can handle the various transactions that occur during a particular work shift. Good control procedures typically require that the cashier signs for the petty cash at the beginning of the work shift and that only the person who signed for the cash bank has access it during the shift.

At the end of the shift, the cashier typically separates out the amount of the initial bank & then places the remaining cash in a specially designed front office cash envelope. The cashier normally itemizes & records the contents of the envelope on the outside of the envelope before depositing it. Monetary differences between the money placed in the cash envelope & the cashier's net cash receipts should be noted on the envelope as overages or shortages. An **overage** occurs when after the initial amount of petty cash is removed, the total of the cash is greater than the net cash receipts whereas **shortages** is when the total is less than the net cash receipts. A **due back** – a rare occurrence - is when there is not enough

cash in the cashier's drawer to restore the initial cash bank as more cash has been paid out than the original amount received at the beginning of the shift. The due back is normally replaced by the accounts department before the next shift.

$$\text{Net cash Receipts} = \text{Cash} - \text{Petty cash} + \text{Paid Out}$$

13.14 Settlement of Accounts

The collection of payment for outstanding account balances is called account settlement. All guest accounts must be settled at the time of check-out. This involves bringing an account balance to zero. This could be through payment by cash. A credit posting of cash received equal to the net outstanding would bring the balance of debit and credit to zero. Transfers to an approved deferred payment plans move outstanding guest folio balances from the guest ledger to city ledger and appear as a credit posting on the folio resulting in a zero balance. In such a case, the guest only needs to sign on the folio to establish his acceptance of the charges shown. The onus of collecting the outstanding amount from the approved company or travel agent shifts to the accounting office once it is transferred to the city ledger.

A peculiar situation may sometimes occur when a charge is posted to the guest account after he has checked out due to oversight or some other errors. This is known as a **late charge** and is best avoided as it often becomes a point of dispute with the guest.

13.15 Summary

A front office accounting system records, tracks and maintains accounts of guests and non-guests who use the services and facilities of the hotel. It also ensures internal control over all the financial transactions of the guest. The ability to carry out these functions efficiently will assist the accurate collection of amounts outstanding of guests for use of hotel services. An account is a form on which the results of various business transactions are recorded and summarised as account balances. A guest account is a record of financial transactions between a guest and the hotel. Records need also to be maintained for non-guests i.e. local businesses who have been granted charge privileges for hotel services that they may utilise. Records are maintained for the individual accounts in folios wherein all transactions that increase or decrease the account balance are posted on the debit or credit side respectively in order to determine a new balance.

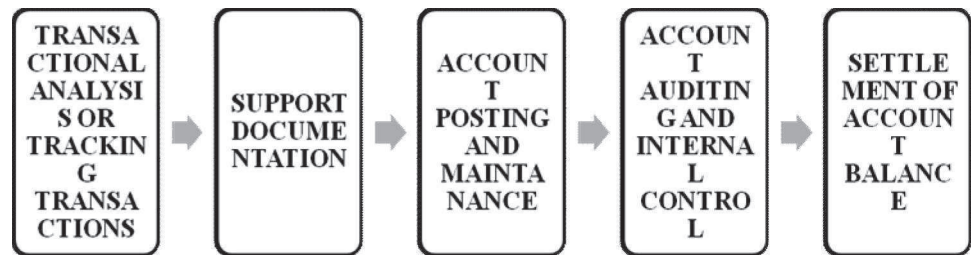
Posting is a result of detailed information of the transaction reaching the front office from the point of sale or revenue centre such as a restaurant, the laundry etc. This information is recorded at the revenue centre in the form of vouchers. Posting may be done by hand (non-automated), by machine (semi-automated) or directly from the point of sale through computers interfaced with front office terminals (automated). The major advantages that the automated systems have over the others is significant reduction in time and errors due to reduced handling of data.

The data on the folios is further posted to ledgers which are a summary grouping of accounts. The front office ledger, also known as the guest ledger or the Visitors' Tabular Ledger forms part of the front office accounts receivable ledger i.e. money owed to the hotel. It records all transactional information of resident guests who have been granted charge privileges and summarises the amount owed to the hotel. The city ledger similarly is a

collection of accounts receivables of non-guests. If a guest does not settle his account in cash at the time of check-out, the guest folio balance is transferred to the city ledger in the accounting division for collection by them.

Accounting Cycle

In a nutshell, the five phases which complete the accounting cycle described in the previous sections are:



13.16 Review Questions

1. What are the functions of front office accounting?
2. What is an account? What is the difference between guest accounts and non-guest accounts?
3. What are the different types of folios commonly used in front office accounting? What information is necessary to create a folio?
4. What is a revenue centre in a hotel generally known as? What is the information that must be conveyed from the revenue centre to the front office for proper posting to guest folio?
5. What is the difference between a guest ledger and city ledger?
6. What is the basic front office accounting formula? How is it useful in posting transactions on the folio?
7. What are shortages, overages and due backs?
8. What are the advantages that the fully automated accounting system has over the older systems?
9. What is credit monitoring? Why is it important?
10. How is a guest account balance brought to zero? What are late charges?

13.17 References and Suggested Reading:

1. Bhatnagar S.K. (2002). Front Office Management. Frank Bros & Co. Publisher (LTD)
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3. Andrews Sudhir, Hotel Front office Training Manual, McGraw-Hill Publishing company Limited
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Unit – 14 : CONCEPT OF MARKETING – ROOM SELLING TECHNIQUE

Structure of Unit:

- 14-0 Objective
- 14.1 Introduction
 - 14.1.1 Introduction To Service And Service Selling
 - 14.1.2 Types of Services.
- 14.2 Elements of Marketing
- 14.3 Service Concept
- 14.4 Front office Selling Tips
- 14.5 Room Sale
- 14.6 Summary
- 14.7 Review Questions
- 14.8 Reference and Suggested Reading

14.0 Objective

The student understands the importance of room as product and also the importance of intangible aspect of same. He is able to understand the needs of a buyee i.e., the individual able to make a presentation and is able to achieve a close of the deal.

14.1 Introduction

One of the most important commodity that the hotel sales is the rooms, and we know that rooms are most perishable, much more than the food and beverage even. Hence, it is very important that we are so geared that we are able to sell all the rooms at all times, and if not that, we are able to sell the maximum number of rooms at all time and not only that we are able to sell them at the optimum revenue generation situation. Although the liberalization policy of the government has helped in bringing more foreign visitors, yet to get and maintain a Competitive edge over others every hotel needs to be sold and marketed very well. Hotels even in a monopoly market needs to listen to the customers and constantly upgrade its facilities and services and products, particularly rooms to combat competition in the future.

Hotel is a 'proactive business' that means a hotel customer must be welcomed, made comfortable and secure, looked after and made to feel special because given a choice between two similar quality properties (product wise) a guest would prefer to go to the one which presents a more hospitable or friendly and caring face to him. Of course this he will learn by his experience of staying at the hotel once and also on hearing from some friend or relative who has stayed in that property earlier. The hotel should be appealing to different types of guests/traveller (be they are on business trip, on a vacation, or enroute to some other destination) or a group market.

14.1.1 Introduction To Service And Service Selling

- Service is some thing that is a feeling and hence is essentially intangible and can not be seen but can be felt only.
- Does not result in ownership.
- Service is something which is offered by one party to another.
- It may or may not result in, or be tied to a physical product.
- It should provide satisfaction to a guest, i.e. should provide the buyer value for money.

CODE OF QUALITY SERVICES

1. Greet the customer immediately.
2. Give the customer your undivided attentions.
3. Make the first and last 30 seconds, count.
4. Be natural, not phony or mechanical.
5. Be energetic and cordial.
6. Be the ,customer agent.
7. Think-Use your common sense.
8. Bend the rules sometimes (only in exceptional cases).
9. Stay up-Take good care of yourself.

Service standards are usually classified as, Superb Service, O.K Service, Bad Service

14.1.2 Types of Services.

Various types of services can be classified in to following three groups.

- i) **A tangible good with accompanying services.** For example, warranties, repair and maintenance service offered by the manufactures. The service provided by the product operator in terms of giving training.
- ii) **A major service accompanying minor goods and services.** For example, airlines passengers buy transportation service and arrive at their destination without anything tangible to show for their expenditure. However the trip includes certain tangibles like airline magazines, ticket stubs souvenirs and food and beverage served during the flight, while the air-hostess smile during the passing of food and beverage to the passenger is service.
- iii) **A pure service.** For example a psychiatrist or lawyer who provides his professional guidelines for future to the patient or client is termed as pure service, as no goods are exchanging hands in such cases.

Unique characteristics of services

- **Intangibility.** Unlike physical products, in most cases they can't be seen, felt, tasted or smelt before they are utilized.
- **Inseparability.** Because of intangibility services have to be produced and sold simultaneously.

- **Variability.** Services are highly variable because they depend on
 - Who provides them.
 - What are the frame of mind of both server and service.
 - Where are they provided.
 - When are they provided.
 - Environment in which they are provided.
- **Perishability.** Highly perishable and can't be stored. (If a service is not utilized when offered, it can not be stored)
- **Fluctuating Demand.** Most services experience fluctuating demand based on factors such as season, day of the week, hour of the day.
- **Customer Involvement.** Customer involvement in the production of service is very high.
- **Inability to Recall.** If temporarily produced the service cannot be recalled (i.e.) corrective action cannot be taken on the service that has already been produced.

Factors upon which the service strategy will depend

a) Nature and type of service -

- Accommodations (quality and quantity)
- Comfort (A/C, T.V. Fridge, Carpet, Telephone, etc.)
- Decor (Colour, articles kept in a room)
- Size, (single, double a etc.)
- Location (floors, view outside the room).
- Furnishing (bed, tables, chairs, etc.).
- Special needs (hard bed etc.)

b) Guest and his needs

- Who is the guest?
- His needs and wants
- Nature and type of guest (business class, tourist class, conference and meeting customers etc.)
- Security and safety
- Confidence in the hotel
- Hygienic and whole some meals
- Caring and 'helping staff

c) Location of properly

- Down town
- Uptown-suburban

- Resorts
- Transit, etc.

Some examples of service:

1. In Hongkong even if the taxi driver does not know english, his endearing smile and flickering eyes and nods speaks of welcome and guests become comfortable.
2. Room maids folds clothes of guest neatly and puts the underwear etc. in the laundry bag without being asked.
3. Smiling lift operators sometimes even escorts the guest in the corridors.
4. Multiskilling. (Receptionist, reservationist and informationist etc. the same person to perform various duties).
5. Aggressively selling staff, missing no opportunity to sell tea/etc. the lounge (large portion of lobby is lounge).
6. Staff morale is high and staff has high self esteem.

14.2 Elements Of Marketing

Product Mix

The product mix for the hotel services include catering management, restaurant and cafeteria management, management of bedrooms, management of convention halls etc. The boarding services are considered to be an important part of product mix.

- A) Product.** Usually a term "Room is sold" to the guest is used when we refer to a guest occupying a room in the hotel, but actually this guest occupies it only temporarily and does not assume any physical ownership. The hospitality product in fact here is not the physical room but is the experience created by the physical surrounding and all the associated services that the hotel staff provides during the guests stay. It is important to note that a product based on experience depends largely on the ability and the personality of the seller (the receptionist). Now since the experience (which may be grossly negative) can not be reversed the attitude of the selling staff is very important. Customer needs are satisfied by the benefits and not by the products themselves, for example, the security, comfort and convenience provided to the guest when he stays in the room
- B) Pricing** This is another element of marketing. The main basics of pricing is costs and competition. The term cost in relation to room means construction, furnishing, maintenance and operation cost, while competition means, the price study of other hotels of the same category and with same guest and product profile. Here it is important the accommodations and furnishing may range from basic to luxurious, and more the-services and luxury a hotel provides the higher will be the room rate. Another important point to note here is that the same room may be sold at different rates to different guests, For example, the same room may be sold at 'Rack rate' to a F,I,T, while at a discount to a guest sent by travel agent or a corporate company. Not only this the room may be sold at a higher rate during full season and at a high discount during off season. The pricing usually depends on distribution channel and end user also. Yield management principle act as an important guide in pricing policy. Pricing decisions are found critical and challenging. The hotel professionals need to be intelligent while fixing the hotel traffics since the service are of perishable in nature. In

addition, the seasonal fluctuation in demand and increasing intensity of competition also complicate the task.

Tactical pricing is found instrumental in promoting the hotel business. There are number of ways for practicing this tool:

- Seasonal Discounts: To charge lower prices, especially during off-season.
- Trade Discounts: This is offered to tour operators and travel agents
- Special Discounts: Special function room rates for overnight conventions.

C) Promotions. Promotion basically means attracting more and more customer; promotion activities are usually classified into four basic groups: i) Advertising. This means attracting the attention of a buyer by signboard, print media such as newspaper magazines and brochures etc. and the audio visual media such as radio, television and cinema, etc. It also includes give away items such as pens, match boxes, and stationery with hotel names, etc. ii) Public relations. This group of promotional activities usually include press releases, general speeches of awareness of the product and charity sponsorship, etc. iii) Sales promotion. Usually covers promotional activities such as promotional videotapes, slide presentations and mail shots of the hotel. iv) Personal selling. Efforts made by the staff by their conversations to customers to persuade customers to buy. Sales presentations and business lunches examples are of this group.

It is not only sufficient to provide quality services, but it is equally important to promote the business in such a way that the prospects come to know about the quality to be offered to them. There are number of components for promoting the business such as, advertisement, publicity, sales promotion, personal selling and word of mouth.

Advertising

The hotel professionals make productive use of print media, broadcast media and telecast media for advertisement. There are significant developments in the print media and due to sophistication in the printing technologies, it is possible to attract the attention of prospectus by displaying attractive scenes, events, comforts etc. While selecting the media, it should be kept in mind the magazines and newspapers preferred by target audience. The professionals have to select a suitable time for transmission in broadcast media, when a majority of the target audience are supposed to be close to the radio set. Similarly, in telecast media, while advertising due weightage to be given in selecting sensitive hours, when a majority of viewers are found before their T.V. sets. The scenes of hotel location, the swimming pool, the shopping complex, the personal car centres, the arranged bed rooms, the restaurants and convention hall, the aesthetic management are required to be telecast in such a way that attracts the target users.

Publicity

In the hotel industry, public relations activities play an important role in informing the clients regarding the merits of different services offered. The specialties of hotel are presented in such a way that the prospects are motivated to avail of the facilities offered by a particular hotel.

In the hotel business, there are number of events which should be transmitted to the local press, such as menus for certain functions held at hotel, particulars of certain important conferences or exhibitions to be held, menus for special days of the year, photographs of staff dressed up for special days and well-known people staying in the hotel. Sponsored fashion-designing events, entertainment programmes, beauty contest etc. can also be effective publicity tools.

Sales Promotion

Like other organizations, the hotels also offer incentives to the users vis-à-vis to the personnel and organizations evincing interest in promoting the business.

Tools of sales promotion

- Directed at Hotel Staff: Travel, concessional accommodation for close relations, use of wedding halls for staff, contests, gift.
- Directed at Tour Operators and Travel Agents: Compliments (Pen, ashtrays, diaries, calendars, brochure, trade exhibition, lunch, direct mail – letters, circulars) concessional accommodation, contest.
- Directed at Guests: Off-season discount, point of sale, sales, literature, compliments (Pen, ashtrays, diaries, calendars, gifts, contest, joint promotion with travel companies, direct mail).

Word of mouth

The word of mouth promotion is very much instrumental in sensitizing the prospects. In the hotel industry it is much more significant. The word of mouth promoters are those who are satisfied with the service of hotels, who in turn motivate the prospects. The hotel professionals bear the responsibility of identifying opinion leaders who can successfully act as a publicist. Persons with high communicative ability, having a reputation in the society are found suitable for publicizing the services of hotels.

Personal selling

The hotel business is substantially influenced by personal selling. The sales personnel are required to be friendly in dealings and expression. They are required to be helpful and patient and work towards generating more satisfaction to customers. For selling successfully, it is essential that sales forces are professionally sound. A fair combination of personal and social skill is found essential for the sales force to be engaged.

Place Mix

In the hotel industry the distribution of services is mainly related to the transmission of information by the related persons to the ultimate users. As and when the bookings are made of a bed-room or a function room or of a restaurant, the confirmation is found essential. A number of factors are found influencing the distribution process, such as location, point of sale, the cost of distribution, effectiveness of marketing resources, image of hotels, tactical strategy and the motivational schemes.

The choice of location is the most important business decision, specially for proprietor owned restaurants, guest houses and small tourist attractions. With the introduction of computers and increasing use of information technologies, a radical change has come in the distribution system.

The middlemen are wholesalers buying hotel rooms in bulk and then selling the same to the retailers, known as the travel agents. The tour operators are called the producers of services.

The travel agents buy the services at the request of their clients and provide a convenient network of sales outlets which caters to the needs of the catchment area.

The strategic choice between internal and external selling, domestic and international selling, direct and indirect selling occupy a place of significance. The hotel professionals are supposed to make the decision sound, so that the process of distribution is made cost effective.

People

The people working in the organisation are quite important for the success of the business. In hotel industry, the receptionists, the porters, the house-keepers, the waiters and waitresses play an incremental role in promoting the business. The marketing managers take up the responsibility of managing the frontline personnel in such a way that the promised services reach to the ultimate users. If the hotel personnel in such a way that the promised services reach to the ultimate users. If the hotel personnel prove to be high performers, personally committed, professionally sound, value oriented, aware of the behavioral management, familiar with the aesthetic management, they can satisfy the users.

Marketing Strategies. The term marketing strategy means the method that the seller (hotel staff) uses to persuade a customer (guest) to buy a product (room). It is obvious that when selling efforts will be made by the seller then the buyer will have some response to that and the way in which the customer responds are called 'Buying behaviour'. The buying behaviour consists of a series of actions and reactions, which are indications to the seller about his next course of action. In management terms the efforts and the strategies used by the seller are called 'Stimulus' and the reaction of the buyer is called 'Response' which may be positive or negative. A customer must make three basic commitment to himself before making a transaction. The three commitments are the rational commitment, the financial commitment and the emotional commitment.

Organizational buying behaviour. Talking about it means that the product (room) is purchased by an organization such as corporations, associations, government agencies and likewise. Some hotels that market to groups have a rate formula based on the number of rooms booked and the number of guests occupying those rooms (a room in this case is usually occupied by more than one person and hence the number of rooms sold would be approximately half the number of guests of the group). In marketing to corporations it is important to remember that economic benefits are essential. The seller i.e. the hotel must understand here that if a corporation/company etc. plans to hold its annual conference, meeting or convention, then the company will select a hotel according to its standard and its public image. For example, a successful company will select a high class hotel for their meeting i.e. a high priced (up market) hotel, and hence the seller should quote the rate accordingly. Keeping this fact in mind some large hotels have corporate rate contracts. For example i) ETVP (Executive Travel Value Plan) of Welcomegroup hotels, ii) TRRB (Taj Room Rate Benefit Plan) of Taj group of hotels and iii) OCTHP (The Oberoi corporate travel and holiday plan) of Oberoi hotels Organisations. Buying decisions are also influenced by the formal structure and several individual acting independently or as a committee. Hospitality marketing requires a sound knowledge of buying behaviour.

Client behaviour and the buying decision. The buying behaviour can be viewed in three basic categories as following:

I. Complex buying decision. Selection of a convention or conference site, for example, is a complex buying decision and involves various factors which must be very carefully evaluated. A complex buying decision involves various factors which must be very carefully evaluated. A complex buying decision has the following five stages:

i) Need arousal, ii) Information processing iii) Evaluations, iv) Selection, and v) Outcome.

i) Need arousal. This means that the prospective buyer realizes that he has a need or a set of needs to be fulfilled. Basic need of course is shelter, and a desire for recreation or change is sometimes important in need arousal. Further it is important to note that a prospective guest searches for a property to stay on the basis of his needs. For example, matching the needs of a business traveller the property choice may be a downtown hotel while for a recreational tourist it may be a hill resort.

ii) Information processing. This refers to the probing and analysis of information which a prospective buyer collects about various properties, once the guest has need. The information is usually collected from media, friends directories, travel agencies, and other such sources of information. In collecting the information three basic phases occur- a) Specification, b) Information gathering, and c) Comprehension.

a) In specification phase the prospective guest breaks down the overall need into more specific underlying needs. For example, the basic needs of a doctor attending a conference shall be a room near the conference centre (presented need) and other needs shall be food and beverage and further needs may be a tennis court or a golf course.

b) Information gathering shall be by toll free call to a CRO or study of various property offers collect to through internet surfing or by directories, or through yellow pages, etc. Services of a travel agency may be engaged in comparison shopping before recommending a particular site.

c) The comprehension phase of information process involves interpreting the information and if necessary gathering additional data. Empirical data is based on first hand observation or a experience as opposed to merely reading or hearing about a product. Data that is acquired from advertisement, reviews or recommendations by other parties is perceptual.

iii) Evaluation. This factor is also very important in making a complex buying decision. It is in this stage that the prospective buyer will evaluate the collected information on the basis of the plus and minus points.

iv) Selection. After evaluation, the next step is selection from the available products, i.e. various conference and convention sites.

v) Outcome. The last stage in making an outcome, i.e. finally going in to buying the selected site.

