

Morning Matters™ *Manager's* *Guidebook*



Introduction

Morning Matters™ – Why It Really Matters

If we understand who our guests are, we can begin to understand what is important to them, “what really matters.”

What really does matter is breakfast. Consider: On average, 30% – 50% of all Holiday Inn® guests join us for breakfast every morning. In fact, our restaurants serve about 75,000 breakfasts every morning, on average, 365 days a year.

It's important to keep in mind, however, that not all guests are the same. Nor do they want the same type of service. That's why “reading the table” is critical. Activities such as a laptop computer in use, a newspaper casually being read, frequent checking of a wristwatch — all can shed light on guests' service expectations.

If it feels right, servers can ask: “Can you take your time for breakfast this morning or are you on a tight schedule?”

Breakfast “Types”

Reading the table will also help identify different types of breakfast guests and what really matters to them. Research sponsored by Kellogg's has identified four categories:

Breakfast Believers. *They believe breakfast is necessary to start the day off right. Somewhat traditional, they not only make breakfast a habit, but also tend to be the most cost-conscious.*

Ham N' Egggers. *If you have a buffet, they'll likely gravitate toward that. Signature menu items and other full-meal options will also be tempting.*

Breakfast Grabbers. *They may eat and run or just want something to go. Speed of service tends to be a priority, although dieters and health-conscious guests may also fall into this category.*

Breakfast Skippers. *You may not see many of them, unless they're meeting someone in the dining room. In those instances, they'll probably have beverages only.*

These findings may not surprise you. After all, you talk to guests every day. But, whether obvious or not, research helps refine Holiday Inn breakfast standards, ensuring that we're providing what really matters.

Put the Guest “in Control”

While breakfast habits do indeed differ, our own research has uncovered a desire common to nearly all: to be in control. What does this mean? It means that guests want what they want, when they want it.

*OK, so how do we best meet this requirement? One common solution is to offer a buffet, when volume permits. Of course, this is not always economical (see the Buffet Standards). But there are other ways, special service touches, that allow guests to feel that they are in control. In fact, this is the basis for our **Morning Matters** Service Signatures.*

Morning Matters™ Key Elements

So, what is **Morning Matters**? The program emphasizes four Service Signatures. But there are other key elements, too — all spelled out in the following four sections:

1. The core of **Morning Matters** is the existing Hospitality Promise™ and Best-4-Breakfast™ Standards. We have modified the Best-4-Breakfast Quality Statement on your menus, so it now reads “Promise,” and the Standard requires that servers are empowered to exercise the Hospitality Promise at breakfast, when the circumstances require it. We add to those the following requirements:
2. The Service Signatures:
 - **OJ First.** Requires that juice glasses are pre-set on tables and that servers approach the table with a carafe of Simply Orange® OJ (Tropicana® for Canadian hotels).
 - **Coffee Now.** Requires that coffee cups/mugs are pre-set on tables, and that coffee is provided in the designated (Thermos) coffee carafe, for guest self-service.
 - **Estimate Time of Service.** Requires server to quote approximate time breakfast will be served. This applies to menu orders only.
 - **Departure Cup and Lid.** Requires that all coffee-drinking guests are presented with a complimentary Holiday Inn® Rainforest Alliance® Certified Coffee (Canada: Nabob) to-go cup and lid.
3. Merchandising support is a key part of **Morning Matters** — communicating this to the guest.
4. Training support is also a key part of **Morning Matters**.

So What’s in It for Me?

Our continued objectives since the initial rollout have always been designed for the guest and the hotel.

- Increase server tips
- Improve breakfast capture factor
- Increase check average
- Enhance guest service and satisfaction scores

The Core of Morning Matters™

The Standard: *“All servers at the breakfast meal period must be empowered to honor the Hospitality Promise™.”*

The **Morning Matters** Standards require that a server be empowered to exercise the Hospitality Promise during the breakfast meal period, when circumstances require it, without checking with a manager.

The Holiday Inn Hospitality Promise

At every Holiday Inn hotel worldwide, we make this promise to our guests:

Hospitality Promise Program

All Holiday Inn hotels participate in the Hospitality Promise program, which requires that a customer who is dissatisfied with any part of the product or service experienced at the hotel be refunded all or part of the charge before leaving the hotel. This requirement applies to any customer, whether the person has had a drink in the lounge, a meal in the restaurant or has been an overnight guest at the hotel.