II. Low involvement. A simple process where the client does not have any specific need and objective of buying the product and the selection is based only on what best is available within the price range. A little adjustment between the perceived image of product

and what is offered may also be made. Here, in this case, the selling comparatively becomes easy for the sales persons and his salesmanship and wit may result in good business.

III) Repetitive. This is the simplest way of selection, and the selection of the product by the guest is based on his previous experience and if the buyer has good past experience about the product his behaviour is predetermined and he brings a pre-tested and trusted product.

Personal selling. It must be understood clearly that each and every employee of the hotel is a salesperson, and it is not only the reservation section or marketing and sales division or the front desk staff who is responsible for the promotion of rooms sales. All activities, be it of opening of the door, carrying of luggage or registration of guest or installation of luggage and guest in room, have opportunity of selling the hotel to the guest. Every action and word of the employees of the hotel in the presence of guest is considered as selling.

Personal selling involves the following processes follow:

- a) **Sales preparation.** A thorough knowledge and understanding of the hotel product lines, benefits and features is very important for sales team and only on the basis of this, a professional sales presentation can be prepared.
- b) **Knowledge of market and personalities involved.** The salesperson must research and then only he will be able to make a good sales offer to the prospective buyer.
- c) **Establishing Rapport.** For communication to occur a feeling of mutual trust must be established and for this it is important that a understanding is established between the sales person and the buyer. People prefer to do business when they feel comfortable with the people with whom they are dealing. This trust band is called rapport. The establishment of rapport can be done both by verbal and nonverbal communication. The first five minutes of personal contact are important and during the period pleasant personal physical appearance, facial expression and voice expression use of names of the guest eye contact, smiles and warmth and sincerity through the speech, of the sales person are of great importance for making a sale. Establishing a rapport requires taking time to establish comfort zone in which the buyer and seller feel at ease with each other. Effective sales person should ask questions and be a good listener. Asking questions indicates interest in the client and listening to answers given by the prospective buyer, indicates respect and attentions to the clients needs.
- d) **Determining client needs.** It is important and critical in any selling activity. This process is called qualifying the client and involves careful accurate analysis and sensitivity to the personal, social, and financial aspects of buying behaviour. The guest needs can be studied under following headings
 - i) **Presented needs.** It is the apparent need that is initially expressed by the client In case of a company or an organization. It is important that the sales person understand the nature and size of the company and the event for which the booking is needed.

Further the group rates and availability of room are based on seven factors:

- Preferred room category and bedding
- Arrival and departure dates
- Estimated number of rooms
- Estimated number of guests
- Function space required (party room etc.)
- Type of function (to decide about the type of party room)
- Budget

The presented needs of users are usually less complex and are based on four main factors

- Arrival and departure dates
- Room occupancy or preferred bedding
- Preferred room location or type
- Extra options, meal plans or packages

ii) Underlying Needs. Also called hidden needs, these may not be immediately apparent but have an influence on clients satisfaction. A common underlying need of both users and organizations is a monetary benefit. Regardless of clients stated objective, the sales manager or reservationist must be capable of quoting competitive rates while also satisfying the clients priorities. The cost factor is not only important to tour operator but also to rich and affluent class.

iii) Expandable needs. In addition to presented and underlying needs many clients also have expandable needs. An expandable need is also called exchangeable need. An expandable need is one that can be traded or supplemented. Occasionally a client's presented need can be expanded or exchanged by stepping up. Another way to accommodate a clients expandable needs is by adding on service. An important responsibility of the hotel staff is to educate guests about services, facilities and products offered by the hotel. These "add on product lines" enhance the groups event and add value to sale.

e) Educating clients. One of the obstacles as explained earlier is knowledge. This may be over come by educating the prospective buyer. The process of presented the benefits of the product in such a way that it fullfills the two needs (underlying and presentable) of the guest is called educating the client. The presentation of benefits by the seller will be more effective if the seller is able to collect more and more information and is able to understand both underlying and expendable needs

14.3 THE SERVICE CONCEPT

Basic concept.

- Customer as basis for defining our business, This means that we define the objectives of our business on the basis of our customers' profile and needs.

- Business exists to serve the customers that is to say that we are in existence only because of our customer to whom we have to serve and satisfy his needs.
- Organization exists to serve the needs of people who are serving the customer. This is a very important aspect of running an organization or comparing that we take good care of all those who are working in the company for providing services to the guest.
- Service model is based on the assumption that we have a clear conceptions of the motivational structure of the customer, what the customer wants and what has motivated him to buy and his main motive in buying this service. Motivational structure of the customer service and a concept of service and how we organize our service to see that customers' motives are fulfilled.

Other Agencies involved in sales of room. Besides the sales and marketing department and the front office. department of the hotel, a whole range of people and organizations are also involved in the selling of hotel rooms. For example agencies and organizations such as travel agents, airlines, tour operators, central reservation offices, public and private sector companies and embassies etc. are very important in the procuring room sales for the hotel. Most of these agencies are selling the hotel without the hotel even soliciting their help. They are invisible sellers for the hotel. Most of these work on commission basis. It is very important for the hotel management to maintain good relations with them. Policy formulation regarding commission, i.e. percentage of commission and the period of payment, etc. must be decided keeping the volume of business given by these agencies to the hotel. Hence sales and pricing policies for these agencies which are called 'Sellers' must be formulated.

Sales executives check list.

1. Plan a programme. It is important that a future plan, which is based on previous market analysis and product analysis" should be made and the sales executive sticks to etc. The plan should aim at low spots. There is of course, no way to estimate the relative value of business booked into capacity periods against between booked into low spots. The business booked for rooms when the hotel is not full, is all the net profit, because otherwise the rooms would have remained unoccupied. The real test is not to be able to book hotel rooms in season in Delhi but to be able to book room in off season is the real challenge. Similarly to be able to book rooms on a hill station, may be for conference or meeting shall be considered good selling during off season. Suitable plans to achieve such goals should be made.
2. Keep it going. Sales efforts are always commutative and results increase in direct ratio to the pace at which the regularity of selling is maintained. It should not be treated as hit and miss method where normally it misses.
3. Involve all concerned. Keep everyone in the organization informed of what exactly the sales endeavors are tell them what propositions are being offered. Tell them about the advertising schedule. Tell them about the direct mail programme. Tell them about the package weekend promotion programme. Always remember selling is not just one man job, it is an organization effort where every one is involved.

4. **Record keeping.** To avoid depending on memory, maintain precise but complete records. This will help you in promoting future business without proper record, there is no future selling, it is only selling today.
5. **Be business like.** Learn to say 'No'. For example, to the business, you decide is not going to be profitable, you should be able to say No. Deliver exactly what you promise. Keep your promises.
6. **Don't be afraid to sell high.** Don't be afraid to ask for the high price. Forget all about your minimum rates, except as a last resort.
7. **Follow up again and again.** Many times the first attempt to obtain business is not very successful. Don't get disheartened, try again. If you have a valuable piece of business in, keep after it unless you get it. Business may sometimes appear to come to you easily but actually it never does, you have to make constant efforts for the same. Very rarely the business will fall into your lap like a ripe fruit. You will have to make efforts to make the fruit ripe.

Planning it sales call. Make a specific reason for making a call and deliver a planned presentation; Don't just let the prospect think that you are there, just wasting time. Never bring in an unplanned presentation. This may result in permanent loss of interest of the prospect in your proposal for the sale of product/service.

Sales etiquette. When you enter the office of the prospect, the first person you meet is the receptionist/secretary of the prospect. He/she is the first link and the way she announces your arrival to her boss makes a lot of difference on the mood of the boss in which he will meet you. So proper respect must be given to the secretary. Next when you meet the prospect introduce yourself clearly and confidently. Get to the point at once after proper salutations etc. make the prospect feel important by your gestures and words. Eliminate all unnecessary conversation. Come to the point quickly without beating around the bush. Keep in stride with the prospect. Listen attentively when your business is finished, leave without wasting his as well as your time. Make sure your presentation is very well planned and prepared and your demonstration is interesting, catchy and effective.

UPSELLING

Upselling is also called suggestive selling, The role of receptionist is very important. Upselling is an art and skill of good salesmanship. For a walk-in guest the upselling is easy as compared to a guest who has made an advance booking, In case a guest has made an advance booking the guest has already decided as to what he wants, that is what type of room and at what rate he wants and upselling may not be possible in such case, but if the guest is a walk-in guest then a smart receptionist can definitely, by his sales skill convert an ordinary sales in to a more lucrative business. Some techniques like highlighting the U.S.P and also like sandwiching the price of the higher room between two plus points of room may prove to be quite beneficial. For example suppose a walk in guest comes to the counter and asks for a room. Now a smart receptionist can always say "sir", I have an inside room on a higher floor, and that shall be Rs. 5000 per night and also I have a room facing swimming pool on the 3rd floor and it is only Rs, 6,000 per day. I am sure you would love the view from its balcony of the higher floored room," It is very likely that the prospective guest would go for a higher priced room because it has more benefits. Another example of upselling is that suppose a guest says, give me a single room, then the receptionist may be able

to sell a higher priced room by saying, "Sir I have an ordinary room for Rs. 4,000/- per day and also I have a room with a view of sea on 2nd floor for Rs. 5,000/- only and room has antique furniture. In this case the receptionist is very cleverly putting the price factor (which may be considered as negate) between two positive features (room on 2nd floor facing sea view and the antique furniture) and is highlighting the features of the room. Upselling is a sales skill which should be used with great skill and care, because if the receptionist is not a careful salesman then in his enthusiasm to sell higher accommodation to a prospective guest he may, spoil the sale completely. He should make efforts to sell high but he should never be aggressive.

The ability of upselling in the receptionist must be encouraged and developed in those who don't have it, often in the face of initial reluctance. Some front office staff (receptionists) are simply shy or hesitant and are sometimes very inexperienced and may resist upselling, feeling that they will embarrass themselves and the guest when they are making an offer of higher priced room; and the prospective guest may ridicule them or snubs them or insult them. The management should inculcate the art of selling skill by conducting sales and marketing training programmes for their staff. Such receptionist will do no more than offering what the guest orders, offering no advice or suggestions. A passive staff at times may comment. "The guest knows what he wants and why should we push them into buying something which we want to sell." But in fact the truth is that the guest does not know what he wants until someone tells him what is available. The written tariff card does only a part of job and it is up to the receptionist to explain the features to the guest and provide him to buy what he wants to sell. Such receptionist should be trained to ask a "Rate Question" such as "Sir, would you like a room facing a water fall" at some point in the transaction.

The process of upselling basically creates a need and want for the new product or service by highlighting its benefits and the comparison with the initial product benefit also making him feel that if he did not buy the product now he is going to lose a great opportunity of his life.

Following example (Step wise) shall explain the process.

SEE. (The receptionist observes). A couple coming to the hotel dressed more formally than usual.

OBSERVE (The receptionist observes). This is our wedding anniversary.

PURPOSE (The receptionist deduces) Pleasure.

SPECIALITY OF THE PURPOSE Special room, special food, more personalized service, relaxed atmosphere, soothing music and dancing. .

MATCHING THE PRODUCT (The receptionist offers and is able to sell). A honeymoon suite at a special discounted rate with complimentary champagne bottle and a platter of cookies with a deluxe bouquet and dinner in "roof top restaurant"

BASIC NEED Initial need of the couple was a double room and dinner in coffee shop.

CONVERSION TO DESIRE. "Sir a double room is fine but not so exciting so as to make this special day a memorable day of your life and the food of coffee shop is good sir, but you miss out romantic atmosphere of our roof top restaurant" sir.

DOWNSELL

Selling a product or service at a little bit less than the actual price of the product or service, or for a shorter duration may also benefit financially in the long run for example, number of rooms being booked for conference by a conference organizer.

Down selling may appear to be a process of losing revenue initially, but carefully planned a down selling programme may prove to be quite good business for the hotel particularly when dealing with groups such as conference, meeting and seminar groups, as they will make it a point to patronize the hotel for their future conferences and conventions also.

SUBSTITUTE SELLING

- Upselling and down selling-both are example of substitute selling
- Sell something different to them from what they initially wanted.
- Substitute selling can be done.
 - When the product/service the customer asks for, is not available
 - When the product/service the customer is asking for is not, provided by the establishment.
- In case of substitute selling.

Watch, Listen, Question to find out customers motives and needs and then if substitute selling is essential then.

Explain. That the product service asked for is not available or not provided.

Select. Alternative product to be offered.

Describe. The product using characteristics and benefits and comparison of the product.

Reinforce. The customer decision to buy the substitute product (as this customer may need reassurance)

14.4 FRONT OFFICE SELLING TIPS

Telephone salesmanship. Since the caller is not directly in contact with the front desk staff and cannot see him. It is very important that the person handling the telephone call (either a reservation assistant of a large hotel or the receptionist in case of a small hotel) is able to give a warm and courteous telephonic reception to the caller, and is able to convey the same through his voice, which become his principal sales tool. The receptionist or the reservation clerk should not have a tendency to treat such enquiries lightly; and should give his full and undivided attention. The approach of the staff will be instrumental in gaining or losing a potential sale for the hotel. Since the prospective guest is on telephone the receptionist/reservationist must be able to communicate to the prospective guest the product or service in such a way that the guest is able to perceive a picture of this product which matches his requirement and is immediately ready to buy it. The person describing the product should be specific while describing the room, for example, size, location, furnishing, fixtures, etc. For making an effective and acceptable proposition it is important to understand the needs and wants of the prospective guest.

Selling rooms to prospective guest who is concerned about the price. A guest who is not ready to pay more but at the same time expecting a superior product is very difficult job, and

hence it becomes very important for the receptionist to picture or describe the product (accommodation) when quoting any rate. The receptionist should not begin with quoting a lower rate, and he should offer a range of product with ranging price and should allow the guest to make the selection. Do not under sell, try upselling, if the receptionist is a good salesman and is able to highlight features and facilities he would always be able to make a higher sales, while upselling be careful that you are not pushing the guest towards a higher rate because of the guest gets a feeling that he has been cheated then although the hotel might get the higher rate sale it but will not get the repeat business.

Selling during rush hours. Usually hotels have set pattern of arrivals load, for example, in case of an airport hotel the load of the guest usually is in night and there is heavy load of arrivals during night periods. The selling ability and skills of a receptionist, to an unannounced guest, are put to test in such rush hours. His patience with the guest and how calmly and efficiently, he is able to deal with such guest is of great importance. The organizing capability of the staff (to be able to arrange extra help in rush hour) is also important. Give guest your individual, undivided attention. In order to be able to attend to unannounced guest efficiently the hotel may open a new and extra arrival registration counter for the heavy check ins.

An undecided guest. This category guest provides an excellent opportunity to the receptionist to upsell the room.

When such a guest arrives without any prenotation it will be easy for the receptionist to convince him to buy a higher priced room. For such a guest, the receptionist should first try to find out why is he in the city. This could provide him lead for promoting certain types of accommodations. Offer the guest a variety of rooms, explaining the features and merits of them. Always promote a higher rate accommodation first, as it is easier to back down some what rather than to try to sell up. If possible the prospective guest may be shown the room also. This may help him in deciding positively.

The basic concept of selling is to relate the values that the business offers to the values demanded by its customers. Productive salesmanship is very essential for this. The productive salesmanship involves a continual exchange of values. The values in terms of a hotel product, i.e., room covers usually, convenient location, distinctive accommodation, good ambience and atmosphere, and courteous service. The productive salesmanship is the exchange of values plus a room in such a manner that a continuous, mutually advantageous relationship is established - the guest wants to return again and again to the same hotel because the receptionist in addition to a room has given him other benefits and values through his personnel contact with him.

In the context of a guest returning to a hotel it is important to note that in addition to his attitude, and service and behaviour the selling skills of the receptionist and other factors, such as his feeling, which he gets through his nose, ears, eyes, and so on, are also very important for the guest to make a decision.

14.5 ROOM SALE

Basically three ingredients are needed to make a sell, (a) product, (b) a customer, and (c) a salesman.

No salesman can be successful unless the salesman has (i) in-depth knowledge and the value of the product which he is trying to sell, (ii) and his knowledge and understanding of the buyer and (iii) possesses an attitude and desire of the salesman to serve his customer.

The term knowledge of product for a front office person not only includes the knowledge of room (location, type, size, furnishing and rate, etc.) but the knowledge of all other features of hotel, because he is not only selling the room, but is selling the hotel in totality. It is for the front office staff to make the guest aware of the other services, amenities and facilities, and so on, (other than room) to a prospective guest.

Sales and Marketing Teams. For improving the sales of rooms it is important that a large hotel has a separate marketing and sales division which usually is headed by a Marketing and Sales Director, assistant sales manager and a team of marketing executives. The marketing and Sales Director is the highest ranking officer/executive of marketing division. He is responsible for supervising, evaluating, and coordinating the performance of staff of the department. Makes both short and long-term marketing plans and strategies. He holds meetings with the staff regularly. He establishes the goals of the department. He also holds regular meeting with Front Office Managers, Reservation Manager, Food and Beverage Manager, General Manager for marketing strategies. The hotels' face in the market is the team of sales executives which cover the market (which are most vital part of the team). Sales manager is behind the scene usually. Size of the team will depend upon size of the hotel and business of hotel. Assistant manager of this division controls the executives and supervises their daily activities. He is a link between the executives and manager.

The sales executives should have sharp intelligence and product knowledge which include technical knowledge, such as how it works, what could go wrong, dangers and maintenance, etc. He must have some basic attributes, such as courtesy, politeness and communication skills. Further to this, he must have perfect professional knowledge (steps involved in making sales with ethical code). These can be summarized as follows:

Profile of a salesman

Courtesy. Combination of friendliness, politeness, tempered by consideration, respect and interest in the other person.

Deportment. Physical posture.

Appearance. Dress sense.

Knowledge of product or service. Learning to tell sales story.

Willingness to work. Continuous work.

Personality. Sincerity and all the other above mentioned attributes.

Ten commandments of a good salesperson

1. **Greet people.** There is nothing as nice as a cheerful word of greeting.
2. **Smile at people.** Smile begets smile
3. **Call people by name.** The sweetest music to every ear is to hear one's own name.

4. **Be friendly and helpful.** But never be too intimate with a prospective buyer.
5. **Be cordial.** Speak and act as if everything you do were a genuine pleasure.
6. **Be genuinely interested in people.** You can like everybody if you try.
7. **Praise.** Be generous with praise but be cautious with criticism.
8. **Considerate with others' feeling.** It will always be appreciated.
9. **Be thoughtful of others' opinion.** Be considerate to the feelings of others, there are always three sides to a controversy-yours-the other fellows-and the right one.
10. **Be alert to give service.** What counts most in life is what we do for others.

14.6 SUMMARY

One of the most important commodity that a hotel sell is rooms, and we know that rooms are most perishable, much more than the food and beverage even. Hence, it is very important that we are so geared that we are able to sell all the rooms at all times, and if not that, we are able to sell the maximum number of rooms at all time and not only that we are able to sell them at the optimum revenue generation situation. Although the liberalization policy of the government has helped in bringing more foreign visitors, yet to get and maintain a competitive edge over others every hotel needs to be sold and marketed very well. Hotels even in a monopoly market needs to listen to the customers and constantly upgrade its facilities and services and products, particularly rooms to combat competition in the future

14.7 REVIEW QUESTIONS

- Q 1. Write a short note on service marketing.
- Q 2 List out the various characteristics of Services.
- Q 3 Briefly explain the Elements of marketing.
- Q 4 Write short note on :-
 - a. Advertising
 - b. Publicity
 - c. Word of Mouth
 - d. Personal Selling
- Q 5 What is the concept of Upselling and Down Selling?

14.8 REFERENCE AND SUGGESTED READING

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UNIT- 15 : ARRIVALS

Structure of Unit:

- 15.0 Objectives
- 15.1 Introduction
- 15.2 Preparing for guest arrivals at Reservation & Front office
- 15.3 Receiving of guests
- 15.4 Pre- Registration
- 15.5 Registration – Non-automatic, Semi automatic & Automatic.
- 15.6 Relevant records for FITs, Groups, Air crews & VIPs
- 15.7 Summary
- 15.8 Glossary
- 15.9 Check your Progress-1 Answer
- 15.10 Further References
- 15.11 Suggested Reading
- 15.12 Terminal Questions

15.0 Objectives

After reading this unit, you will be able to understand the following:-

- ❖ Procedure of receiving guest at front office.
- ❖ Activities associated with guest arrival, pre-registration and registration.
- ❖ Check-in procedures for Non-automated, semi-automated and fully automated hotels.
- ❖ Formats of registration records for Groups, VIPs, FITs and Air crews.

15.1 Introduction

The hotel industry provides food and lodging to people travelling to destinations away from their homes. There are various stages to interface between a guest and a hotel pre-arrival & arrival stages. The activities carried out before the arrival of a guest to ensure a speedy check-in are termed as pre-registration activities. The registration process, which involves the formalization of a valid contract between a guest and a hotel, begins with the arrival of the guest at the hotel front desk. Hotels follow different check-in procedures for different types of guest individual, group, crew, walk in & VIP and so on.

15.2 Preparing for Guest Arrivals at Reservation and Front Office

This is the stage when a guest makes contact with the hotels before he/she even sees the property. The choice of hotel may be through word of mouth, previous experience with it or through intermediaries like the travel agents, tour operators, central reservation, airlines and corporate offices who vouch for the quality of the hotel based on their own research and experience. The objective of this activity is to ensure that when a guest with reservation reaches the hotel, the hotel is fully organized to receive, assign and allocate room to him, register him and the rooming of the guest and his luggage is done as quickly and efficiently as possible. The preparing for the guest arrival is done in reservation section as well as on

the front desk. Preparation in reservation section is done one day prior to the arrival of the expected guest. It involves checking of records which were made for the arriving guest at the time of booking and generating documents based on already available information and transmitting the same to the front desk at close of reservation section. Hotels maintain a **correspondence file** which contains the set of documents pertaining to each reservation request. The expected arrivals list is prepared on a daily basis to indicate the number and names of guests expected to arrive the next day, along with their time of arrival, date of departure, rooms requested, reservation status, special requests, and instructions. Then, the room position is calculated, i.e., the room availability status for the next day is arrived at, based on the expected arrivals and departures, and also including factors like overstay, under stay, no-shows, and out-of-order rooms. In fully automatic system the front desk does not need any movement list and all the necessary information about that day's arrivals can be viewed on VDU (Visual Display Unit) as and when required. Amenities vouchers are prepared for the arriving guests, which are sent to the concerned departments like housekeeping and Food & Beverage service department. Each morning the front office Manager should allocate appropriate rooms for the guests expected during the day. Once room allocations have been completed, the manager in conjunction with the housekeeping team leader, will ensure that the room is fully serviced and prepared for occupancy. The Manager should also coordinate closely with both the reservations department and room service to ensure that the correct amenity items like flower arrangements, Fruits baskets, bar, cookies are delivered to the guest's room at least one hour prior to the expected arrival time. Stationery for VIP guest should be prepared by the manager one day in advance of the guest's arrival, and should be placed in the guest room with the welcome letter at least one hour prior to the guest's expected time of arrival.

Fig. 15.1 Daily Report of Expected Arrivals and Departure

Daily Report of Expected Arrivals and Departure										
								Date _____		
Expected Arrivals						Expected Departure				
Room No.	Name	No of Persons		Time of Arrival	Staying up to	Remarks	Room No.	Name	Time of Departure	Remarks
		Adult	Child							
	VIP Expected									
Front Office Manager Lobby Manager Cashier F & B Department House Keeping						Total Rooms Occupied Total Number of Guests in House % Room Occupancy % Guest Occupancy <div style="text-align: right; margin-top: 5px;"> _____ Signature Receptionist </div>				

Fig. 15.2 Amenities Voucher

Day _____		Amenities Voucher Date _____		No. _____
PLEASE SEND COMPLIMENTARY				
<input type="checkbox"/> Flower	Single	<input type="checkbox"/> --- Double	<input type="checkbox"/> --- Special	<input type="checkbox"/>
<input type="checkbox"/> Fruit	Single	<input type="checkbox"/> --- Double	<input type="checkbox"/> --- Special	<input type="checkbox"/>
<input type="checkbox"/> Cookies	Single	<input type="checkbox"/> --- Double	<input type="checkbox"/> --- Special	<input type="checkbox"/>
<input type="checkbox"/> S. D. Bar/ Full Bar				
To _____		Arriving _____		
Room No. _____				
Card to be attached _____				
House Keeping				Authorized by Lobby Manager

15.3 Receiving of Guest

Receiving is an activity of greeting and welcoming the guest by the hotel front office staff and begins with the first employee that comes in contact with the arriving guest. When guest arrive doorman/ linkman opens the door of car when it reaches the poarch or Portico. Bell boy/ Bell hops carry guest luggage from the car to bell desk. Lobby Manager welcoming the guest and ATG (Aarti Tilak Garlanding) performed by male/ female staff of front office. Welcoming drinks offered to the guest. The Communication skills of all those who come in contact with the arriving guest are very essential and should convey through their courteous and friendly manners. All the guest arriving at the hotel must be welcomed in an remember a good greeting sets a positive tone for the entire transaction and it makes the guest feel good about being at your hotel. It is very important to create the correct first impression on the guest and the receptionist must understand that he will get only one chance to do that. Initial few moments are very important in creating an impression and last impression is visitor memory. Although verbal greetings are important yet body language such eye contact and hands movement are also important.

Following greeting skills be followed:

- ❖ When talking verbally the warm and friendly tone is important such as “Good Morning Sir, how can I help you”.
- ❖ While listening, let him do the talking- don’t interrupt. Be helpful.
- ❖ While you are busy over a machine such as computer or billing machine say- “excuse me sir”, I will be with you in a minute.
- ❖ If interrupted by a phone call- “Sorry Sir, would you excuse me for a minute”.
- ❖ When the call is complete say- “I am sorry to have kept you waiting Sir”.

After the guest has been received, the receptionist would try to assess the requirement of the guest i.e. determine the transit status of the guest. It is very important particularly in case the guest is a walk-in and does not have any booking. The receptionist should be skill enough to be able to sell a higher priced accommodation to a walk-in guest.

15.4 Pre-Registration

The activities that are carried out by the front desk attendant before the arrival of guests, which help accelerate the process of guest registration, are termed as pre-registration

activities. Pre-registration activity will be done for regular guest, VIP, groups and crews. The front office attendant prepares the guest registration Card (GRC). The information required to fill the GRC can be gathered from two Sources: the reservation form and the guest history card. The information contained in these forms is used to complete the registration form. Guests can experience a quick check-in when they arrive at the registration desk, as they only have to verify the information already entered in the registration card and sign the card. The check-in of a walk-in guest takes comparatively longer as it is not supported by the pre-registration activity. The pre-registration activity may also include room and rate assignment and the creation of guest registration card and room card key. The pre-registration activity is carried out manually in manual and semi-automated system, whereas in the case of fully-automated front office systems, the task is carried out by the system that transfers the guest's data from the reservation form and the guest history card on to the registration card. The pre-registration process informs the hotel staff about the expected arrivals and the room availability status. This allows the front desk to make necessary arrangements in advance. It also makes the check-in faster for guests.

15.5 Registration (Non automatic, Semi automatic & Automatic)

When a guest arrives, he must be greeted politely and then asked to register. This request should put down certain particulars in a book or form.

Registration Serves three main functions:

- 1- It satisfy the legal requirements.
- 2- It Provides a record of actual arrivals as opposed to bookings.
- 3- It helps to confirm the guest acceptance of the hotel's terms and condition and is thus useful legal proceeding.

The reception remains a focal point of guest contact throughout their stay at the hotel. The registration activity takes place at the same desk. The guests have to fill the required details on a registration card or may have to make entries in a hotel register. Registration is the process of gathering information from the guest that is mandatory as per the laws prevailing in the country. According to the Foreigner's Act, 1946 and the registration of foreigner's Rules, 1992, the innkeeper should keep the records of the guests staying in his premises as per Form F (of the Registration of Foreigner's Rule, 1992). Registration is the formalization of a valid contract between the guest and the hotel, in which the hotel offers safe and secure boarding and lodging facilities to the guest and the guest accepts to pay for the services and facilities received. In case of foreign visitors, the front desk staff should fill **Form C** and verify the passports and visas of guests. **Form C**— According to the Registration of Foreigner's Rules, 1992, Rule 14, it is obligatory on the part of the hotel owner to send information about foreigners registered at the hotel. Any person who is not an Indian National (i.e., a person holding a passport of any country other than India, except Nepal and Bhutan) is known as a foreigner. The hotel is liable to send the information in the format of form C to the nearest foreigner's Regional Registration office (FRRO) or to the LIU (Local Intelligence Unit) with 24 hours of the arrival of a foreign national, in the case of Pakistani, Bangladeshi, and Chinese nationals, this information should reach within 12 hours to the

nearest FRRO or LIU, and also to the local police station. Form C should be prepared in duplicate and serial numbered the top copy is sent to the competent authority and the second copy is kept for permanent records for the duration as specified in the law related to the same.

Passport- A passport is a document issued by a government to allow its citizens to travel aboard, and requests other governments to facilitate their passage and provide protection on a reciprocal basis. Without a valid passport a person is not permitted to move in the territory of a foreign country. The external affairs ministry issues passports to the citizens of India after verifying the details quarters. Passports bear the information like name of passport holders and photograph, nationality, Date of Birth, place of birth, gender, Date of Issue, Date of expiry, Name of father/ Guardian, Children & Address.

VISA: Foreign nationals visiting India are required to possess a valid passport and a valid Indian visa. Visa is an endorsement on the passport, allowing the holder to enter the territory of the issuing country. It is a document or, more frequently, a stamp in a passport, authorizing the bearer to visit a country for specific purpose and for a specific length of time. Visa may not be treated as a guarantee to enter into the foreign country. The bearer may be subjected to inspection at the port of entry and may be asked to produce the documents presented at the time of the procurement of visa. The consular passport and visa (CPV) Division of the Ministry of External Affairs issues Indian Visas to foreign national through various Indian Missions abroad. The front office staff should be able to identify different types of visas to complete the registration process and to verify the credentials of guests. This also helps to understand the guest's purpose of visit and to make arrangements for them accordingly. A registration record completed either as part of pre-registration activity or at check-in, is essential to efficient front office operation. A registration record should include information about the guest intended method of payment, the planned length of stay, and any special guest needs such as a rollaway bed, a child's crib or a preferred room location. It should also include the guest's billing address, telephone number and his or her signature. Guest's signature on the registration record to show the person's intention of becoming a hotel guest. The front desk agent uses registration information to assign a room and possibly a room rate for each guest. Room and rate assignment also depends on reservation information and an effective room status system which communicate room status and rate availability to front desk attendant. Once the guests decides to rent a room, the front desk agent turns his/her attention to identifying the guest's method of payment. The hotel accounting cycle depends on registration information to determine how guest intends to pay for rendered services.

Registration Process

Identification of Guest

(Guest with confirmed Reservation/ walk in guest)



Formation of Registration Records

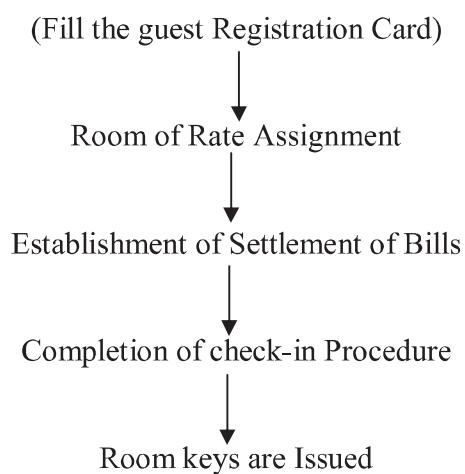


Fig. 15.3 Guest Registration Card

Hotel XYZ Guest Registration Card					
No. _____					Date of Birth _____
Surname _____		First Name/ Initials _____		Passport No. _____	
Company Name _____		Designation _____		Date of Issue _____	
Nationality _____		Place of issue _____		Permanent Address _____	
India _____		Date of Arrival in India _____		Proposed duration of stay in India _____	
Date of Arrival in Hotel _____		Time _____		Whether employed in India () Yes () No	
Arrived from _____		Registration Certificate No. _____		Date of Issue _____	
Proceeding to _____		Purpose of Visit _____		Place of Issue _____	
Date of Departure from Hotel _____		Time _____		Credit Card No. _____	
I agree to abide by the Hotel Rules & Regulations.					
# Check-in/check out Time: 12 Noon					
# All Valuables & cash should be deposit with the cashier.					
Guest's Signature _____				Manager's Signature _____	
FOR OFFICE USE ONLY					
Nationality Code _____		Resv. No. _____		Payment Code _____	
Room No. _____	No. Of Persons <div style="display: flex; justify-content: space-between;"> Adult Children </div>		Room Rate _____	Billing Instructions Cash Voucher Credit. Card Company	Booked By _____
<div style="display: flex; justify-content: space-between;"> Initial Signature </div>					

						S o f F O A
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Fig. 15.4 Form C

Hotel XYZ Form C		Sr. No. Date.....
Name of the Hotel: _____ Name of the Foreign Visitor: _____ (In Full in block capitals, surname first) Nationality: _____ Passport No. _____ Date of Issue _____ Place of Issue _____ Address in India _____ Date of Arrival in India _____ Arrived From _____ Whether Employed in India: Yes/ No _____ Proposed Duration of Stay in India: _____ Proposed Duration of stay at Hotel: _____ Proceeding to: _____ Registration Certification No. _____ Date of Issue _____ Place of Issue: _____		
		Manager's Signature

Before the 1920s, non-automated operations dominated lodging operations. The semi-automated operations through the early 1970s laid much of the groundwork for the development of automated operations in the late 1970s.

Non-Automatic- Non-automated front office record keeping systems rely solely on hand written forms. Some small hotels may still find this method of recordkeeping sufficient to meet their needs. The elements of handwritten systems have determined the structure of many front office processes. Techniques comment to non-automated system can be found even the most advanced automated systems.

Pre-arrival activities: Reservation agents enter requests a loose leaf notebook or on to index cards. Non automated hotel typically accept reservations for six months into the future and are unlikely to commit space beyond that time. Reservation confirmations, pre-registration activities, and occupancy forecasts are not common in non automated hotels. Reservation information may also be placed on a density chart or board to illustrate future room availabilities and help managers forecast problem time periods. The chart is usually set

up as matrix, with days of the month for rows and number of available rooms for the columns. As rooms are blocked or booked, the matrix cells that correspond to the dates of stay are coloured in. These coloured squares reflect the density or number or correction of rooms reserved.

Arrival activities: Upon arrival, guest sign a page in a registration book or complete a registration card. Room assignments are made using a manual card replacement technique involving a room rack and sometimes, colour-coded flags indicating housekeeping status information. A room rack is an array of meal file pockets that displays guest and room status information in room number order. The registration card is often time-stamped during check-in

Occupancy activities: Multiple-copy registration slips- which are usually part of the registration card-allow copies of the guest's personal data to be distributed to the room rack, switchboard operators, and uniformed service personnel. The original registration card often doubles as a guest account folio. Revenue outlets send documentation of guest charges to the front desk for posting to folios, and maintain a sales record so that posting can be cross-checked as part of the night audit routine. Although adding machines may be used to facilities accounting procedures, monitoring guest activities with this manual process tends to be repetitive, cumbersome and tedious.

Departure Activities: At check-out, guests settle their accounts and return their room keys; the cashier notifies the housekeeping department of departures. Registration cards of rack slips are marked to indicate departure, then filed in a box which serves as the hotel's guest history file. If the registration card was time-stamped at check-in, it is also time-stamped at check-out.

Semi-Automatic-: A semi- automated-or electro-mechanical-front office system uses both handwritten and machine produced forms. Semi-automated systems and equipment are becoming less common in small and mid-size hotels. Advantages of a semi-automated system over a non-automated system include automatically generated and easy to read documents that detail the steps of a transaction. These documents represent what is known as the audit trail. The disadvantages of semi-automated equipment are that the equipment are may be difficult to learn, complex in operation, not integrated with other systems, and subject to maintenance problems.

Pre-arrival activities- Guests making reservations may call a national reservations network or contact the hotel directly. When reservation request grow beyond the front desk's ability to handle them efficiently many hotels create a reservations department. Pre-registration activities include preparation of registration cards, guest's folios, and information slips. With a semi-automated system, room assignments are usually made based on room rack status-just as with a non- automated system. Similar to a non- automated hotel, semi-automated properties may opt to maintain a reservation density board.

Arrival Activities: When guests with reservation arrive at the hotel they simply verify the prepared registration information and sign in. Walk in guests generally complete a multiple-copy registration cards. Copies are distributed to the room rack, the switchboard operator, and the information rack.

Occupancy Activities: The use of semi-automated system may not significantly reduce the paperwork needed to chart the hotel guest cycle. Vouchers are used to communicate charge purchases to the front desk and revenue outlets rely on sales record entries to prove transactions. Mechanical cash registers and posting machines are used to process many of

the records formerly processed by hand, enabling the front office to handle guest accounting transactions more rapidly. A night audit procedure based on posting machine records is used to verify account entries and balances.

Departure Activities: The more thorough audit routine made possible by a semi-automated system leads to faster and smoother guest check-outs. Front desk agents find fewer discrepancies in guest accounts and can quickly reconcile accounts and relay room status information to housekeeping. Registration cards may be collected and placed in the property's guest history files.

Automatic: Front office recordkeeping is computer –based in fully automated hotels. Computer systems designed for use in the hospitality industry were first introduced in the early 1970s, but were not considered viable until the late 1970s. These initial systems tended to be expensive, making them attractive to only the largest hotel properties. During the 1980s, computer equipment became less expensive, more compact, and easier to operate. User-friendly software packages evolved for various hotel functions and applications which did not require the sophisticated technical training demanded by earlier computer systems. The development of versatile personal computers encouraged system vendors to approach smaller lodging properties.

Pre-arrival activities: The reservations software of an in-house computer system may directly interface with a central reservations network and automatically block rooms according to a pre-determined pattern. The reservations software may also automatically generate letters of confirmation, produce request for guest deposits, and handle pre-registration activities. Electronic folios can be established and pre-registration transactions can be processed for guests with confirmed reservations. A reservations software package may also generate an expected arrivals list, occupancy and revenue forecasts, and a variety of informative reports.

Arrival activities: Guest information collected during the reservation process may be automatically transferred from the computer's reservation record to the front desk. For walk-in guests information is entered manually into the computer by a front desk agent. The agent may then present a computer-prepared registration card to the guest for verification and signature. The installation of on-line credit card authorization terminals enables front desk personnel to receive timely credit card approval. Registration data, stored electronically in the computer, can be retrieved whenever necessary. This usually makes a room rack unnecessary. Electronic guest folios are also maintained and accessed through the computer's memory.

Occupancy Activities: With a fully automated front office system, non automated room racks and electro-mechanical posting machines are replaced by computer terminals throughout the front office. As guests charge purchases at revenue outlets, the charged amounts are electronically transferred to the front office computer from the point-of-sale location. These charges are then automatically posted to the proper electronic guest folio. Instantaneous postings, simultaneous guest account and departmental, entries, and continuous trail balances free the night auditor to spend time on auditing, rather than focusing primarily on guest account balancing.

Departure activities: A neatly printed electronic folio helps assure guest that the statement is complete and accurate. Depending on the method of settlement, the computer system may automatically post transactions to appropriate accounts. For a guest account which request billing, the system is capable of producing a bill to be sent to the guest once the guest's

account is settled and the postings are considered complete, parted guest information is used to create an electronic guest history record.

Off-premise service bureaus may enable hotel operations to enjoy some of the benefits of automation without having to support an in-house computer system. A service bureau requires the hotel to provide the bureau's office with data for processing. A popular application has been pay roll accounting. Employee time records are sent to the service bureau convert into paychecks and payroll reports for management. However, Service bureaus which focus primarily on back office functions are not a feasible option for front office activities.