Standards go on to say: *“Complaints must be resolved immediately to the guest’s satisfaction in line with the Hospitality Promise.”*

Best-4-Breakfast™ Promise

To make your breakfast the best, we promise to honor -4- simple principles:

Quality. Real food, freshly prepared with brands you trust — coffee made from 100% Arabica beans, orange juice from Florida (not concentrate), Grade A eggs, thick-cut bacon and fresh fruit. All served the way you ask for it.

Selection. All your breakfast favorites — from traditional bacon and eggs to hearty Skillet Inspirations.

Service. Friendly, down to earth people who treat you right and get you in and out as quickly as you need.

Value. When you compare, we're sure you'll be back again and again.

If you're not satisfied with your stay, including your meal, just let us know. We promise to make it right, or you won't be charged for it. That's all part of the Holiday Inn® Hospitality Promise™.

What do I do when the guest isn't satisfied?

To turn an unhappy situation around, you may have to initiate an iLEAD:

- Listen to the guest without interrupting.
- Apologize, never making excuses or shifting blame.
- Fix the problem.
- If the guest is still not satisfied, honor the Hospitality Promise.

Use your common sense. Simply re-cooking the food may take care of the issue. You can even put the solution in the guest's hands by asking: "How can I make this right?"

Whenever you can't resolve the problem, even after honoring the Hospitality Promise, notify the MOD or your manager immediately.

The Standard: Best-4-Breakfast Food Requirements

All hotels must comply with IHG's food specifications for the breakfast meal periods. A complete list of required products is available in the F&B Section of IHG's Intranet.

Recipe, Menu and Food Requirements:

Egg Preparation

We require use of a pasteurized liquid egg product for all "pooled" egg preparations, including omelets, and scrambled eggs. Whole eggs are needed for certain egg orders such as "up" or "over." This is a food safety standard. For additional information, contact your local health authority.

Juice Portions

	Small	Large
United States	8 ounces	12 ounces
Canada	8 ounces	14 ounces

The major food product categories' are¹:

Bacon:	Hormel [®] thick-cut bacon (13–17 or 14–18 count) for plated items. Thin-cut bacon is only allowed on breakfast buffets.
Cereal:	Kellogg's [®] Individual "portion control" containers are required. Two boxes are required for a single menu adult portion. Honey Nut Cheerios [®] must be served in individual "portion control" box for the Holiday Inn [®] Kids Eat Free menu. The kids menu portion is one box.
Coffee:	Rainforest Alliance [®] Certified Coffee by Royal Cup Coffee.
Egg Substitute:	Egg Beaters [®] is required. Note: There is no additional charge for preparing any standard egg dish with an egg substitute.
Hot Cereal:	Quaker [®] Hearty Kettle Oatmeal is required.
Jams and Jellies:	Smucker's [®] individual "portion control" containers are required.
Orange Juice:	Simply Orange [®] (Tropicana [®] for Canadian hotels).
Potatoes:	Lamb Weston skin-on gourmet potato cubes for use on Skillet Inspirations [™] . Other potato types are allowed on other menu items based on guest preference. Suggested recipes are available in the F&B Section of IHG's Intranet.
Sausage:	Hormel [®] sausage
Yogurt:	Please see the F&B section of IHG's Intranet for yogurt specifications.

Best-4-Breakfast[™] Merchandising Requirements

The Standard: The hotel's breakfast menus, including restaurant, room service and room service pre-order menus, must be printed by an approved Best-4-Breakfast menu printer. At a minimum, one Quality Poster must be visible to the guest at time of check-in.

All hotels must display the following merchandising materials:

1. The Best-4-Breakfast Quality Poster must be displayed in the Front Desk/Lobby area. It should be visible to guests when they check in.
2. The Best-4-Breakfast Quality Poster is strongly suggested to be used at the entrance to your restaurant, guest floors and elevators to help promote breakfast capture.
3. The Best-4-Breakfast menu must be offered to all breakfast guests.
4. The Best-4-Breakfast room service menu must be placed in every guestroom.
5. The Best-4-Breakfast room service breakfast pre-order menu must be in every guestroom.