Handling check –ins for guest with confirmed reservation: The procedure to handle the guest as follows:

- On check in the guest must be greeted.
- Check the reservation display on computer Terminal.
- Check if a room has been assigned.
- Hand over registration card that is pre-registered
- Help the guests in filling up the required details.
- Check the room display on the terminal to assign a room if not already assigned.
- Obtain key from key slot & fill the key card
- Check the registration card and reconfirm details.
- Obtain luggage tag from the guest.
- Handover the keys along with the key card to the guest.
- Give directions to the room
- Inform bell desk by quoting baggage tag number along with room number.
- Guest is checked in on the computer and hard copy i. e. second copy of the registration
- Card is sent over to the front office cashiers.
- Enter detailed data into the computer.
- In case the guest is a foreign national a 'C' form is made out.
- Enter all arrivals in the arrival register under the registration card serial number.

Important: -Maintain eye contact as far as possible with the guests.

- Use phrases like "May I" and maintain a pleasant smile.
- Enquire whether the guest had a comfortable journey.
- While entering details enquire if the guest would like a particular preference in regard to the room.
- Allot the correct room if already assigned.
- Feed in correct details in the computer.
- Bracket arrival list once guest has checked in.
- Be polite, present registration card professionally and given correct directions to room.

Handling Check-ins for walk-ins:

They are guest who do not hold reservation with the hotel and wish to check into the Hotel.

- Procedures:
- A Blank registration card is handed over to the guest.
 - A room is allotted on checking the terminal.
 - Key Card filled in and key given to guest.
 - The registration card is checked if all details have been entered.

Incase the guest is not a regular the following should be done.

- Insist on taking advance.
- Insist on business card/fill postal address.

- Attach business card to hard copy.
 - If an advance is given, handover the amount to the front office cashier.
 - Obtain receipt from the cashier against the guest and the room number.
 - Hand over receipt to the guest.
 - Enter details of the receipt/ charge slip on the registration card and in the billing instructions.
- Important :
- Always treat a walk-in as a guest with a reservation.
 - If a guest is a regular, address him by name.
 - Obtain all details for a guest who is checking into the hotel for the first time.
 - If the guest is suspicious looking seek help from the Duty Manager.
 - Maintain eye contact & Pleasants smile

Handling Check –in for Crews:

- Procedure
- Pre-assign rooms by
 - Enclosing keys in envelopes
 - Marking envelopes.
 - Keeping keys away from main key rack.
 - Rooms should be allocated on the same floor as far as possible.
 - The rooms should preferably be away from the service and guest elevators for housekeeping and crew convenience.
 - Follow same procedure for checking in FIT's.
 - Passport details are obtained from a list.
 - Request of change in wake-up calls, baggage to be brought down and departure must be communicate to, Bell Desk, Crew Rooms, & Telephones.
 - A Common "C" form is made out.
 - A common covering entry is made in the arrival register.
 - Meal card are made out and sent up/ handed over to the respective rooms.
 - A hotel crew list is prepared and copies sent to the telephones and the Bell Desk.
- Important
- In checking in crew, be sure to co-ordinate with the senior flight Supervisor.

VIP Guests: Very important persons (VIPs) include heads of states, ministers, senior media personnel, sports personnel, film stars, rock stars, travel writers, top executives of corporate houses, CEOs of large business houses, senior defence personnel, famous public figures, etc. They get special treatment and attention from the hotel staff due to their VIP status. The check-in process VIPs may start with their arrival at the airport. The role of the hotel in welcoming political VIPs at airport is minimal due to security reasons. In the case of corporate heads of business houses, the hotel representative may receive them at the airport and escort them to the hotel room. The registration process may be carried out during the transfer from the airport to the hotel or in the hotel room.

- The hotel may arrange for the pick-up of a VIP guest from the airport .Depending upon the status the VIP, the pick-up vehicle may vary from a luxury car to a limousine.
- When the guest arrives at the hotel, the front office staff should give him a traditional welcome- tilak, garlanding, and aarti. The General Manager (GM) of the hotel and the front Office Manager (FOM) should also be present to welcome the VIP.
- The Registration formalities are mostly completed in advance by an authorized representative of the VIP. Otherwise, they can be completed in the guest room over a welcome drink.
- The GM or FOM should escort the VIP to his room.
- The front office should send the arrival notification slip and any special instruction of the VIP to all the concerned departments.

15.6 Relevant Records for FITs, Groups, Air crews & VIPs

The following documents are used in check in of FITs, Groups, Air crews & VIPs

Fig. 15.5 Arrivals Report

Arrival Report Hotel XYZ										
Arrival Date _____										
Name	Room No.	Room Type	Arrival Time	Departure Date	Adults/Child	Rate Code	Room Rate	Billing Instruction	VIP	Reservation Status

**Fig. 15.6 Crew check- in
Crew Check -in Sheet
Hotel XYZ**

Crew _____ Date of Arrival _____ Time of Arrival _____

Room No.	Designation	Name	Nationality	Passport	Date of Issue	Place of Issue	Sign.	Date of Departure	Remarks

Departure:- Date _____
Wake up call
Pick up

Front Office Manager

**Fig. 15.7 Group Summary
Name of the Group**

S. No.	Name of Address	Nationality	Passport Date of Issue	Date of Expiry	Date of Arrival in India	Date of arrival in Hotel	Date of Propo departure
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**Fig. 15.8 F.R.R.O. Report
Hotel XYZ**

To,

F.R.R.O.

The Following 'C' forms are attached here with.

S. No.	Nationality	'C' form No.		Total	
		From	To		

Total 'C' forms:-

Manager's Signature

Check Your Progress

Q-1 what do you understand with pre registration?

.....

Q-2 Explain the guest arrival activities?

.....

Q-3 Define the importance of receiving of guest in hotel?

.....

15.7 Summary

Arrival of the guest is an important part of front office activities. The registration of a guest at the front office desk involves legal implication for both the hotel and the guest. It is mandatory for hotels to maintain registration records for their guest. The registration process involves the identification of guest status, the formation of registration record. In automatic, semi-automatic & non-automatic operations systems, the check in process involved the completion of registration formalities.

15.8 Glossary

Form C A Document that contains the information required to be sent to FRRO/LIU in case of foreign guests.

Form F A document that contains the information required to be maintained by the innkeeper for all visitors arriving in the hotel.

Guest Registration Card- The registration record of the guest containing basic information like name, address, purpose of visit, & duration of stay.

Pre- Registration Activities- The activities that are carried out before the arrival of a guest to accelerate the guest registration.

Visa- Visa is an endorsement on the passport allowing the holder entry into the territory of the issuing country.

Walk-in- A Guest who comes to the hotel without prior reservation. Also called as ‘Chance guest’ and ‘Off- the-street guest’

15.8 Check Your Progress –Answers

Ans- 1 The activities that are carried out by the front desk attendant before the arrival of guests, which help accelerate the process of guest registration, are termed as pre-registration activities. Pre-registration activity will be done for regular guest, VIP, groups and crews. The front office attendant prepares the guest registration Card (GRC). The information required to fill the GRC can be gathered from two Sources: the reservation form and the guest history card. The information contained in these forms is used to complete the registration form.

Ans- 2 Guest arrival stage when a guest makes contact with the hotels before he/she even sees the property. The choice of hotel may be through word of mouth, previous experience with it or through intermediaries like the travel agents, tour operators, central reservation, airlines and corporate offices who vouch for the quality of the hotel based on their own research and experience. The objective of this activity is to ensure that when a guest with reservation reaches the hotel, the hotel is fully organized to receive, assign and allocate room to him, register him and the rooming of the guest and his luggage is done as quickly and efficiently as possible.

Ans- 3 Receiving is an activity of greeting and welcoming the guest by the hotel front office staff and begins with the first employee that comes in contact with the arriving guest. When guest arrive doorman/ linkman opens the door of car when it reaches the poarch or Portico. Bell boy/ Bell hops carry guest luggage from the car to bell desk. Lobby Manager welcoming the guest and ATG (Aarti Tilak Garlanding) performed by male/ female staff of front office. Welcoming drinks offered to the guest.

15.10 Further References

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15.11 Suggested Reading

- Tewari, Jatashankar (2009) Food & Beverage Service, Oxford University Press, New Delhi.
- Andrews, Sudhir(2008) Text book of Front office Management & operations, Tata McGraw Hill, New Delhi

15.12 Terminal Questions

Short Answer type Questions

1. Explain the check-in procedure of walk-in guests?
2. Explain the format of Form C?

Long Answer type Questions

1. Explain the check-in procedure of foreign guest?
2. Explain the registration activities of VIPs guest?
3. What do understand by pre-registration procedure followed in the hotels?

Unit-16 : During the Stay Activities

Structure of Unit:

- 16.0 Objectives
- 16.1 Introduction
- 16.2 Information Services
- 16.3 Message & Mail Handling
- 16.4 Room selling technique
- 16.5 Hospitality Desk
- 16.6 Complaints Handling
- 16.7 Guest Handling
- 16.8 Guest History
- 16.9 Key Control
 - 16.9.1 Types of keys
 - 16.9.2 Computerized key card
 - 16.9.3 Key Handling
- 16.10 Summary
- 16.11 Glossary
- 16.12 Check your progress -Answers
- 16.13 Further References
- 16.14 Suggestive Readings
- 16.15 Terminal Questions

16.0 Objectives

After studying this unit, the student must know:

- Understand the importance of information services in the front office origin and growth of Tourism Industry.
- Able to understand complaints handling, guest handling & guest history.
- Handling of guest keys & message handling.

16.1 Introduction

A Guest experience is primarily based on the level of services & facilities offered by the hotel. So the hotel staff should provide various services to the guests during the guest stay. The front office staff provides various kinds of services like information services, message handling, hospitality desk, guest history and show on. Once guest check in a hotel the front office deal with various queries by the guest regarding information, key handling and complaints regarding services. Depending on the guest requirement, the front desk takes care of guest mail & messages, and keys.

16.2 Information Services

In small hotels the functions of giving information to the guest may be perform by the receptionist it self. But in large hotels these services are delivered by information assistant.

The need of separate information desk is felt in large hotel where the traffic of guest is high. Information services includes handling guest room keys, handling guest messages, paging guests, coordinating guest mails and messages & providing information to guest regarding hotel facilities and services. Information services staff provide information to guest about the near by food & beverage outlets, place of tourist interest in the city and around.

16.3 Message & Mail Handling

Receiving messages for in-house guests in their absence, recording them and communicating them to the guests as soon as possible are an important function of the front desk staff. The efficiency and professionalism of the hotel and the attitude of the staff is reflected by the way this function is carried out by the staff. Usually when a guest goes out of his room he would leave his room key at the counter where the information clerk would put it in the appropriate pigeon hole of his room in the mail and key rack. The guest may leave a filled "location form" indicating where he will be for the next few hours.

There are only two ways that a person can contact an in-house guest.

(1) In case of a phone call the telephone operator will connect it to the room of the guest. Since the guest is not in the room the call comes back to the operator who connects it to the information section of the front desk. After checking that the guest has left his key at the desk (as confirmed by the key being in the "mail and key rack") the telephone call is transferred to the "message desk". The message clerk prepares the message slip in triplicate. It is important to read back the message to the caller and confirm the details before signing off. The top two copies are given to the information clerk who puts it in the room no on the forms (from the information rack). The top copy is sent to the room to be slipped under the door. The second copy is put in the appropriate room no pigeon hole of the mail and key rack. In addition, for further safety, an "attention card" or a "mail and message advice card" is put on the door knob of the room or "message light" is activated in those hotels which use electronic systems. The message details may also be fed into the computer and the guest may view it on the screen of the t. v. in his room.

(2) In case of the visitor coming to the hotel, he is asked to first try the house telephones to contact the guest. When he finds the guest is not in his room he comes to the information desk and fills in the message slip in triplicate as given above. Incoming mails received by the hotel on the behalf of guest.

Messages procedure in every hotel is different depends on the hotel policy. Most hotels follow the given procedure.

1. When there is a visitor or a telephone call for a guest, the front desk assistant should look at the information rack to see whether a guest is a resident guest, future guest, or checked-out guest.
2. In case of resident guest, the agent must check he/ she is present in the room or not. If the guest is not present in the room, then the agent must check the key rack for the location form or any instruction left by the guest. If the same is found, then act according to the instructions of the guest.
3. If guest has not left any instructions or the location form at the front desk, the front desk attendant should take down the message for the guest on a message slip.
4. The message slip is prepared in the duplicate- the original copy is placed in the key rack and the duplicate copy is placed in a message slip envelope and slipped through

the door of the guest room by a bell boy. The purpose of preparing the message slip in duplicate is to ensure the delivery of the message to the guest.

5. If there is a visitor or a call for a guest who has checked out the hotel, then the front office agent should give the information as per the instructions left by the guest.
6. If there is call is for a future guest, then the agent should note the message on a message slip and send the slip to the back office, where it would be placed a long with the reservation record. While printing the registration form on the date or arrival, the slip will be attached with the registration form so that the message can be delivered to the guest at the time of check-in.
7. Some hotels have automated system for delivering message to guests. The telephone in the guest room has a message indicator that can be switched on by the front desk agent in case any message is waiting for a guest. This prompts the guest that there is a message for him and he may call the front desk to receive it.

Hotel XYZ Message Slip			
Date: _____		Time _____	
Name of Guest: _____			
Room No: _____			
		If you absence	
Mr/Ms _____			
Form: _____			
—	Came in person	—	Will call again
—	Telephoned	—	Please call back
—		—	Waiting for you
—		—	Please meet him/her
Message: _____ _____			
Signature of Information Assistant			

Fig- 16.1 Format of Message Slip

16.4 Room Selling Techniques

Room sales is an important & vital part of hotel. “Selling is the management process responsible for identifying, anticipating and satisfactory customer requirements profitability”. The sales function has become an important and vital part of front office work. with more and more companies entering the hotel and catering field, the public now have a much wider choice ,so it is essential for an establishment to present and attractive and economic product.

The consumer must be persuaded to buy the product and this factor of front office work has influenced the training and selection of the reception staff. The receptionist must be capable of making a sale, since front office efficiency is judged on selling success. Sales techniques can be learned, although without a doubt some people will; have more flair for work. Although the marketing strategy will usually be devised by senior personnel, it is the reception staff who will implement it. So it is importance that front office staff should be aware of main objectives of marketing a hotel. To plan for a point of sale front office, a front office staff must promote other profit centers of the hotel. This planning includes setting objectives, brainstorming areas of promotion, evaluating alternatives, drawing up budgets, and developing an evaluation tool for feedback. Some of the goals for the front office as it adopts a sales department attitude include the following:

- Sell rooms to guests who have not made a prior reservation
- Up sell (encourage a customer to consider buying a higher-priced product or service than originally anticipated) to guests who have made prior reservations.
- Maintain the inventory of the product i.e. the rooms.
- Convey information to guests about the other products available for sale at the property .for example food and beverages. The objective of front office is to sell all available facilities at the hotel to the guests. Front office staff is probably the most important means of letting guests know what services are available.
- Ensure that maximum revenue is generated from the sale of rooms by striking a balance between overbooking and a full house
- Obtain guest feedback

Up selling rooms

The front office assistant should be confident and business like when making suggestions. Rarely does a clerk quote minimum rate. The preferred approach is to provide guests with a choice of rates.

1. Know the product
2. Control the encounter. Ask specific questions such as “we have a quiet double room in our club floor. Is that suitable for you?” avoid vague, open ended questions such as “what kind of a room are you looking for?”
3. Sell high, but avoid high pressure selling techniques
4. Always quote the full rate plus tax
5. Turn negative aspect of a room or rooming situation into an advantage for the guest. For example, a room without a view becomes “quiet room”. A room near the elevator may be busy but quote it as handy and easily accessible.
6. Sandwich the price between descriptive phrases. For example” one of our extra rooms at Rs 7500 plus tax, overlooking the park”. Or quote the price of more than one room, giving the guest a choice,” we still have double rooms for Rs 6500 but the ones with new minibar are RS 7500”.
7. Ask for the sale. Once all information has been presented to the guest, the front office assistant must gently but resolutely close the sale.” if that is a suitable choice may I ask you to sign the registration card?” is an effective way to move negotiations to a close.
8. Listen to guests’ conversational comments, “wow what a hot day. I could do with something cool.” they will help to determine their needs better and to sell other services of the hotel: “our poolside bars are open...”

9. Sell the whole hotel by making suggestions for dinner (“just dial 5 on your room phone to make a reservation”) or for drinks in the lounge “the new entertainer is fantastic!”), or for recreational facilities (“there is no charge for the use of sauna”).
10. Try to anticipate guest’s needs and offer services, suggestions and assistance.

16.5 Hospitality Desk

The hospitality desk deals in all such services that are offered to the guest either complimentary or are available at very little charge.

This desk would provide assistance to the delegates as follows:

- Aarti, tikka, garlanding.
- Baby-sitting
- Personalised stationery
- Free airport pick-up/ drop to airport
- Assistance in shopping
- Guiding foreign guest on tours and shopping
- Hand over name badges and welcome packs
- Advise the various halls where the meetings/sessions are taking place
- Arrange luncheons/dinners for the delegates
- Coordinate AM/PM tea/coffee breaks + lunches
- Hotel Room booking
- Air ticket re-confirmations
- Arrange cars
- Coordinate/assist the transport schedule
- All other services to make the delegate and the staff stay comfortable

16.6 Complaints Handling

Front office management and staff should keep the following resolution guidelines in mind when handling guest complaints. When expressing a complaint, the guest may be quite angry. Front office staff members should not make promises that exceed their authority. If a problem cannot be solved, front office staff should admit this to the guest early on. Honesty is the best policy when dealing with guest complaints. Front office staff should be advised that some guests complain as part of their nature. The staff should develop an approach for dealing with such guests.

Steps for handling Guest complaints:

- Listen with concern and empathy.
- Isolate the guest if possible, so that other guests won’t overhear.
- Stay calm. Don’t argue with guest.
- Be aware of guest’s self-esteem. Show a personal Interest in the problem. Try to use the guest name frequently.
- Give the guest your undivided attention. Concentrate on the problem, not on placing blame. Don’t insult the guest.

- Writing down the key facts saves time if someone else must get involved. Also guest tends to slow down when they see the front desk agent trying to write down the issue.
- Tell the guest what can be the best done. Don't promise the impossible and don't exceed your authority.
- Set an approximate time for completion of corrective actions. Be specific, but don't underestimate the amount of time it will take to resolve the problem.
- Monitor the progress of the corrective action.
- Follow up. Even if the complaint was resolved by someone else, contact the guest to ensure that the problem was resolved satisfactory.

16.7 Guest Handling

The front office staff comes in the contact guest in various stages such as before the arrival, at the time of arrival, during the stay, at departure and after departure. Out of these stages the first and last stage, during the stages of before arrival and after departure are those where there is no personal contact with the guest. After the guest has been received, the receptionist would try to assess the requirement of the guest. The first impression is most important and should be the best impression. Handling guest is an art. The front office, due to its situation and because every guest coming to the hotel must come in its contact. The front office deal with all enquires, of the hotel. Patience is a key word to visualize and understand the situation and difficulties the guest might have gone through and if you were in the same position how you would have reacted. Listen carefully to judge what to do and how to deal with the different guest as a needs and wants are different. The employee must be able to recognize the changeability of mind of the guest and should be able to act accordingly. The personality of the receptionist is also plays an important roll in handling guest. Knowledge of human relation which is smiling, friendliness politeness sociability, adaptability, equattess, commonsense, diplomacy, communicativeness etc.

16.8 Guest History

To successfully return current guests and strategically market to new guests with similar characteristics, a hotel must maintain and evaluate data on all of its guests. The record of a guest's stay, called the guest history, becomes part of a file that can be used to determine when a guest might visit in the future, the type of accommodation the guest prefer, dining preferences, use of amenities or recreational facilities, and other, more personal data, ~~including home address and telephone number, spouses and children names, birthday, and so on.~~ The guest history can be used by the hotel's sales and marketing department for promotional mailing soliciting repeat business or to target potential guests with similar profiles. Guest history is especially useful at the reservation stage (information already on file) and at the check in(a guest can be greeted by a well informed receptionist). It is useful to management as it helps them to gain an insight into guest profile and trends. The front office is the first touch point for a guest staying at a hotel. A repeat guest is always pleasantly surprised when he is making a reservation for the second time at the property, and the front desk operator tells him about his special request preferences, non-smoking room, low floor, etc, before they can make these requests to the front desk operator. "When it

comes to guest history, it is the job of the front office to ensure that the updated information is communicated to the rest of the departments,” guest history notes on special diets go to F&B or room service, and a special request of a particular type of bedding will go to the Housekeeping department. The front office plays an important role in developing relationships with the guest, and since guest recognition is an important aspect of that relationship, the one question that a front desk operator cannot afford to ask a guest is, “Have you stayed with us before?” However, recognizing a guest isn’t an easy task. Part of the trick is to recognise whether someone making a booking is a repeat guest, whether he is doing so by phone, calling the toll free reservations number or booking over the Internet. This isn’t always easy. Most people usually visit a hotel in just one capacity. However, there are some guests who may quite easily come in different roles — convention attendee, family vacationer, meeting planner, or just one of the boys on a golf outing — with different room and package preferences for each visit. Name changes due to marriages and divorces are also an obvious recognition challenge. It is also essential that the front office has a clear understanding of privacy regulations that define what data you can keep, for how long, and for what purpose. European countries have long imposed stricter rules on this than are common in other parts of the world, and are likely to continue to refine them. A recent European Commission recommendation, for example, is that the personal data of users conducting a search should not be stored or processed ‘beyond providing search results.’ It also recommends that this data should not be used to serve up personalized adverts if the user has not created an account or registered with the search engine, which could limit keyword marketing efforts to first-time searchers. The advent of technology and the role that it plays in the smooth operations of a modern front office cannot be discounted. The most dominant aspect of bookings these days is how the Internet has transformed the whole picture. The e-Front Office features on websites, e-mail, and Web-based marketing have massively extended hoteliers’ ability to interact with their guests, gather more information about them and tailor visits much more closely to their expectations.

Hotel XYZ Guest History Card							Sr. No.
Name.....				Company.....			
Designation.....				Address.....			
Credit.....				Date of Birth.....			
S. No.	Arrived	Room	Rate	Departure	Amount	Special Instructions	Remarks

Fig- 16.2 Guest History Card

16.9 Key Control

A room key control system by which it is ensured that rooms keys are always at the proper place i.e. if the room is occupied on the guest is in the room key then the key is with him, and if the guest is not in the room or the room is unsold then the room key is in its proper pigeons hole of key and mail rack. A lack of proper system may result in loss of revenue as a room which is vacant may be shown occupied and may also cause confusion as an occupied

room may be accessed by an unauthorized guest. Key control also provides security to guest and his belongings.

Guestroom Security locks can be a critical aspect of guest protection. The guestroom doors and windows must be fortified to prevent forced entry. Installation of burglar proof door locking system and effective Key and key control procedure is to be followed by the hotel to ensure guestroom safety against theft. Effective Key control in hotel is essential to the security of a lodging property. All keys whether metal or electronic should be adequately controlled. There are many types of Locks currently available but even if the hotel buys the most secured or expensive one and they do not follow proper key controlling procedures then this will easily get into the hands of criminals.

Following are some types of Locks used in hotels:

1. Locks with the key channel in the knob.
2. Standard mortise locks, which generally include a face plate with the knob, a separate key channel on the corridor side of the door, and a dead bolt unit on the guestroom side of the door.
3. Mortise locks with programmable cylinders for easy changed key combinations.
4. Mortise locks with removable cores.
5. Electronic locks with random selection of new key combinations for each guest.
6. Electronic Number combination Locks.
7. Biometrics Locks. (Finger Print, Retina Scanner etc.)

16.9.1 Types of Keys

Guestroom Keys: These are keys issued to guests upon their registration. The guestroom key opens a single guestroom so long as it is not double locked. A code number representing the room number is typically stamped on the key instead. A master code list is maintained at the front desk and is used to recycle keys by changing the codes. Guests are asked to hand in their keys when they go out and the keys are then put on a key board, which should be kept out of view of passers-by as a security precaution. A guestroom key not hanging on the key board should indicate that the guest is in the hotel.

Card Keys: This type of room-locking mechanism uses regular door locks and special plastic cards that act as keys to unlock the doors. The plastic cards look like credit cards with magnetic strip. The system uses a computer that codes the cards to lock and unlock the doors. Rather than re-keying the door locks in case of loss of keys, the computer is used to create new room-lock codes for each room.

Floor Master Keys: A GRA (Guest room Attendant) is given this key to open the rooms he or she is assigned to clean on a floor. The floor key opens all rooms on a particular floor that are not double –locked. If the employee has rooms to clean on more than one floor or area, he or she may need more than one floor key. Floor keys typically open the storeroom for that floor too.

Sub-Master Keys: These keys open all rooms in one work section of a hotel. A supervisor may be issued more than one key of this type as he or she may be required to inspect the work of more than one GRA.

Grand Master Key: This key opens all hotel guestrooms and often all housekeeping storage rooms as well. It can also double-lock a room if access to it has to be denied. This key can be used in emergency situations when it is vital for a manager to enter some or all areas of the hotel. It is itself kept under lock-and-key at the front desk of hotels.

Emergency Key: This key opens all the doors in the property, even those that the guests have double-locked. In addition, it also double-locks the room against all other keys. The emergency key, or 'E'-key, overrides the catch or deadbolt put on by the guest for privacy in the room. The emergency key should be well protected. It should be stored in a secure place such as the hotel safe, a safe deposit box, or a metal cabinet that only the general manager or the security officer can access.

16.9.2 Computerized key card

A number of systems have been introduced to add to the re-key and core change capabilities of guestroom lock sets. As a security reason hotels are now having locks which are integrated to the dead bolt, so that turning the knob will automatically release the dead bolt as well as the basic latch.

Electronic Key card locks provides an effective method for "locking out" cards previously issued and allowing admission to only the current guest. Electronic card systems may also employ a touch-pad system in which a special code is established for each guest during his or her stay. This usually requires a guest to enter a sequence of numbers known only to the guest in order to enter the guestroom. And when the guest check's out control sequence of the prior guest is cancelled automatically and the lock set receives the communication to accept the new combination.

Fig- 16.3 Key Card Form

<p style="text-align: center;"><i>Hotel XYZ</i> <i>Key Card</i></p> <p>Name: _____</p> <p>Room No: _____</p> <p>Date of Arrival : _____</p> <p>Date of Departure : _____</p> <p>Note: Please produce the card to receive your room keys.</p> <p style="text-align: center;">Authorized Signatory</p>
--

Hotel XYZ Key Card					
					Date: _____ Time: _____
Keys of occupied rooms at front desk					
S. No.	Room. No.	Name of Guest	Baggage Position	Bill Amount	Remark
Vacant Room whose keys are missing 201, 310, 406, 702 Details of Missing Keys					
Room No.	Name of the Guest Who Stayed Last	Check-Out Date and Time	Bell Boy at the Time of Departure	Front Desk Agent on Duty at Time of Departure	
Signature of front desk agent					

Fig- 16.4 Key Control Sheet

16.9.3 Key handling

Important Key handling guidelines followed in the hotel:

- Security of keys is essential from the moment they arrive on site.
- Keys should be stored separately and securely.
- No unauthorized person should be allowed access to any key, either to examine or handle it, since a photograph or impression can be taken in few seconds and duplicate subsequently made.
- Keep a log book of all keys signed out.
- Establish protocol for distribution of keys.
- Use keys that do not identify the property's name, address, logo, or room number.
- Perform an annual key audit
- When keys are lost or stolen, the locks should be changed or rotated to another part of the property.
- Authorized employees should remind guests to return keys at check-out.
- The loss or suspected compromise of a key should be reported immediately and, after due investigation, a decision be made as to whether or not the lock should be changed.
- Place well-secured key return boxes in the lobby, at exit points of the property, and in courtesy vehicles.

CHECK YOUR PROGRESS

- Q-1 Explain the hospitality desk in short?

- Q-2 Define the importance of complaint handling?

Q-3 Explain the types of keys use in hotel?

.....
.....

16.10 Summary

During the stay activities include message and mails, handling guest complaints, and key control. All these services contribute to guest satisfaction, which ensures repeat business and positive word-of-mouth publicity. One of the most important commodity that the hotel sales is the rooms. Hotel is a proactive business that means a hotel customer must be welcome, made comfortable and secure, look after a made to feel special during the stay. Reason any business, including the hospitality business exists today is that it provides certain values that the customer wants. During the stay guests want security and safety of their belongings. This will be achieved by proper key control. The prompt and timely delivery of message to guests relaxes the degree of professionalism of the front desk employee. As hospitality is a service oriented industry, the hotel staff should always try to resolve the customer's problems immediately and thus appease him.

16.11 Glossary

Card Key: - A plastic card with a magnetic strip that has code to open a guest room in an electronic locking system.

Hospitality: - A Contemporaneous human exchange, which is voluntarily entered into, and designed to enhance the mutual well being of the parties concerned through provision of accommodation, and/or food, and/or drink.

Guest History Card: - A card which is maintained for regular and VIP guests and the personal details such as his liking and disliking, birthdays, marriage anniversary etc. are recorded in this card. Any complaints, suggestions, and number of visits are also recorded in it.

Information: - This is which adds to what is known. It communicates knowledge, provides feedback and reduces uncertainty.

Key and mail rack: - A pigeon hole type rack used in hotel for keeping the keys of guest rooms and the mail of in-house guest when he is not in the room.

Message slip: - The slip on which messages for guests are taken and delivered to the guest.

16. 12 Check your progress Answers

Ans-1 The hospitality desk deals in all such services that are offered to the guest either complimentary or are available at very little charge. This desk would provide assistance to the delegates like Aarti tikka garlanding, Baby-sitting, Personalised stationery, Free airport pick-up/ drop to airport and Assistance in shopping.

Ans-2 Front office management and staff should keep the following resolution guidelines in mind when handling guest complaints. When expressing a complaint, the guest may be quite angry. Front office staff members should not make promises that exceed their authority. If a problem cannot be solved, front office staff should admit this to the guest early on. Honesty is the best policy when dealing with guest complaints. Front office staff should be advised

that some guests complain as part of their nature. The staff should develop an approach for dealing with such guests.

Ans-3 There are many types of keys used in the hotel. They are as follows:

Guestroom Keys: These are keys issued to guests upon their registration. The guestroom key opens a single guestroom so long as it is not double locked. **Card Keys:** This type of room-locking mechanism uses regular door locks and special plastic cards that act as keys to unlock the doors. The plastic cards look like credit cards with magnetic strip.

Floor Master Keys: A GRA (Guest room Attendant) is given this key to open the rooms he or she is assigned to clean on a floor. The floor key opens all rooms on a particular floor that are not double –locked. **Sub-Master Keys:** These keys open all rooms in one work section of a hotel. A supervisor may be issued more than one key of this type as he or she may be required to inspect the work of more than one GRA. **Grand Master Key:** This key opens all hotel guestrooms and often all housekeeping storage rooms as well. It can also double-lock a room if access to it has to be denied. This key can be used in emergency situations when it is vital for a manager to enter some or all areas of the hotel. It is itself kept under lock-and-key at the front desk of hotels. **Emergency Key:** This key opens all the doors in the property, even those that the guests have double-locked. In addition, it also double-locks the room against all other keys. The emergency key, or ‘E’-key, overrides the catch or deadbolt put on by the guest for privacy in the room.

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16.14 Suggested Reading

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16.15 Terminal Questions

- 5- Explain the procedure by which a hotel ensures the delivery of guest mail and messages.
- 6- Explain the importance of selling technique used by the front office staff.
- 7- What are the possible causes of complaints by guest? How should a front office assistant handle the complaints.
- 8- Explain the key handling procedure followed in the hotel.
- 9- Explain the importance of guest history card.

Unit-17 : Front Office Co-ordination with other Departments of Hotel

Structure of Unit:

- 17.0 Objectives
- 17.1 Introduction
- 17.2 Coordination with other Departments of Hotel
 - 17.2.1 Coordination with Housekeeping
 - 17.2.2 Coordination with Food & Beverage Service Department
 - 17.2.3 Coordination with Banquets
 - 17.2.4 Coordination with Human Resource Department
 - 17.2.5 Coordination with Engineering & Maintenance
 - 17.2.6 Coordination with Sales & Marketing
 - 17.2.7 Coordination with Security
 - 17.2.8 Coordination with Accounts
 - 17.2.9 Coordination with Purchase Department
- 17.3 Summary
- 17.4 Glossary
- 17.5 Check your Progress Answers
- 17.6 Further Reference
- 17.7 Suggestive Reading
- 17.8 Terminal Questions

17.0 Objectives

After studying this unit, the student must know.

- Understand the coordination between front office and other hotel departments
- Learn about the role of front office.

17.1 Introduction

In this unit we learn about co-ordination of front office with other departments of the hotel. The front office sells guestrooms, registers guests, assigns guestrooms, processes future room reservations, coordinates guest services, provides information, maintains accurate room status information, manages all credit limits, produces guest account statements, and completes a financial settlement with each guest upon departure. The front office is the most visible department in a hotel and the front desk typically occupies a prominent place in the hotel's lobby. Guests come to the front desk to register, to receive room assignments, inquire about available services, facilities, and the city or surrounding areas, and to check out. Since the front office may be the only contact a guest has with the hotel it is essential that the staff of the front office is organized, competent and courteous. The front desk often serves as the focal point for guest requests regarding housekeeping, engineering and information. Other services provided by the front office of a hotel handling guest and house mail, messaging services for the guest, and departing the guest from the hotel. Front office cashiers post charges and payments to guest accounts, all of which are later verified during an account

auditing procedure. Front desk personnel also may verify outstanding accounts receivable, and produce daily reports for management. The relationships the front office manager and with the other department heads and their employees are vital to gathering information for guests.

17.2 Coordination with other Departments of Hotel

Front Office is the "nerve center" in the entire hotel operations. All the transaction passes through within this department. Front Office: Maintain, Provide information, Coordinate guest services, guestrooms, Maintain guest, accurate room statistics, and room key inventories account statements and complete proper financial settlements. For smooth running of a hotel there should be a harmonious Co-relation between its department and it is essential as the work done by each department as the bearing of others. The house keeping department is just one of the departments in a hotel working towards the satisfaction of the guests, and each department is dependent on others for information and / or services if its work is to be accomplished efficiently. During the course of work the housekeeper comes into contact with practically every other department and if her work and that of her colleagues is to be unhindered, friction between departments must be kept to a minimum and there should be close inter-departmental liaison. Depending on the type and size of the house, the work in each of the other departments may be small enough to be dealt with by an individual or so large that there is a head of department, but in all cases there must be good liaison and communications.

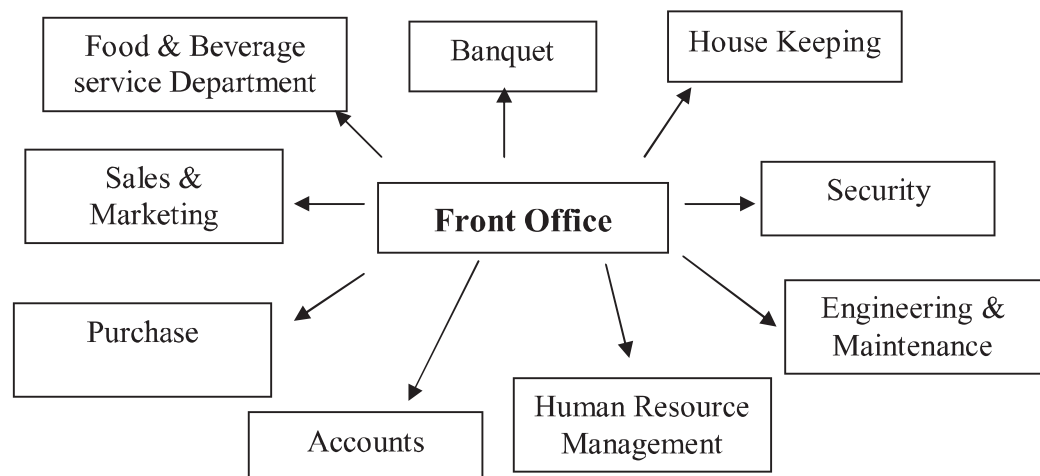


Fig 17.1 Coordination of Front office with other Departments

Role of Front office

The front office is at the centre of the information network and coordinates with the many interdepartmental lines of communication that exist. The front office plays a pivotal role in delivering hospitality to guests. It sets the stage for a pleasant or unpleasant visit. Front office Manager must take an active role in gathering information that will be of interest to guests. They must also active in developing procedures for the front office to disburse this information. Various departments in a hotel that interact with the front office. The front

office is at the centre of diagram to illustrate the many interdepartmental lines of communication that exist. These lines are based on the direction each department has been given to provide hospitality in the form of clean rooms, properly operating equipment, safe environment, well prepared food and beverages, efficient table service and delivery of service for a scheduled function as well as accurate accounting of guest charges. These general objectives help department manager organize their operations and meet the overall goal of delivering professional hospitality.

The front office staff interacts with all departments of the hotel, including sales and marketing, housekeeping, food and beverage service department, Banquet, Accounts, Maintenance, Security and Human resource.

17.2.1 Coordinate with Housekeeping Department

The front office and housekeeping department communicate the following information:

Room Status: As rooms generate maximum revenue for hotels, the information about the room status should be updated correctly and frequently. The front office and housekeeping departments must closely coordinate on the room status. The housekeeping department prepares an occupancy report, which is sent to the front office department, where it is tallied with room status records of front desk. This help to:-

- Update room Status.
- Find sleepers (a room from which the guest has checked out but it is showing as occupied in front office room status records).
- Charge the guest if an extra person has occupied the room.
- Known as the exact house count.
- Coordinate in guest room change.

Security Concerns: The housekeeping personnel should inform the front office about any unusual circumstances that may indicate a violation of security for the hotel guests. For example, if a housekeeping personnel notice an act of violence, or a fire exit has been propped open, or any other unusual event, he should inform the front desk immediately.. The front desk personnel will in turn inform in-house or civil authorities to ensure the safety and security of guests.

Special Arrangements: Guest may request for additional or special amenities during their stay, like extra blanket, towel, soap, shampoo, iron, oil, etc. When such requests are received at the front desk, they should be immediately conveyed to the housekeeping department. For special guests, the front office may request the housekeeping department to put extra amenities in the guest room, like flower arrangements for VIPs, groups, and crews. A flow of information in the reverse direction is also necessary, especially by way of the 'room status report' or the 'housekeeping status report'. At the end of a shift, the housekeeping department prepares the housekeeping status report, which indicates the physical count as seen by housekeeping, which indicates the physical count as seen by housekeeping department prepares the housekeeping status report, which indicates the physical count as seen by housekeeping, which is to be tailed by the reception board. This report indicates the current housekeeping status of each room. The front office must be informed about rooms that are ready for occupation and those which are out of order or under repair. The room status report is compared with the front office's occupancy report, and discrepancies are brought to the attention of the front office manager. A room status

discrepancy is a situation in which the housekeeping department's description of a room's status differs from the room status information being used by the front office to assign guestrooms. As unoccupied rooms are cleaned and inspected, the floor supervisors call the housekeeping desk attendant, who in turn informs the front office of rooms ready. The front office then updates the room's status to 'vacant and ready'. Promptly informing the front office of the housekeeping status of rooms is a tremendous aid in getting guests who arrive early registered, especially during high-occupancy or sold-out periods.



Fig. 17.2 Front Office Desk

17.2.2 Coordinates with Food & Beverage Department

Communication between the food and beverage service department and front office is essential. Charge transfers, which are forms used to communicate a charge to a guest's account, are used to relay messages and provide accurate information. Communication activities also include reporting predicted house counts, an estimate of the number of guests expected to register based on previous occupancy activities and processing requests for paid outs, forms used to indicate the accounts of money paid out of the cashier's drawer on behalf of a guest or an employee of the hotel. These vital services help an overworked food and beverage manager, restaurant manager, or banquet captain meet the demands of the public. In a hotel that has point-of-sale terminals, computerized cash registers that interface with a property management system, information on guest charges is automatically posted to a guest's folio-his or her record of charges and payments. When a hotel does not have such terminals, the desk clerk is responsible for posting accurate charges on the guest folio and relies on transfer slips. The night auditor's job is made easier if the transfer slip is accurately prepared and posted. The front office manager should work with the food and beverage director in developing standard operating procedures and methods to complete the transfer of charges. The supervisors in the food and beverage department rely on the predicted house count prepared by the front office manager to schedule employees and predict sales. For example, the restaurant supervisor working the breakfast shift needs to know how many guests will be in the hotel so he or she can determine how many servers to schedule for breakfast service. Timely and accurate preparation of this communication tool assists in staffing control and sales predictions.