1. A complete list of required products with manufacturer product numbers is available in the F&B Section of IHG's Intranet. These brands, and all of the Best-4-Breakfast standards, are mandatory for the hotel's "main" restaurant during the breakfast meal period, including the buffet and room service. For locations outside the U.S., refer to the F&B Section of IHG's Intranet or email the F&B team at amerfandb@ihg.com.



1. Service Signature: OJ First

The Standard: All tables must be pre-set with juice glasses large enough to hold a regular (8 ounces) orange juice. When servers first approach a breakfast table, they must have a filled Simply Orange® carafe with Simply Orange orange juice and offer the juice (for sale, or not, depending on the pricing structure of the hotel) to the guest. Canadian hotels to serve Tropicana® in Tropicana carafes.

To understand our rationale for this standard, let's review two of our four objectives:

- Increased server tips.
- Increased average check.

Now consider this:

- While perceived as healthy, OJ is often an impulse buy. Guests are more likely to buy if they can have it right now. Visual cues (such as a carafe of juice right in front of guests) are especially helpful in promoting impulse buys.
- By contrast, coffee is almost never an impulse buy. Most adults (about 55%) drink coffee with their breakfast. Coffee drinkers will order coffee no matter what; non-coffee drinkers will not be tempted by even the most effective suggestions.
- Orange juice is the single most effective way to increase the breakfast guest check and, in turn, your restaurant's profits.

Procedure:

- Pre-set all breakfast tables with juice glasses (at minimum, must be large enough to hold a regular portion, which is 8 ounces of juice).
- Approach the table with a full carafe of Simply Orange orange juice (Tropicana for Canadian hotels). Offer the OJ in an 8-ounce or 14-ounce (12-ounces in Canada) serving, or full carafe price.
- Take the remainder of the beverage order. Remove the OJ carafe when you leave, unless guests have decided to purchase the entire carafe.

TIP: Always take beverage orders before water is served (if water is served automatically). Doing so will help keep guests from simply defaulting to water and thwarting your juice sales. One study showed that beverage sales increased dramatically when offers for beverages are made prior to guests receiving water. Most of our hotels offer water "on request," which is fine.

Server Script Suggestions¹

The Script Suggestions are templates for your service staff. We suggest that servers work out the script they're most comfortable with.

- *Select the script or set of scripts that best suit your pricing and selling strategy.*
- *Adjust the wording accordingly — fill in the prices.*
- *Type it, distribute it to servers and post it in appropriate areas. Use a large, easy-to-read font.*

TRAINING NOTE: *We strongly recommend role-play and rehearsal of juice sales scripts. Test hotels discovered that their juice sales could increase significantly when servers make appropriate suggestions.*

1. Hotels may choose to be exempt from the OJ carafe Service Signature requirement (waiver not required), provided all three of the following conditions are met: Two-thirds of the entrées sold for breakfast are "buffet," OJ is included in the buffet price, OJ is provided to the guest "self-serve" at the buffet.



2. Service Signature: Coffee Now

The Standard: All tables must be pre-set with coffee mugs (or cups with saucers). All coffee orders, unless otherwise requested by the guest, will be served in the IHG-designated coffee pot. Hotels may select one of two modes of service. Clean, empty coffee pots may be pre-set on the tables and removed from the table for filling if and when the guest orders coffee. Alternately, coffee pots may be stored in coffee stations and brought to the table when the table is first approached.

Morning Matters™ aims at pleasing guests and improving tips. Coffee Now procedures accomplish these important objectives by providing a cup of hot, freshly brewed coffee that guests can freshen whenever they like.

The Thermos TGS 1000 holds a liter, a little more than 33 ounces. Thermos tests show that if coffee enters the pot at 200°, the temperature of the coffee will be 182° **after six hours**. More information about this remarkable coffee pot is available in the Appendix.

The Standard requires that cups or mugs are pre-set and that coffee is served with the Thermos carafe, which is then left with guests so they can serve themselves, when they wish. This Standard is about making guests feel they're in control.

There are two procedures that will meet the Standard requirement. The first involves pre-setting the tables with empty coffee carafes; the second requires bringing a full carafe to the table.

Procedure #2 is **recommended**. Procedure #1 will require some operational changes and may seem awkward at first.

Procedure #1

- Tables are pre-set with clean empty coffee carafes; the lid is removed but resting on top so guests know the carafe is empty.
- If guests order coffee, remove the coffee carafe from the table, fill it and return it to the table. Fill the guest(s) mug/cup first and then leave the carafe on the table. If guests don't order coffee, you may leave the empty carafe on the table.