Authorized members of the food and beverage department occasionally ask the front office for cash, in the form of a paid-out, to purchase last-minute items for a banquet, the lounge or the restaurant or to take advantage of unplanned opportunities to promote hospitality. Specific guidelines concerning cash limits, turnaround time, prior approval, authorized signatures, and purchase receipts are developed by the general manager and front office manager.

The front office department informs the food and beverage department about the arrival and departure of guests, which helps them to plan their work schedule and staff requirement. It also notifies the F&B department about special food arrangements and parties. The front desk sends the information about:

- The arrival and departure of guests.
- Groups and guests with booking of specific meal plans.
- In-house and expected groups and crew.
- The scanty baggage in-house guests, all points of sales are notified to receive all payment in cash from these guests.
- Special arrangements like fruit baskets, dry fruits Plate, cookies.
- Setting up bars in VIP rooms.

17.2.3 Coordinate with Banquets

The front office coordinates with banquets for putting information on bulletin boards and placing directional signals for particular functions area. Non-resident guests, who come to the hotel to attend functions and are unfamiliar with the hotel layout, may ask for directions at the front desk. The banquet department sends function prospectus to the front desk, so that if any communication from the parties hosting the functions reaches the front desk, the same may be transferred or replied promptly. The preparation of marquee with message of congratulations, welcome, sales promotion, or any other important message is handled by the front desk employees. If such an activity is required by the host of the party, it should be informed to the front desk through the banquet manager, so that the same can be handled efficiently. The banquet guest who is unfamiliar with the hotel property will ask at the front office for directions. This service might seem minor in the overall delivery of service, but it is essential to the lost or confused guest. The front office staff must know both how to direct guests to particular meeting rooms or reception areas and which functions are being held in which rooms. Front desk clerks, must be ready to provide information for all departmental activities in the hotel. The person responsible for paying the bills for special events will also find his or her way to the front office for settlement. If the banquet captain is not available to personally present the bill for the function, the front desk clerk should be informed about the specifics of food and beverage charges. Rental charges, method of payment, and the

17.2.4 Coordinate with Human Resource Department

A close coordination between the front desk and the human resource (HR) department helps in growth and development of front office employees. The front desk informs the HR department about its requirement of new staff, training requirement for the new staff, refresher training for the existing staff, and cross training requirements. On the basis of the guidelines provided by the front office department, the HR department develops the eligibility criteria for the initial screening of candidates. The guidelines for requirement may

include concerns about personal hygiene, completion of applications, education requirement, citizenship status, and experience. The HR Department works in close coordination with the front office department to procure quality personnel for the front desk and to impart training to the employees to keep them up-to-date with the latest happenings in the hotel industry. Lodging is a labor-intensive industry with a relatively high employee turnover. As a result, issues related to human resources are an important consideration in any hotel and are commonly placed under the staff supervision of a human-resources department.. Large hotels may actually have specialists in key human-resource areas such as employment, wage and benefit administration, labor relations , employee relations, and training. Most hotels, however, have human-resource generalists who are proficient in most or all of the specialization areas. Although the human-resources department, as noted previously, is closely involved with the employment process, the hiring decisions are usually made by the appropriate department head. While the human-resources department does not directly produce revenue, most hotels realize that a comprehensive, well-run human-resources function can definitely impact the bottom line. By better hiring and training, reduced turnover, fewer work-related accidents, and maximized employee satisfaction, which positively impacts productivity, the hotel's bottom line does benefit.

17.2.5 Coordinate with Engineering and Maintenance

The front office communicates with the engineering and maintenance department for the proper upkeep of the equipments and systems installed in the hotel. The front office informs the maintenance department of any repair work required in guest rooms. In case the maintenance activity is required in a room which is occupied by a guest, the two departments work out a schedule so that the maintenance work is carried out in the absence of the guest. But if extensive work needs to be done, the guest may be requested to change rooms. The request from a guest to repair equipments and systems installed in her room may also be routed through front desk. In case such a request is received at the front desk, it is communicated to the maintenance department, which in turn informs the front desk when it will carry out the repair so that the front desk can communicate the same to the guest.

Computerized energy management systems allow hotels to have enhanced control over energy usage whether it involves shutting down systems in unoccupied parts of the hotel during slow periods or regulating temperature control throughout the day in different hotel sections. The engineering department typically oversees a hotel's waste management program involving environmentally conscious programs such as recycling.

Engineering and Maintenance department should perform the following duties:

1. Determine what periodic maintenance of equipment is required (oiling, filter Changing, making minor adjustments, and the like).
2. Establish a schedule for accomplishing that work.
3. Develop a reporting system and physical inspection system that assures management the work is carried out properly and on time.

17.2.6 Coordinate with Sales and Marketing

The front office staff must take every effort to keep the information on room availability status and guest histories current and accurate. The sales and marketing executives may have

to check the availability of room three; six or even twelve months in future to devise marketing strategies for off season period. This information helps the sales and marketing department to sell hotel products by bundling two or more hospitality products, like rooms with meals, rooms, meal and entertainment-all in one package. Thus a close cooperation and coordination between the front office and sales and marketing departments for hotel profitability. It is also the front office's job to make a good first impression on the public, to relay message, and to meet the requests of guest who are using the hotel for meeting, seminar and banquets. The guest history is a valuable resource for sales and marketing, which uses the guest registration information to target marketing campaigns, develop promotions, prepare mailing labels, and select appropriate advertising media.

17.2.7 Coordinate with Security

The front office is the link between guests and other departments of the hotel. When a guest has security concerns like fire, robbery, theft and any other emergency, the front desk should explain the emergency procedure to the guest while calling on security personnel to resolve the problem. Front office department and security department works together closely in maintaining guest security. Fire safety measures and emergency communication systems as well as procedures for routine investigation of guest security concerns require the cooperation of these departments. Because of 26/11 unfortunate incident, the nature of the security hotels offer their guests has changed. All members of the front office team must be on alert for people who do not belong in the lobby and report inconsistencies with the security department. Professional view of security allows the front office to support the security department. A hotel guestroom should be the most private of places and the hotel staff must ensure their guest's privacy and security. Many hotel chains have increased security with the elevated terror government issued alerts. Measures include increased security at entrances loading docks, and in hotel garages and more scrutiny of unattended bags and cars. Armed guards are stationed at some properties. At the highest alert level, hotels in the company will typically not store luggage. Many hotels have installed metal detectors at entrances as standard equipment. In some places the government has made gas masks available free or for a discount to guests. Most hotel guests today do not get alarmed by security measures taken by hotels. In fact, most would perceive a strong positive relationship between good service and good security. As hotels strive to provide high-level, comprehensive security, there are technical components as well as management components that must be addressed. The matter of security can be approached as a technical problem as well as a management problem. Both approaches are probably necessary to reach a solution.

17.2.8 Coordinate with Accounts

The Chief Accountant relies on front office staff to provide a daily summary of financial transactions after night auditing. The information provided by the front office desk helps the chief accountant to make budgets and to allocate resources for the current financial period. The front office provides Chief Accountant with financial data for billing and maintenance of credit card and city ledgers, these two departments must relay payments and charges through the PMS (Property Management System). High balance reports, etc. enable the

controller to formulate policy guidelines and strategies to recover the money from guests and companies.

The hotel may also have a general cashier or cashier supervisor who works with the front-office manager and food and beverage managers in overseeing employees who handle cash as part of their job responsibilities. Chains generally develop sophisticated corporate accounting departments that supervise work at the individual property.

17.2.9 Coordination with purchase Department

The purchase department is responsible for procuring the inventories of all the departments of a hotel included the front office department also. The department is headed by the purchase manager in most hotels, the central stores is a part of the purchase department. The requisition for all departments are sent to the stores on the basis of which consolidated purchase order is made and goods are purchased in bulk. Front office department use many form & formats for their day to day operations. All forms, formats are arranged by the purchase department.

CHECK YOUR PROGRESS

- Q-1 Why inter departmental relationship is important for smooth operation of a department in a hotel.
.....
.....
- Q-2 Explain the coordination of front office with the sales & marketing department.
.....
.....
- Q-3 Explain the Coordination of front office with Accounts?
.....
.....

17.3 Summary

Coordination among the various departments of a hotel is very important to provide flawless services and facilities to guests. As we know that communication is the way information is gathered and transferred where it is needed. The front office department of a hotel is maximum revenue generating and support provider. The relationships the front office manager and with the other department heads and their employees are vital to gathering information for guests.

17.4 Glossary

- Back of the house:** The functional areas of the hotel in which employees have little or no guest contact, such as the engineering and maintenance department, laundry, and so on.
- Communication:** The exchange of information between people by means of speaking, writing or using a common system of sign and behavior.
- Front of the house:** The functional areas of the hotel, in which employees have extensive guest contact, such as food and beverage facilities and front office.
- Front Office Cashier:** Prepare and settle of guests accounts. manage the safe deposit boxes.

Night Audit: An activity performed by night auditor in the night to check that whatever financially has been done correct or not.

OOO: 'Out of Order' is the status of a guestroom that is not rentable because it is being repaired or redecorated.

Room Status Report: A report that allows the housekeeping department to identify the occupancy or condition of the property's rooms. It is generated daily through a two way communication between housekeeping and front office.

SOPs: Documents of a standing nature that specify a certain method of operating or specific procedures for the accomplishment of a task. SOPs can be developed for all important housekeeping activities and task.

17.5 Check your Progress Answers

Ans-1 The front office is at the centre of the information network and coordinates with the many interdepartmental lines of communication that exist. The front office plays a pivotal role in delivering hospitality to guests. It sets the stage for a pleasant or unpleasant visit. Front office Manager must take an active role in gathering information that will be of interest to guests. They must also active in developing procedures for the front office to disburse this information. Various departments in a hotel that interact with the front office. The front office is at the centre of diagram to illustrate the many interdepartmental lines of communication that exist. These lines are based on the direction each department has been given to provide hospitality in the form of clean rooms, properly operating equipment, safe environment, well prepared food and beverages, efficient table service and delivery of service for a scheduled function as well as accurate accounting of guest charges.

Ans-2 The front office staff must take every effort to keep the information on room availability status and guest histories current and accurate. The sales and marketing executives may have to check the availability of room three; six or even twelve months in future to devise marketing strategies for off season period. This information helps the sales and marketing department to sell hotel products by bundling two or more hospitality products, like rooms with meals, rooms, meal and entertainment-all in one package. Thus a close cooperation and coordination between the front office and sales and marketing departments for hotel profitability.

Ans-3 The information provided by the front office desk helps the chief accountant to make budgets and to allocate resources for the current financial period. The front office provides Chief Accountant with financial data for billing and maintenance of credit card and city ledgers, these two departments must relay payments and charges through the PMS (Property Management System).High balance reports, etc. enable the controller to formulate policy guidelines and strategies to recover the money from guests and companies. The hotel may also have a general cashier or cashier supervisor who works with the front-office manager and food and beverage managers in overseeing employees who handle cash as part of their job responsibilities.

17.6 Further Reference

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- Singh, Malani(2012), Hotel Housekeeping, Tata McGraw Hill Publishing, New Delhi.pp.58-61
- Tewari, Jatashankar (2009) Hotel Front office Operations & Management, Oxford University Press, New Delhi.pp138-139
- Bhatnagar, Sunil(2002)Front Office Management, Franks Bros. & Co,New Delhi.pp 132-138

17.7 Suggestive Reading

- Tewari, Jatashankar (2009) Food & Beverage Service, Oxford University Press, New Delhi.
- Andrews, Sudhir(2008) Text book of Front office Management & operations, Tata McGraw Hill, New Delhi

17.8 Terminal Questions

Fill in the blanks

- 1- Effective communication should be.....
- 2-is a service or item offered to guests or placed in guestrooms for convenience and comfort, at no cost.
- 3-is the subject matter of the communication that is passed from a sender to the target audience.

Short Answer type Questions

- 1- 'Coordination is the essence of management'. Comment and discuss the importance of coordination in housekeeping department.
- 2- What are out of order rooms?
- 3- Coordination between the departments is necessary for smooth running of the hotel. Comment.

Long Answer type Questions

- 1- How does front office coordinate with, maintenance and Food & Beverage Service Department?
- 2- Explain the importance of Inter departmental relationship.

Unit – 18 : TOURIST PLACES OF RAJASTHAN

Structure of Unit:

- 18.0 Objective
- 18.1 Introduction
- 18.2 Tourism Destination
 - 18.2.1 RTDC as the catalyst
 - 18.2.2 Desert Circuit
- 18.3 Mewar Circuit
- 18.4 Vagad Circuit
- 18.5 Dhundhar Circuit
- 18.6 Godwar Circuit
- 18.7 Mewar Circuit
- 18.8 Brij Mewat Circuit
- 18.9 Shekawati Circuit
- 18.10 Hadoti Circuit
- 18.11 Summary
- 18.12 Review Questions
- 18.13 Reference and Suggested Reading

18.1 Introduction

The formation of Rajasthan in its present form has come in gradual states after the independence of the country. The present state of Rajasthan is effectively a union of 22 former princely states. Rajasthan has a total area of 0.342 Sq. Kms, The state shares its geographical boundaries with the states of Punjab, Haryana, Uttar Pradesh, Madhya Pradesh and Gujarat in India, and also has a long 1,070-Kms west boundary with India's neighboring country Pakistan.

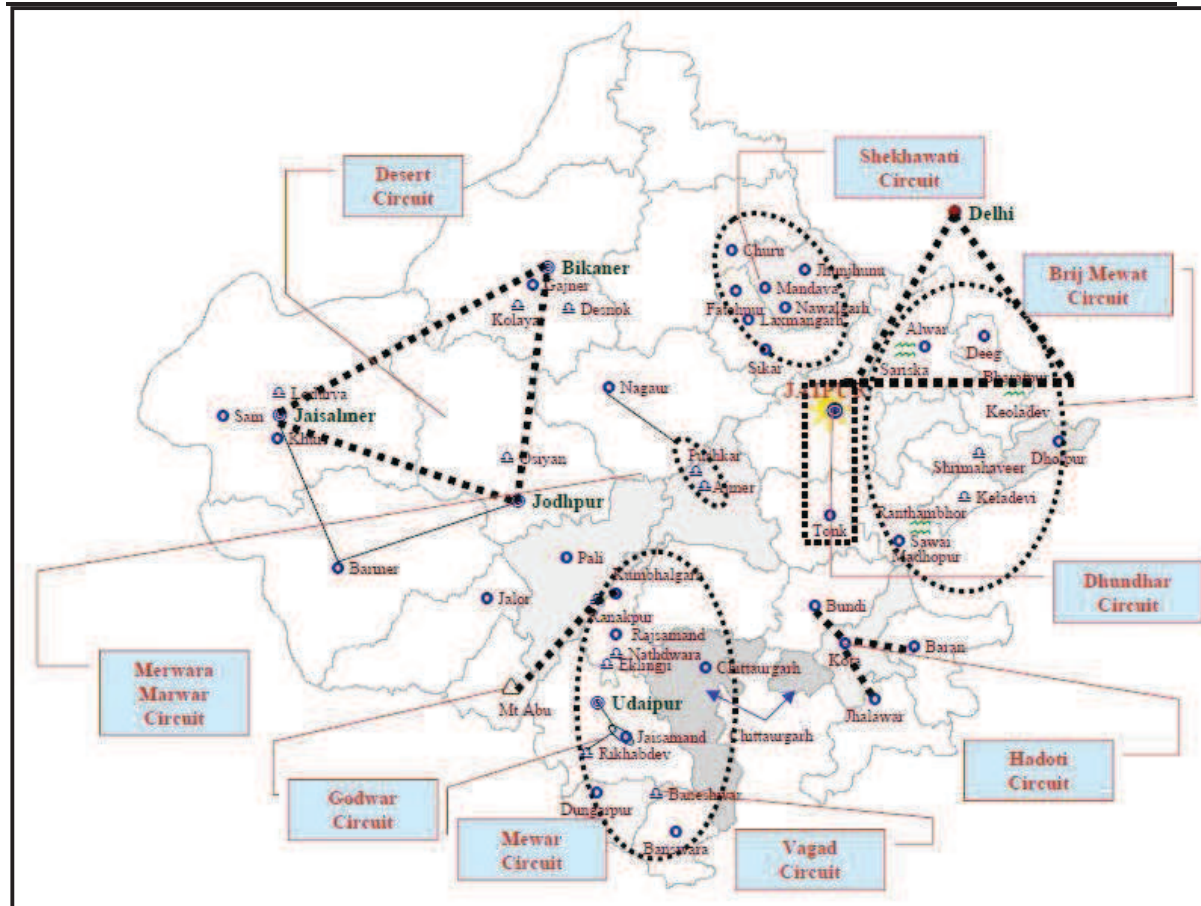
The topography of Rajasthan mainly comprises of three regions, namely, the Aravalli hills range, the Great Indian Thar Desert and the eastern part of the state. Aravallis, one of the oldest mountain ranges in the world stretches from Mount Abu in the south-west to Kota and Bundi in the east. The arid Thar Desert lies to the north-west of the state and is characterized by shifting sand dunes and high summer temperatures. Rainfall and soil fertility increases towards the eastern part of Rajasthan bordering Uttar Pradesh and Delhi. This region of cultivable land is also interspersed with rocky mountains near Jaipur and Bharatpur.

Although Rajasthan is the driest region in India, there are considerable contrasts in the climatic zones in the state. Except in the hills, the summer temperatures are as high as 46oC and minimum of 25oC (average of 38oC). In winter, the daily maximum in most low-lying areas is between 22oC and 28oC with the minimum being between 8oC and 14oC.. The average annual rainfall in the state is close to 420 mm. Parts of the western desert receive very little rain, on average only 100 mm per year. The Aravalli range tends to experience a higher rainfall and lower temperatures throughout the year. To the south-west there is higher rainfall and marked humidity.

The principal language is *Rajasthani*, the four important dialects being *Marwari* in the west, *Jaipuri* in the east, *Malwi* in south-east and *Mewati* in north-east. *Hindi* is widely spoken and is rapidly replacing *Rajasthani* as the lingua franca.

Rajasthan has emerged as one of the popular tourist destinations in India for both domestic and foreign tourists. The state is known for its diversity in terms of natural resources, cultural heritage, historical as well as archaeological wonders and rare wild life. The forts and palaces, heritage hotels, colourful fairs and festivals, local art and handicrafts, etc. has been a unique selling proposition for tourists coming to the state. The desert environment in the western parts of the state is also a major attraction for visitors, particularly the foreign tourist.

18.2 Tourism Destinations (Circuits)



As seen, Tourism in Rajasthan extends almost through the entire state, though tourist activity is concentrated around six main cities, which serve as 'tourist hubs' for places of tourist attraction in and around these 'hubs'. These tourist 'hub' cities are Jaipur, Jodhpur, Jaisalmer, Bikaner, Udaipur and Mount Abu. Almost every tourist (with the possible exception of pilgrim traffic) who visits Rajasthan would visit one or more of these 'tourist

hub' locations as part of his / her tourist itinerary. Each of these hubs usually form part of a Tourist Circuit as follows:

- Jaipur is a part of the popular 'Golden Triangle' circuit (Delhi-Agra-Jaipur) that is very popular with the foreign tourists
- Jodhpur, Bikaner and Jaisalmer form the popular 'Desert Circuit' of Rajasthan
- Udaipur is the entry point into south Rajasthan and forms the hub for tourist activity in the Mewar region of the state. Mount Abu, the only hill station in Rajasthan, is largely a standalone tourist destination for domestic tourists (especially from Gujarat but also Western India).

There are nine tourist circuits as identified by Rajasthan DoT, based on their geography, attractions and coverage by independent / group tourists. The study involves an analysis for the following circuits

- Desert Circuit: Jodhpur-Jaisalmer-Bikaner-Barmer
- Mewar Circuit: Udaipur-Rajsamand-Chittaurgarh-Bhilwara
- Vagad Circuit: Dungarpur-Banswara
- Dhundhar Circuit: Jaipur-Dausa-Tonk
- Godwar Circuit: Sirohi-Pali-Jalore
- Merwara-Marwar Circuit: Ajmer-Nagaur
- Brij-Mewat Circuit: Alwar-Bharatpur-Karauli-Dholpur-Sawai Madhopur
- Shekhawati Circuit: Sikar-Jhunjhunun-Churu
- Hadoti Circuit: Kota-Bundi-Jhalawar

Sanctuaries/ Parks

The forests of Rajasthan cover an approx. 9.3% of the total geographical area of the state. These forests are spread unequally in northern, southern, eastern and southeastern parts of the state. Rajasthan has 4 National Parks and 25 Wildlife Sanctuaries identified by the State Forest Department. The total area of National parks / Sanctuaries is 9,161.21 sq. km., which is roughly 2.8% of the geographic area of the state or 30.2% of the forest areas in the state.