Procedure #2

- Bring a filled carafe to each table. Please do not leave coffee carafes filled with coffee on tables. Not only will the coffee become stale or cold, it is likely against your local health authority regulations.

Please refer to the F&B section of IHG's Intranet for ordering specifications on the coffee carafe.



3. Service Signature: Estimate Time of Service

The Standard: *When a guest(s) orders an entrée from the menu, the server will estimate a range of time — in minutes — during which the guest should expect to receive their entrée.*

Few things are more important than estimating time of the breakfast service to guests. Why?

Once again, it's an issue of control. If guests know when to expect their meal — a reasonable expectation established by their server — they will feel in control of the experience. If, on the other hand, they do not know when their breakfast will be served, they may feel that they are at the mercy of the server, not in control, even though service may be very prompt.

Furthermore, your estimate will affect:

- Guest satisfaction
- Tips
- Hotel profits

Simply put, guests are dissatisfied when we fail to deliver what or when they expect. Suppose it takes 20 minutes to deliver an order. If the guest's expectation is 15 minutes, he or she is likely to be unhappy. On the other hand, if the expectation is 25 minutes and the order comes in 20, you're in good shape. What changed? The 20-minute service time didn't, the expectation did. And you set that expectation.

Procedure:

- *Use this rule of thumb when making estimates: Actual time of service plus three minutes. That will provide enough cushion to exceed guests' expectations.*
- *Offer a range of time. For example, if preparation for a skillet is 10 minutes, adding three minutes makes it a total of 13. You then may wish to quote "12-15 minutes."*

Also take into account these considerations when making estimates:

- **Preparation times.** *Are some items going to take an especially long time?*
- **Order simplicity.** *A cold, simple continental breakfast, for example, requires no cook time.*
- **Business and staffing levels.** *Is the kitchen swamped? Is the staff available to run the order immediately when it's up?*

TIP: If servers are unsure about service times for any menu item, they should consult the Stopwatch Poster, which has been filled out with preparation times under normal circumstances. They can also seek guidance from a supervisor or an experienced server.



4. Service Signature: Departure Cup and Lid

The Standard: A complimentary Holiday Inn® mandated cup and lid must be offered to each coffee-drinking guest prior to departure.

We want coffee drinkers to depart, if they wish, with a complimentary coffee to go. A final “control” point: Now guests can take their coffee/beverage with them, they are “free” to depart.

Procedure:

- Bring a Holiday Inn paper cup and lid for each coffee-drinking guest at the table when doing your meal check-back.
- Guests may pour their remaining breakfast beverage in the cup. Or, in the case of a thermal coffee carafe, you may offer to fill the cup for them.

OPTIONAL: Some hotels may wish to provide Departure Cups for all guests, so they can also take remaining juice, water and soda with them.

NOTE: You're not obligated to provide additional juice, milk or other beverages you'd normally charge for when additional portions are requested.

TIP: Use the scripts provided in the Appendix: “Scripts.”

The current United States brand approved Departure Cup is the Rainforest Alliance® Certified departure cup. The cup and matching lid are available from American Hotel Register.

Please refer to the F&B section of IHG's Intranet for Departure Cup product and ordering information.

Training

The Standard: *Managers and servers must complete **Morning Matters™** training at the hotel. A minimum of two managers and three servers must be certified at each Best-4-Breakfast™ hotel in the U.S. and Canada. In addition, any server or manager working the breakfast meal period must be certified. Certification must be completed within 7 days from first being scheduled to work and then annual recertification for all employees every January. A Best-4-Breakfast trainer(s) must be designated by the hotel's General Manager and may be any supervisor, manager, shift leader or restaurant trainer.*

Morning Matters™ Requirements

How Does Certification Work?

- Certification is based upon a personal score in an online quiz containing questions related to **Morning Matters™** Standards. This quiz is available through the F&B section of IHG's Intranet.
- Certification is achieved with a score of 75% or higher, and each person is limited to taking the quiz once in any 24-hour period.
- Certification is required to be renewed each calendar year by February 28. This is done through the same online quiz as previously mentioned.

Tools

Server Workbooks

Every server should complete a Server Workbook, reading it from start to finish, working through the interactive exercises.

Morning Matters™ Server Training Checklist

Employee Name (print) _____		Hotel INN CODE _____	
Employee Signature _____			
Trainer Instructions: For each task, indicate that the Server is able to perform at an acceptable level by placing a checkmark (✓) in the “Trained” column. In some cases the training may have taken place, but the Server still needs to improve in this area — write “NI” in this case and place comments in the right column, if desired. Finally, write “N/A” if the task is not applicable to your hotel.			
Trained	Task	Date	Task Trained, Needs Improvement
General Hotel, Restaurant & Safety Information			
	Attended hotel orientation		
	Issued & signed for uniform and name tag		
	Reviewed & signed job description		
	Able to state hygiene policies		
	Able to state outlets' hours of operations		
	Able to state hotel emergency procedures		
	Able to state hotel & kitchen safety procedures		
	Able to contact M.O.D and Security		
“Morning Matters™”			
	Able to recite the FOUR OBJECTIVES of Program		
	Can explain concept of “What Really Matters”		
	Can explain four types of breakfast guests		
	Able to explain the Hospitality Promise™		
	Able to explain hotel's procedures when meal comp'd by server		
	Can recite Best-4-Breakfast™ Promise		
	Able to explain the “4” principles of Best-4-Breakfast		
	Can explain or show new items required for pre-set tables		
	Guest greeting is welcoming, “really matters”		
	Able to explain the -4- Service Signatures		
	Can recite their OJ First sales greeting to you		
	Can recite their Departure Cup script to you		
	Able to recite three examples of suggesting		
	Menu Knowledge: Can explain the Best-4-Breakfast Signature Items		
	Menu Knowledge: Can explain “100% Arabica”		
	Menu Knowledge: Can recite the ingredients of each Skillet		
	Menu Knowledge: Knows buffet prices		
	Knows OJ pricing, including carafe price		
	Able to estimate preparation time for Signature Items, like Skillet Inspirations™		
Recommendation: I attest that the above information is true and understand that any misinformation provided may affect the hotel's execution of required Standards. I recommend this individual for Morning Matters certification.			
Trainer name (print) _____		Title _____	
Signature _____		Date _____	
GM name (print) _____		Title _____	
Signature _____		Date _____	

Scripts

Few things are more important than the guest's first and last impressions.

TRAINING NOTE: We strongly recommend role-play and rehearsal of juice sales scripts. Test hotels discovered that their juice sales could increase significantly when the Servers make appropriate suggestions.

Scripts for Selling Orange Juice

For most hotels, the first impression will involve an orange juice offer. So, the scripts below are designed to make it easy to train and role-play with your servers. They're also designed to improve your juice profits.

- Select the script or set of scripts that best suit your pricing and selling strategy.
- Adjust the wording accordingly — fill in the prices.
- Type it, distribute it to servers and post it in appropriate areas. Use a large, easy-to-read font.

Sample Script:

When No Buffet Is Offered

Single guest, menu pricing

Good Morning! My name is _____. How would you like a 100% Florida-squeezed orange juice this morning? An 8-ounce serving is \$_____, and the 14-ounce serving is a really great deal for just ___ cents more.

Single guest, “deal” pricing (when offering at below-menu price, with “conditions”)

Good Morning! My name is _____. How would you like a 100% Florida-squeezed orange juice this morning? We're offering the 8-ounce serving for only \$_____ with any entrée, and I can give you the 14-ounce portion for just ___ cents more.

Two guests, standard menu pricing

Good Morning! My name is _____. How would you like a 100% Florida-squeezed orange juice this morning? An 8-ounce serving is \$_____, and the 14-ounce serving is just ___ cents more. Or, how about a carafe for the same price as two of our 14-ounce servings? It holds about a liter.

Two guests, “deal” pricing

Good Morning! My name is _____. How would you like a 100% Florida-squeezed orange juice this morning? We're offering the 8-ounce serving for ___ cents with any entrée, and the 14-ounce serving is just ___ cents more. Or, I'll leave the whole carafe for \$_____!

Multiple guests, standard menu pricing

Good Morning! My name is _____. How about a 100% Florida-squeezed orange juice for everyone this morning? An 8-ounce serving is \$_____, but I can leave the whole carafe for \$_____!

Multiple guests, “deal” pricing

Good Morning! My name is _____. How about a 100% Florida-squeezed orange juice for everyone this morning? We’re offering the 8-ounce serving for ___ cents with any entrée, or I can leave the whole carafe for just \$_____.