Although the state has over 25 sanctuaries/ parks, only the National Parks at Bharatpur, Ranthambhor and Sariska are amongst the popular tourist attractions in the state.

Monuments

Rajasthan is richly endowed with historical, religious, cultural and nature sites. It houses old monuments such as forts, palaces, havelis, memorials, cenotaphs, towers, statues, etc. of various centuries. These historical monuments are currently under various agencies such as the State Government, Archaeological Survey of India and Archaeology and Museums Department. A large number of monuments such as palaces, havelis and others are still owned by the erstwhile rulers and the private trusts set-up by them.

Recreational Facilities

Recreational facilities include resorts, amusement parks, boating facilities, camping facilities, health rejuvenation, etc. Although Rajasthan has a vast inventory of natural and cultural attractions, it traditionally had relatively few recreational facilities to offer to the tourist. However, this is changing and a beginning has already been made with recreational facilities and products such as boating, camping, hiking, horse safaris, etc., being started by private entrepreneurs at various tourist places.

Cultural Complexes

Rajasthan is rich in its cultural diversity with each region in the state having its own identity in terms of traditions and customs, lifestyle, art, music and dances, attire and cuisine. The visiting tourist can experience this diversity while traveling in the state and also through various museums and fairs and festivals. However, there is a need to make this diversity reach the tourist 'at one place' whereby he can understand, appreciate and have a participative cultural experience.

Presently, this integrated promotion of the cultural diversity to the tourist is done through initiatives such as Shilpgram (Udaipur) run by Western Zone Cultural Complex and Bhartiya Lok Kala Museum (Udaipur). Choki Dhani (Jaipur), started by a private entrepreneur is also an example of a cultural complex operating on a commercial format.

Shopping Facilities

Shopping is another complementary activity that contributes to the overall attractiveness of a tourism destination. Rajasthan's cultural heritage translates itself into various

18.2.1 RTDC As The 'Catalyst'

After its establishment in 1979, RTDC took over the ownership and management of all the hotels, motels, resthouses that were, till then, under the Department of Tourism, Rajasthan. At present it operates 61 units which includes 36 hotels, 15 motels, 7 cafeterias, and 3 independent units. A total of 2102 bed capacity is available with RTDC, in four categories of hotels, namely Elite, Classic, Standard and Economy. Besides these, RTDC also provides temporary 'tented' accommodation at various tourist places, particularly during the fairs and festivals.

RTDC runs 42 Tourist Reception Centres (TRCs) and Tourist Information Bureaus (TIBs) at 21 places in the state and 5 outside the state (at New Delhi, Mumbai, Kolkata, Ahmedabad and Chennai).

RTDC provides transport facilities for the tourist visiting Rajasthan. It provides daily sight seeing and guided tour facility through luxury buses at important 'tourist hubs' like Jaipur, Jodhpur, Chittaurgarh, Jaisalmer, Sariska,

18.3 DESERT CIRCUIT

The desert circuit includes three districts in western Rajasthan rising out of the golden sands of the Thar Desert. The circuit is woven around the principal tourist locations in these districts, namely, Jodhpur, Jaisalmer and Bikaner (commonly referred to as the Desert Triangle) and now increasingly the desert town of Barmer.

The arid and forbidding Thar Desert lies in north-west Rajasthan and is characterized by shifting sand dunes and high summer temperatures of upto 45 oC. Jodhpur lies on the edge of this arid tract and is the link between the desert on the west and the semi-arid but cultivable regions to the East. The region receives very little rainfall- 90% of it in the monsoon (July-September)

Jodhpur with a population approx. 8.5 Lakhs is the largest city in the region. It is also the second largest city in the state. Other important cities in the region include Bikaner (population 5.3 Lakhs), Barmer (84,000) and Jaisalmer (48,000). The Desert circuit is the largest though the most sparsely populated region in the state.



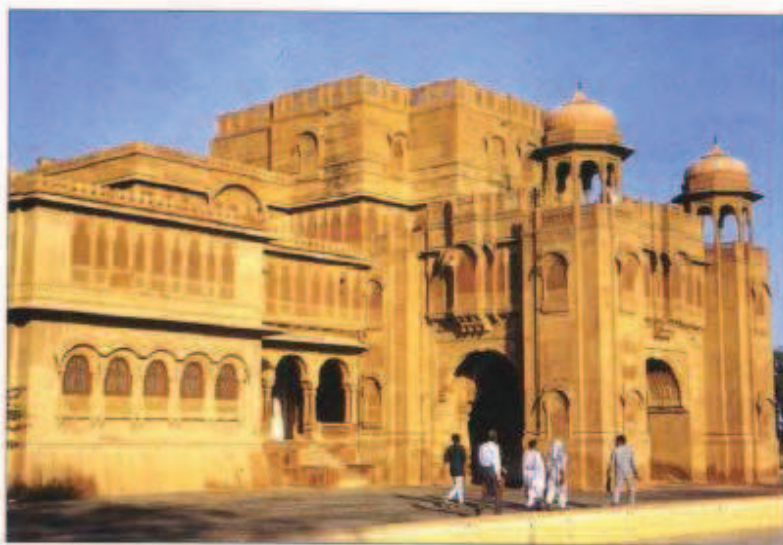
Gadisar Lake - One of the several attractions in Jaisalmer



Matchless grandeur of Mehrangarh Fort, Jodhpur



Sand dunes at Sam - Popular with tourists visiting Jaisalmer



Bikaner Palace - Houses a Heritage Hotel

18.4 MEWAR CIRCUIT

Mewar region encompasses beautiful hills, lakes and deep valleys. The circuit offers a combination of religion and history and is particularly popular amongst the domestic tourist. This circuit primarily includes locations like Udaipur, Chittaurgarh and Nathdwara.

Geography and Topography

Mewar area lies to the north of the Tropic of Cancer. The climate in this area is hot during the summer months of April to June. The winters are mild and pleasant and hence the peak tourist season is from September to March. The area is a mixture of plains and hills and has

large tracks of land covered by forests. With a large number of sanctuaries and lakes in the area. In general, the Mewar region is a hilly forested and lake filled region in sharp contrast to the harsh desert on its west. Udaipur with a population of 3.9 Lakhs is the largest city in the circuit.



Chittaurgarh Fort - A must see for tourists visiting Udaipur



Kumbhalgarh Fort - Birthplace of Maharana Pratap



Lake Palace - Udaipur



18.5 VAGAD CIRCUIT

Vagad region has a varied topography that encompasses wild and rugged terrain in the northeast to fertile plains of alluvial soil in the southwest. The circuit offers a combination of tribal culture, religion and history and is particularly popular amongst the domestic tourist. This circuit primarily includes Dungarpur and Banswara.

Vagad area lies to the south of the Mewar Circuit bordering Gujarat. The climate in this area is hot during the summer months of April to June. The winters are mild and pleasant and hence the peak tourist season is from September to March. The area is a mixture of plains and hills and has large tracks of land covered by forests. With a large number of sanctuaries and lakes in the area. The region consists of the two districts of Dungarpur and Banswara separated by the Mahi river. In general, the Vagad region is the tribal belt of Rajasthan. Banswara with a population of 86,000 is the largest city in the circuit.

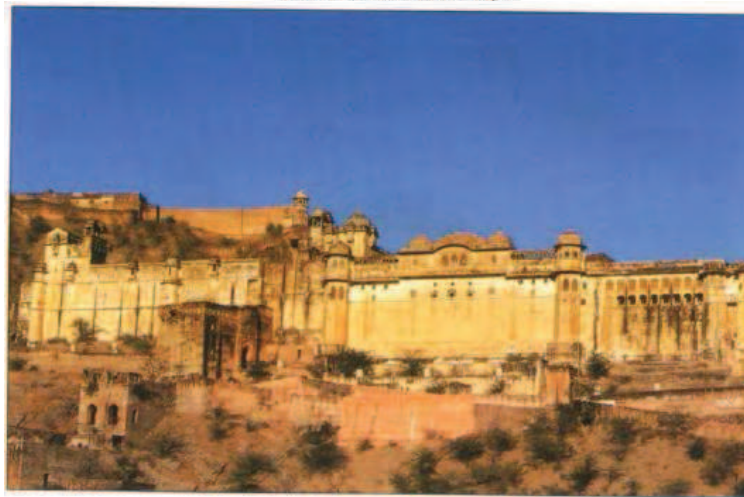
18.6 DHUNDHAR CIRCUIT

The Dhundhar circuit constitutes of tourist locations around Jaipur and is known for its blend of culture, history, architecture and religion. It includes tourist locations in Jaipur, Dausa and Tonk districts, mainly the Jaipur City and others like Samode, Abhaneri and Ramgarh. Jaipur the capital city of Rajasthan, is the hub for this circuit. Other locations in the circuit are usually covered by taking daily excursions from Jaipur.

The Dhundhar circuit lies in the central part of the state between the northern Aravalli range and close to the Sambhar Basin. The climate in the region is extremely hot during the peak summer months of April–June. As a result, the tourist season extends from September to March. The region gets an annual rainfall of around 640 mm, most of it in the monsoon months of June to September.



Albert Hall Museum, Jaipur



Amer Fort - Outskirts of Jaipur - Popular with tourists visiting Jaipur

18.7 GODWAR CIRCUIT

The Godwar circuit consist of the only hill station in Rajasthan- Mount Abu. The beautiful temple town Ranakpur is the other important attraction in the circuit. The former is very popular leisure destination with the tourist coming from Gujarat, whereas the latter is a

pilgrim centre, popular with both domestic as well as foreign tourist. Other location falling under the circuit, which is relatively unexplored by the tourist, is the simple Rajasthani town of Jalore. Thus, the Godwar circuit is essentially a two location circuit, of which Mount Abu is often covered as a standalone circuit.

Mount Abu lies 1720 m above the sea level, and forms the south-western tip of the Aravalli range. The hill station stretches along a 20 Kms long plateau and is approached from Abu Road in the south east. The area is well wooded with flowering trees, and a good variety of birdlife. Mount Abu benefits from lower temperatures and cooling breezes. The summer temperatures in Mount Abu are 27-28oC when those in the plains are 32-34oC. Mount Abu lies in the Sirohi district of Rajasthan.

Ranakpur lies in the Pali district of Rajasthan close to the Pali and Rajsamand district border. Surrounded by hills on all sides the Ranakpur temples lie in the protected area of Kumbhalgarh wildlife sanctuary



Dilwara Temple – Mt Abu



Ranakpur Temple

18.8 MARWAR CIRCUIT

The desert circuit primarily includes pilgrim towns of Ajmer and Pushkar, and relatively unexplored places like Merta and Nagaur. The circuit covers the two central districts of Rajasthan, namely, Ajmer and Nagaur.

Ajmer and Pushkar are located 132 Kms west of Jaipur, in a scenic valley encircled by the Aravalli hills. The valley is interspersed with several lakes forming important attractions for the two holy towns. Surrounded by hills on three sides, Pushkar is 11 Kms from Ajmer and situated on the banks of the Pushkar lake.

Ajmer with a population approx. 4.9 Lakhs is the fifth largest city in the state. Other important cities in the region include Kishangarh and Nagaur. The Merwara–Marwar circuit falls in one of the most densely populated region in the state.



Dargah of Khwaja Moin-ud-Din Chishti, Ajmer -



A Dhai Din Ka Jhopra

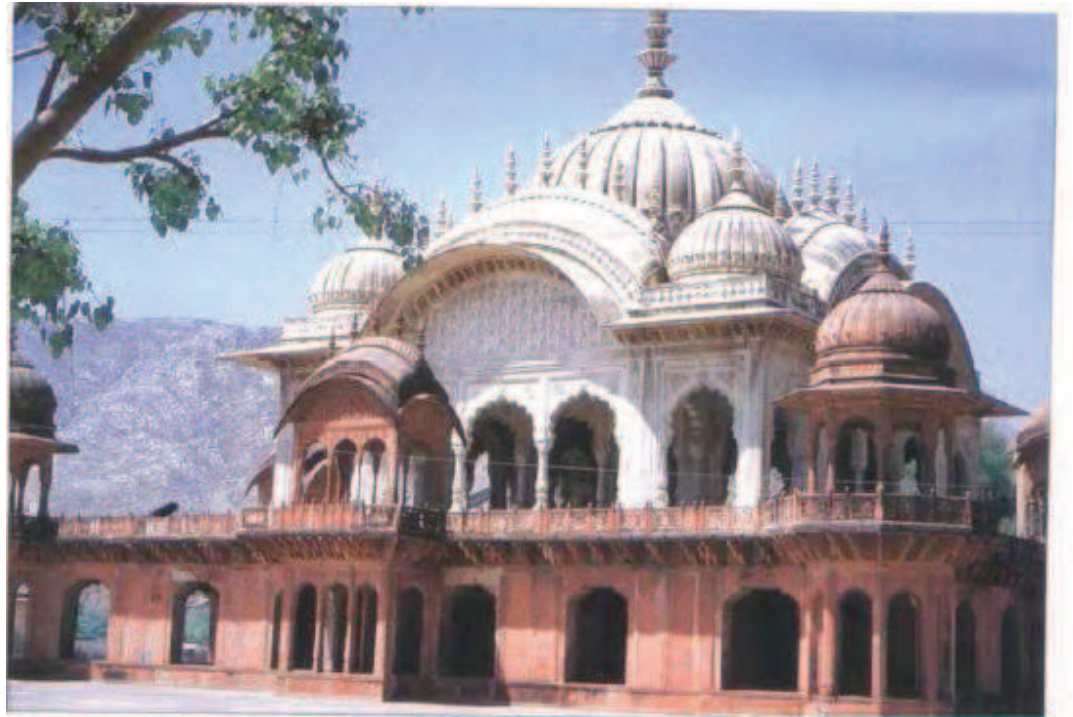
18.9 BRIJ MEWAT CIRCUIT

The Brij Mewat circuit covers locations bordering Delhi, Uttar Pradesh, Madhya Pradesh, Sariska, and Bharatpur. Other places in the circuit include mainly Alwar, Deeg, Karauli and Sawai Madhopur. The circuit is most famous for its Keoladeo National Park, Sariska National Park and Ranthambhor National Park and is very popular with wildlife enthusiasts. The region also has a fair share of places of historic and archaeological importance in the areas. Although termed as a circuit these tourist locations are covered as daily excursions from Jaipur or enroute Jaipur from either Delhi or Agra. The Brij Mewat region is constituted of three separate sub-circuits, namely, Alwar-Sariska, Bharatpur-Deeg and Sawai Madhopur.

Dholpur and Karauli in the Brij Mewat circuit are particularly known for their fairs and attract a large number of domestic pilgrimage tourists.

The circuit is nestled between cluster of small hills of the Aravali range. The southern and eastern part of the circuit, bordering Uttar Pradesh has large areas under wetlands, locally called as Orans. The tourist arrivals at the locations in the circuit are largely during the winter months from October to February.

The Alwar-Sariska sub-circuit is towards the North bordering Delhi. Bharatpur-Deeg is towards the East (54 Kms from Agra), whereas Sawai-Madhوپur- Ranthambhor lies towards the South. Karauli and Dholpur lie between the Bharatpur and Sawai Madhopur sub-circuits.



Musi Rani ki Chattri at Alwar Fort



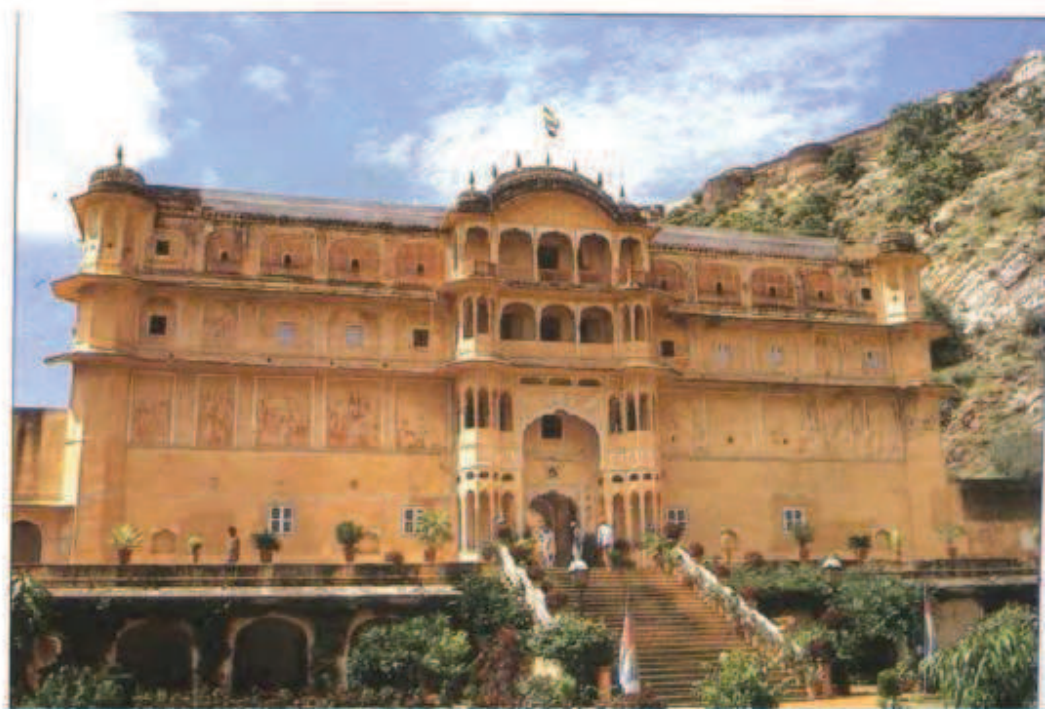
Sariska Palace



18.10 SHEKHAWATI CIRCUIT

The Shekhawati region includes the three districts of Churu, Sikar and Jhunjhunun in the north-eastern part of Rajasthan bordering Haryana. The region, known as the open art gallery of Rajasthan' is famous for its painted havelis.

Shekhawati is a semi-desert area bounded on two sides by the Delhi-Jaipur and Jaipur-Bikaner highways. Sikar lies north of Jaipur, while Jhunjhunun in the north touches Churu district and the state of Haryana. Most of the painted towns and villages are concentrated in the west and the north of Shekhawati. Sikar with a population approx. 1.8 Lakhs is the largest town in the region. Other important cities in the region include the district headquarters of Jhunjhunun and Churu. The Shekhawati region is one of the most thickly populated regions in the state.



Samodhe Haveli



Haveli Fresco Work in Shekhawati

18.11 HADOTI CIRCUIT

Hadoti circuit is the least explored regions of Rajasthan. The region is known for its beautifully sculpted temples and forts and palaces. This circuit includes locations like Bundi,

Kota and Jhalawar. Places of tourist interest in Baran district are also covered as a part of this circuit.

Kota, Bundi, Jhalawar and Baran compose the backbone of the Hadoti region, which has a history that goes back several centuries. Surprisingly unexplored, the Hadoti region of Rajasthan has some splendid treasures for the tourist. Its impregnable fortresses, sprawling palaces, exquisitely wrought temples and lovely waterways act as a magnificent foil to exotic wildlife and delicate fresco paintings.

The Hadoti region falls in the Harawati plains, which is interspersed with the Bundi hills and Kota plateau. The region has beautiful hills, valleys and lakes, which form a picturesque countryside.

Kota is a city strung out along the eastern bank of River Chambal, just below a rocky gorge. Bundi is surrounded by the Aravalli hills on three sides and is circumscribed by a massive wall with four gateways. Jhalawar lies at the edge of the Malwa plateau and has rocky but water-laden verdant landscape, unlike much of Rajasthan.



Gadh Palace, Bundi



Kota Palace

18.12 SUMMARY

Traditionally the Rajasthan tourism experience offered palaces, forts, lakes and the desert. However, the experience sought from Rajasthan is changing. The traditional tourism experience is no doubt desired but the focus is gradually shifting to more varied tourism products particularly: Eco-tourism / wild life tourism such as the Sanctuaries Weekend tourism / conference tourism mainly in parts of Northern Rajasthan due to proximity to Delhi and NCR Value-added desert tourism such as adventure tourism, desert safaris, desert sports, etc. Newer destinations offering the same traditional experience e.g. Bundi, Mandawa etc.