Any Number of Guests

Good Morning! My name is _____. How about a 100% Florida-squeezed orange juice for everyone this morning? If you’re having an entrée, I can offer either size today for _____ off.

Sample Script:

When a Buffett Is Offered, Juice Is Not Included in the Buffet Price

We recommend that you simply re-phrase the “deal” pricing above, substituting the phrase “with our buffet” for “with any entrée.”

Example:

Two guests, “deal” pricing

Good Morning! My name is _____. How would you like a 100% Florida-squeezed orange juice this morning? We’re offering the 8-ounce serving for ___ cents with our buffet, and the 14-ounce serving is just ___ cents more. Or, I’ll leave the whole carafe for \$_____!

Sample Script:

When a Buffet Is Offered, Juice Included With the Buffett

This wording could be used in place of the phrases above, or in addition to the phrases above.

“If you’re going to enjoy our buffet today, then juice is included. Shall I pour a glass for you now?”

**NOTE: Under certain conditions, offering juice at the table when it is included with the buffet is not required.*

Optional Phrases & Words

To replace “How would you like...”

- May I pour...
- How about...
- May I offer you...
- Would you like...

To replace “serving”

- Glass
- Portion

Scripts for Leaving the Departure Cups with Lids

Tips: DEPARTURE CUPS with LIDS

Practice this using role-play. Your servers should have some fun with this, and it should be a tip-builder as well!

The key here is: **Make it personal.** Your servers should convey the idea that they're doing something extra, something special for the guest.

The Standard says: A complimentary IHG-approved Departure Cup and lid must be offered to each coffee-drinking guest before guest departure. However, it's acceptable to leave a cup for any reason the server deems appropriate, whether the guest was drinking tea, hot chocolate, juice — or even water.

Sample Scripts

- “I thought you might like to take your beverage with you.”
- “If you're in a hurry, why don't you take it with you.”
- “Enjoy your last cup on me.”
- “You seemed to like the coffee, I thought you might like to take it along.”
- “Here's a cup and lid, just for your convenience.”
- “I thought it might be convenient for you to have a to-go cup with lid.”
- “Just in case you want ‘one for the road.’”

Sample Scripts for Guest Departure

(May be combined with the above, or used separately when appropriate.)

- “Please come back ... we're here seven days a week.”
- “It was nice having you, come again.”
- “Glad you visited, come again.”
- “Have a nice/good day.”

Diets¹ and Best-4-BreakfastTM

It's no secret that America seems "diet crazy." In fact, the dieting "industry" is now an estimated \$30 billion industry². And no wonder. An estimated 65% of American adults are overweight or obese.

Opportunity: *If servers and cooks understand the requirements of a guest's diet, they can personalize or customize their service to the guest, improving guest satisfaction as well as tips!*

The two most common diet types are low-fat / low-calorie and low-carbohydrate. Understanding each improves the server's ability to give great service.

Low-Fat / Low-Calorie Diets

These dieters are trying to watch the amount of fat and/or calories they consume.

Foods Often Preferred	Foods Often Limited or Avoided
High fiber, like many non-sweetened cereals	High calorie (sugar and fat)
Dry or plain non-sweet bakery items (toast, dry bagels)	Butter, cream cheese, other fatty spreads
Fresh fruit; fruit without sweetened syrup; yogurt; juices	Fatty meats (bacon, sausage)
Coffee, tea; sugar substitutes	Dairy, sugar
Vegetables, grains	Cheese, creamy sauces
Baked items	Fried items

Low-Carbohydrate (often referred to as Atkins)

This approach isn't new. The formal diet originated with Dr. Atkins' first book, published in 1972. The goal here is to control carbohydrates — most kinds of fats are OK. The "bad guys" for an Atkins dieter typically include: sugar and white-flour based products.