18.13 REVIEW QUESTIONS

- Q 1. Write a short note on growth of tourism in the state of Rajasthan.
- Q 2. Discuss importance of RTDC in the tourism sector of Rajasthan
- Q 3. Discuss type of tourism popular in Desert Circuit.
- Q 4. Write a short note on the following circuits
 - a. Hadoti Circuit
 - b. Vagad Circuit
 - c. Godwar circuit
 - d. Mewar Circuit

18.14 REFERENCE AND SUGGESTED READING

- 1. Rajasthan Tourism Development Corporation
- 2. Ministry of Tourism Govt of India
- 3. A C Nielsen Study
- 4. A F Ferguson & Co Study on Rajasthan Tourism
- 5. www.rtdc.gov.in

Unit- 19: Central Reservation Systems and Group Reservations

Structure of the Unit

- 19.1 Introduction
- 19.2 Objectives of the unit
- 19.3 Definition of CRS
- 19.4 Types of Central Reservation Systems
- 19.5 Group Reservations
- 19.6 Types of Groups
- 19.7 Group Check In and Check Out
- 19.8 Group Reservation Considerations
- 19.9 Summary
- 19.10 Review Questions
- 19.11 References and Suggestive Readings

19.1: Introduction

A hotel generally receives a reservation request from different sources like direct guests, companies, travel agencies, Global distribution systems (GDS) etc. A request of reservation which is received by the hotel directly from the guest without involvement of any mediator is called as a direct reservation.

It is becoming difficult for a single hotel to sell its accommodation of its own; therefore a need of central reservation system arises. Centralized reservation system is a computerized reservation system which provides information and operates transactions related to air travel, hotels and car rental services etc. It helps the guest to make reservations in any of the participating lodging properties very easily.

Reservations can be made for individuals, groups, tours and conventions. Reservations of persons coming to the hotel as a part of the group are handled differently than individual reservations. Groups should also receive special attention during pre-registration activities.

19.2: Objectives

In this lesson we shall discuss about the different types central reservation systems and group reservation procedures. After completion of this lesson you will be able to understand:

- Central reservation systems and its importance.
- Types of CRS
- Types of groups and
- Group reservation procedure and considerations.

19.3 Defining Central Reservation System

“Central reservation system can be defined as computer based reservation system, which enables the guest to make reservation in any of the participating lodging properties at any destination in a single call.”

Majority of the hotel properties belong to one or more central reservation system. The central reservation office deals with all type of guests- direct or indirect by means of toll free telephone numbers.

19.4 Types of Central Reservation Systems

The central reservation offices helps the guests to get information and room availability status for all the group hotels and to plan their itinerary in one toll free call or e-mail to make reservations. The hotels are required to provide accurate and current room availability data to the central reservation office. The hotels also pay some amount as the charges for receiving services through CRS. The CRS is of two types:

- Affiliate reservation network
- Non-affiliate reservation network

19.4.1 Affiliate Reservation Network

It is a hotel chain reservation system in which all the participating properties are contractually related and belong to same chain or group like ITC hotels, Hyatt Hotels, IHHR Hotels etc. All hotel chains either operate their own reservation network or outsource the reservations to a CRS agency. Chain hotels link their reservation operations to streamline the reservation process and to reduce overall system cost.

The reservations are often passed from one chain property to another through automated reservation network. If one property is booked, the reservation assistant recommends the other member chain hotel. Hotels not only reciprocate the other member chain hotels in transferring the overflow, but also send a note of appreciation for every reservation forwarded. The hotels which are not member of chain hotels and are located at places which might be more convenient to guests are referred to the guests when all chain properties in that area have been booked. These non-chain hotels are known as overflow facilities.

19.4.2 Non- Affiliate Reservation Network

It is the reservation network which is designed to connect independent or non-chain properties. These individual properties become a member of CRS by paying a small fee. The initial fee is to become the member and then they pay some fixed charges for receiving reservation from central reservation office. The CRS office provides a toll free telephone number to the general public for making reservations. The reservations are received 24 hours and hundreds of employees in the CRS center handle these reservations smoothly.

CRS office installs computers and has connectivity with all member hotels through wide area network (WAN). The CRS office can access the availability of accommodation for all the hotels for all future days. Most central reservation systems whether affiliate or non-affiliate networks are connected with one of the global distribution systems (GDS). Global distribution system is a worldwide computerized reservation network, which is used as a single point of access for reserving hotel rooms, airline seats, rental cars and other travel

related items by travel agents, online reservation sites and large corporations. A number of hotel reservations are made through GDS like SABRE, Galileo International, Amadeus and World Span.

19.5 Group Reservations

The group reservations come from variety of contacts for example, guests, visitor bureaus, tour operators and travel agents. Conducting a reservation request for a group is treated differently than accommodating a reservation of individual guests. The main reason is that individual reservation requests are treated by the reservation department, while group reservations are initiated by the Sales & Marketing Division, and finalized through a careful coordination of the reservation from one hand and the marketing on the other. The main differences between individual and group reservation are as follows:

Individual Reservation	Group Reservation
It is done by reservation department.	It is done by the sales and marketing department.
Usually one person calls for individual reservation.	Usually one person (group representative/ member of travel agency/ tour operator) reserves for the whole group.
One reservation record for each potential guest is made.	One reservation record for the whole group is made.
One Guest Folio for each potential guest is opened as a part of pre-registration process.	One Master Folio for the whole group is opened as a part of pre-registration process.
Higher price rooms are assigned to the individual guest.	Low price rooms are assigned for the group.
Upon matching the room inquiry with room availability, reservation agent reserves a room.	Upon inquiry the rooms are blocked for the group and later upon the receipt of final list by cut-off date, the rooms are booked.
Reservations can either be Guaranteed or Non-Guaranteed	Reservations are usually Guaranteed.

Below is a detailed procedure of how group reservation, in a hotel, is conducted:

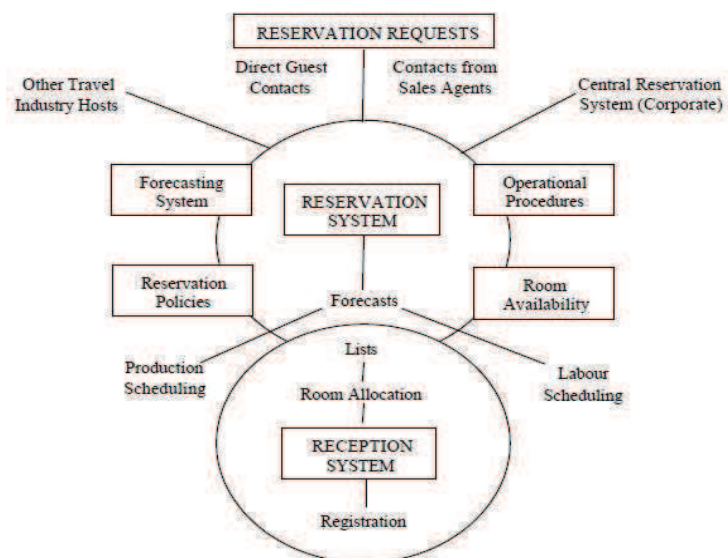
- A group representative, a member of the travel agency or the tour operator, not individuals, shall communicate group reservations' request to the hotel's marketing department.
- Upon receiving the request, the hotel's reservation department checks for the availability of rooms, if sufficient accommodation is available then a particular

number of guest rooms are set aside for the group members. This set of rooms is called a *block*.

- The group members are given a special reservation identification code or reservation card to use the rooms reserved within the assigned block of the group.
- The Hotel shall give a deadline for the group, in order to receive their final list. That deadline is called Cut-off Date.
- After receiving the final list, the reservation department shall change the desired number of rooms' status from blocked to booked (or reserved) rooms, and release the remaining rooms (if any left) as vacant for sale.
- If the hotel does not receive the final list by the cut-off date, then the reservation department has all the right to cancel the group reservation and release all the initially booked rooms into vacant rooms. However, management shall use this right with precautions especially when it comes to groups reserving from travel agencies and tour operators of which the hotel is frequently servicing.

The reservation process for groups and individual guests can be studied through the following diagram of reservation system.

Diagram of reservation system



19.6 Types of Groups

The hotel generates a huge amount of business by accommodating the groups. The groups can be classified as follows:

Type of Group	Description of Group
Business groups	Group consists of people travelling for the purpose of business activities. This group is also known as Corporate group.
Leisure groups	Group consists of people travelling for the purpose of leisure activities such as visiting health resorts, enjoying holidays and other recreational activities.
Convention and conference groups	Group consists of people travelling to attend conferences, conventions and seminars.
Sports groups	Group consists of sports persons travelling for sport activities.
Tour groups	Group of people who have the accommodation, transportation and related travel activities arranged for them through tour operators and travel agencies. They may travel for numerous purposes which include site-seeing, visiting historical places.
Cultural and religious groups	Group consists of people travelling for the purpose of cultural exchange, religious and spiritual enrichment.
Educational groups	Group of people travelling for educational activities.
Air Crew	Group consists of people working for various airlines and includes professionals like cabin crew members, flying stewards and flight captains.

19.7 Group Check In and Check Out

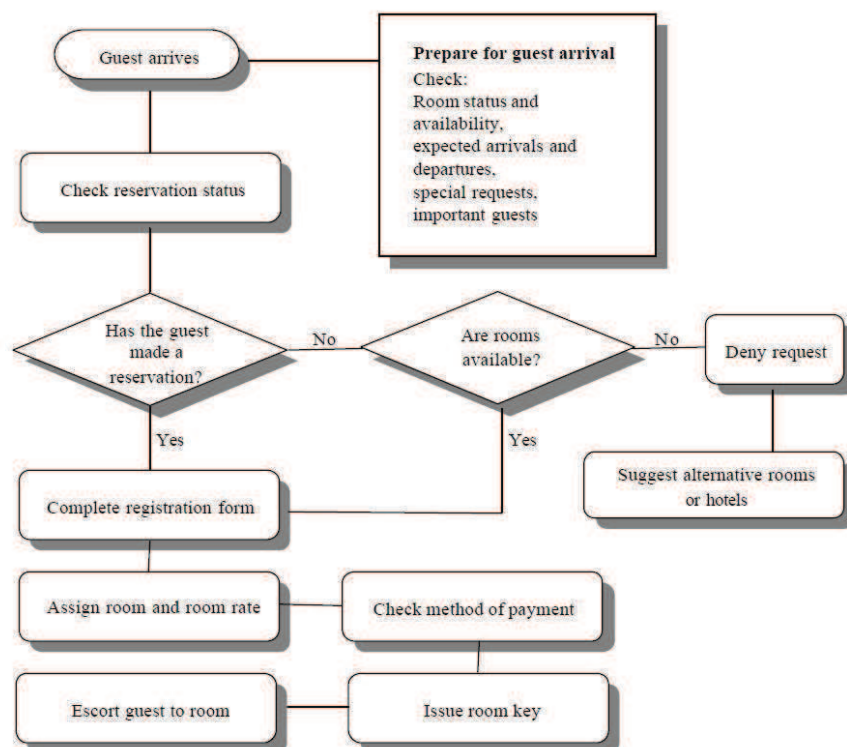
Check-in process is a critical process, since a lot of vital information is exchanged between the guest and the hotel staff during this process, irrespective of the fact whether check-in process is manual or computerized.

The manual process starts when a guest either walk-in (without reservation) or one with prior reservation walks into the hotel looking for desired or requested accommodation, i.e., depending upon the availability of room the walk-in guest is assigned room whereas the guest with prior reservation is usually assigned the room for which he has requested. The minimum information you usually require for manual registration is name of the guest, number of persons in the group, the expected length of stay and mode of payment. The room is assigned to the guests and usually a porter or bellboy carries their luggage and show the guests their assigned rooms.

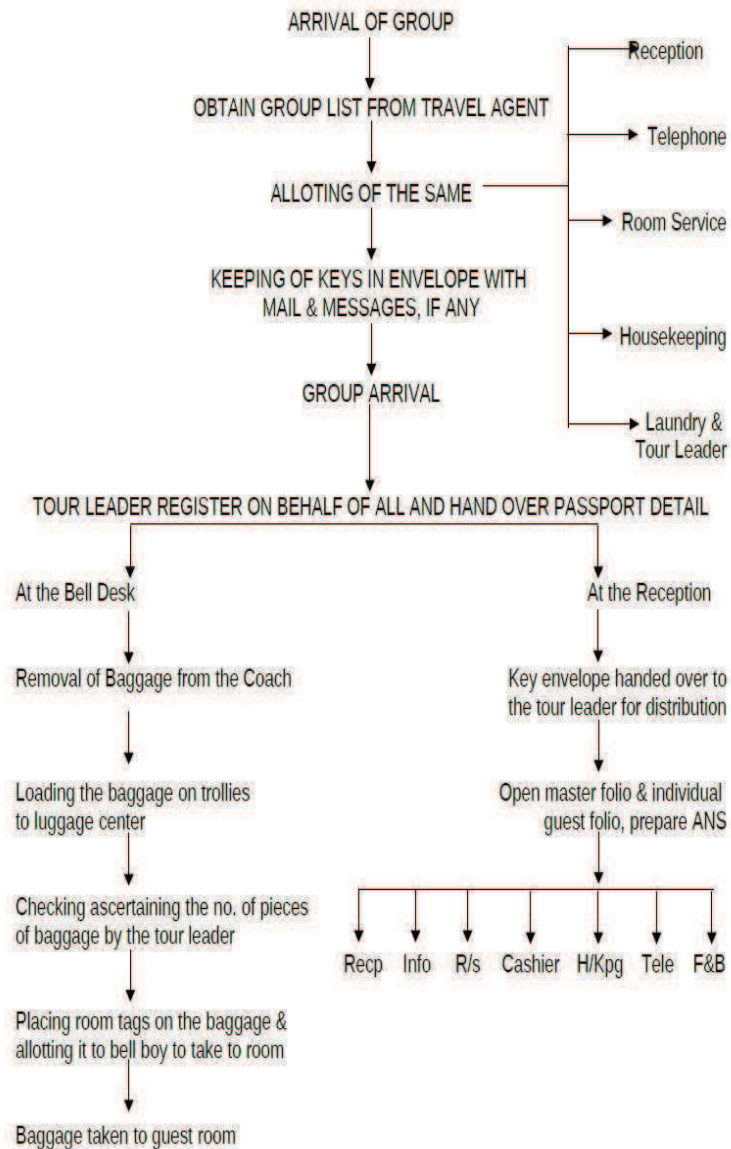
The front desk in the meantime processes the information received and generate the guest account for the mentioned period of stay. However, the process of assigning rooms commences even before the arrival of the guest. After the major check-outs of the day, the front office generates a list/printout regarding number of guests staying with the hotel. Then after comparing the reservation requests for the day with this report, assigns the remaining unoccupied rooms to the walk-in guest.

In case of computerized check-in procedure, only the walk-in guests need to provide their personal information whereas guests with reservation need to confirm the information available in the computers of the reception/front desk. Once the guest is allotted assigned room, the computer automatically updates the information and for the desired length of stay, room(s) will be shown as occupied.

Check in Process



ARIVAL OF GROUP FLOW CHART



19.8 Group Reservation Considerations

Group Reservation

Conducting a reservation request for a group shall be treated differently than accommodating a reservation of individual guests (i.e. Frequent Independent Traveler). The main reason is

that individual reservation requests are treated by the reservation department, while group reservations are initiated by the Sales & Marketing Division, and finalized through a careful coordination of the reservation from one hand and the marketing on the other. Below is a detailed procedure of how group reservation, in a typical hotel, is conducted:

1. A group representative, a member of the travel agency or the tour operator, not individuals, shall communicate group reservations' request to the hotel's marketing department.
2. Upon availability, the hotel's reservation department shall block the requested number of rooms for this very group.
3. The Hotel shall give a deadline for the group, in order to receive their final list. That deadline is called Cut-off Date.
4. After receiving the final list, the reservation department shall change the desired number of rooms' status from blocked to booked (or reserved) rooms, and release the remaining rooms (if any left) as vacant for sale.
5. If the hotel did not receive the final list by the cut-off date, then the reservation department has all the right to cancel the group reservation and release all the initially booked rooms into vacant rooms. However, management shall use this right with precautions especially when it comes to groups reserving from travel agencies and tour operators of which the hotel is frequently servicing.

RESERVATION AVAILABILITY

After receiving a reservation request, the hotel might accept it, as it is, if there is room availability. If not, the reservation department should suggest alternative room types, dates, and / or rates, to the potential guest. If, however, the potential guest insists on his / her previous request, the hotel should suggest an alternative hotel. That's one of the main reasons why we need to maintain good relationships with nearby competing hotels.

The reservation department should always compare historical reservation volumes against actual arrivals. The main reason is to cope with overbooking, which is a situation occurring when the total number of rooms reserved for a certain period of time exceeds the total number of rooms available for sale, for the same period of time.

In order to cope with the overbooking problem, some statistical and historical data should be stored and processed by the hotel and should be continuously updated. Such data should include:

- o Number of rooms reserved for a specific date
- o Number of rooms occupied by stayovers (for a certain specific date)
- o Forecasted no-show-ups percentage
- o Forecasted under stays percentage
- o Forecasted overstays percentage
- o Forecasted cancellation percentage
- o Number of out of order rooms for a specific date

RESERVATION RECORD

Each reservation department shall prepare a reservation record, which depicts the various personal and financial data of guests, for each reservation transaction. The aim is to identify

guests and their occupancy needs before guest's arrival. Moreover, the hotel can personalize or customize guest services and better schedule staff accordingly.

In order to create a reservation record, the following details are needed:

- i) Guest name (and group name, if applicable)
- ii) Guest's home or billing address
- iii) Guest's telephone number, including area code
- iv) Name, address, and telephone number of guest's company, if appropriate
- v) Name and other pertinent information about the person making the reservation, if not the guest
- vi) Number of people in the group, and perhaps ages of children, if any.
- vii) Arrival date and time
- viii) Number of nights required or expected departure date,
- ix) Reservation type [Guaranteed versus Non-guaranteed]
- x) Special requirements [i.e. infant, disabled guest, or no smoking accommodation]
- xi) Additional information, if needed [i.e. late arrival, method of transportation, flight number, room preferences, etc.]

At the reservation process, reservation agents shall keep in mind that a rate quoted and confirmed must be honored. Moreover, reservation clerks should be aware of the following:

- o Supplementary charges for extra services or amenities
- o Minimum stay requirements, if any, for dates requested
- o Special promotions in effect for dates requested, if any
- o Applicable currency exchange rates, if quoting rates to an international tourist
- o Applicable room tax percentages
- o Applicable service charges or gratuities

RESERVATION CONFIRMATION

The hotel should communicate with guests by telephone, telex, mail, or e-mail a Letter of Confirmation, which confirms the important points of the reservation agreement. This letter might be shown at the registration process in order to accelerate the pace of registration and to prove that the guest has the right to have a room at the hotel.

The Hotel shall send a confirmation letter to all reserved potential guests, whether their reservations are guaranteed or nonguaranteed.

Below are the main points that should be communicated in a confirmation letter:

- o Name and address of the guest
- o Date and time of arrival
 - o Room type and rate
- o Length of stay
- o Number of persons in a group, if any
- o Reservation type [guaranteed or not]
- o Reservation confirmation number
- o Special requests, if any.

THE RESERVATION OFFICE

The term "reservation" used in the context of a hotel, means the booking or reserving of a room (accommodation) by a guest. Reservations lead to reserving of a particular type of room for a particular guest for a given period of time. Reserving a room ensures or

guarantees the guest the availability of a room on arrival at the hotel, as reservation is a commitment made by the hotel, when the hotel has accepted the reservation request.

A great deal of importance is attached with the reservation system because it helps in:

- Selling the primary product of the hotel, i.e., lodging or accommodation,
- Building a good first impression on the prospective client
- Generating customers for the other departments of the hotel, and
- Generating and providing information to the other departments of the hotel.

The reservation clerks takes in the reservation bookings. And they are passed on. The reservation procedure differs from hotel to hotel depending on the **reservation system** used by the hotel.

19.9 Summary

Conducting a reservation request for a group shall be treated differently than accommodating a reservation of individual guests (i.e. Frequent Independent Traveler). The main reason is that individual reservation requests are treated by the reservation department, while group reservations are initiated by the Sales & Marketing Division, and finalized through a careful coordination of the reservation from one hand and the marketing on the other

19.10 Review Questions

- 1 Define Central Reservation System.
- 2 Briefly explain the following
 1. Affiliate Reservation Network
 2. Non Affiliate Reservation Network
- 3 Differentiate between Individual & Group Reservations
- 4 Briefly Explain the various types of group that visit hotels.
- 5 Discuss group Check In process using a flow chart.

19.11 References and Suggestive Readings:

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