Foods Often Preferred	Foods Often Limited or Avoided
Proteins such as eggs, chicken, steak, pork, turkey	Convenience and packaged foods, standard cereals, pancakes, waffles
Butter, cream cheese, olive oil	Margarine
Some fruits, such as berries, in moderation	Fatty meats, such as bacon and sausage
Caffeine in moderation; cream or H&H	Other milks; "non-dairy" creamers; sugar
Cheeses, heavy cream	other dairy products including yogurt, cottage cheese
Vegetables in moderation	Potatoes

Possible recommendations

Low-Calorie / Low-Fat	Low-Carbohydrate
Cereal with fruit, skim milk or 2% milk	Eggs, any style, cooked in BUTTER, instead of oils
Non-sweet bakery items with low-fat spread	Bacon
Fruit; cottage cheese; crackers	Omelets
Juices	Try a "low-carb" skillet; eggs any way, over veggies, with bacon and potatoes

1. This is provided for information only, to assist you with serving your guests who identify their dietary concerns in a better-informed manner; you should not, ever, use this or other information to make medical or dietary recommendations to any guest.
 2. Statistics on this page are taken from USA Today August 19, 2003, "Low-Carb Lifestyle Goes Mainstream."

OJ Pricing & Profit Strategies

Profit potential from orange juice sales.

Orange juice is your greatest upselling opportunity, for many reasons.

- *It has wide guest appeal. Some see it as a healthy item, others an indulgence.*
- *By contrast, 55% of guests drink coffee in the morning, but they won't be swayed by suggestions. They're either coffee drinkers or not.*
- *Your opportunity to sell juice is significant. In the family dining category (Denny's, IHOP, Cracker Barrel, etc.), only about 24% of guests order juice, creating a world of opportunity of more than 75%.*
- *Even though breakfast menu decisions are largely affected by habit, guests still respond favorably to servers' juice suggestions.*

General Breakfast Service Tips

Setting Up for Breakfast

The secret to great Breakfast Service is setting up right. There are two keys to getting ready. It's simple, really:

- *Have your "tools" ready.*
- *Get the Breakfast Service Station(s) ready.*

To help you, we've created a Set-up List. This list may be modified to work for your hotel. The list has all of the tools and station readiness items listed. It's contained in the final Section.

Have Your Tools Ready

Check Presenters

When presenting the guest check, servers should use a standard check presenter.

Order Pads

You may be able to memorize a simple breakfast order. But guests feel more confident about your service when they see you write it down. So, write it down.

Pens

Well, this might seem obvious. But the guest can't sign the check without one. Be sure to have some spares handy.

A word about pens: They can leak, which may result in stained hands, stained uniforms or both. Worse, they can result in guests' stained hands or clothes. So monitor those pens carefully.

Have Your Stations Ready

Readying the station makes your job easier. Use the Set-up List as a reminder. Although Station Set-up is often an assigned area of sidework, your success requires teamwork.

Breakfast Set-up Checklist

<i>Item</i>	<i>Checked</i>	<i>Item</i>	<i>Checked</i>
Beverages		Pickup	
<i>Coffee</i>		<i>Garnishes</i>	
<i>Make fresh coffee</i>		<i>Syrup (warm)</i>	
<i>Mugs or cups</i>		<i>Extra Flatware (& steakknives)</i>	
<i>Saucers</i>		<i>Ceramic Skillets</i>	
<i>Cream/Creamers</i>		<i>Plates, Platters</i>	
<i>Non Dairy "Creamer"</i>		<i>Ramekins</i>	
Juices		<i>Glassware</i>	
<i>Simply Orange® Orange Juice Carafes (Tropicana® for Canadian hotels)</i>		<i>Pitchers</i>	
<i>Orange</i>		<i>"To -go" Paper</i>	
<i>Apple</i>		<i>Cups</i>	
<i>Grapefruit</i>		<i>Cup Lids</i>	
<i>Cranberry</i>		<i>Bags</i>	
<i>Glassware</i>		<i>Styrofoam Food Containers</i>	
Soda		<i>Napkins</i>	
<i>Ice</i>		<i>Stir Sticks</i>	
<i>Glassware</i>		<i>"To-go" Condiments</i>	
Toaster		Condiments	
<i>Breads</i>		<i>Ketchup</i>	
<i>Butter</i>		<i>S&P</i>	
<i>Spreader(s)</i>		<i>Sugar packets</i>	
<i>Jellies/Jams</i>		<i>Sweet 'n Low</i>	
		<i>Equal</i>	
		<i>Mayo</i>	
		<i>Mustard</i>	
		<i>Tabasco, A-1</i>	
		<i>Heinz 57</i>	
		<i>Brown Sugar</i>	

Room Service Set-up Checklist

<i>Item</i>	<i>Checked</i>	<i>Item</i>	<i>Checked</i>
<i>Pre-set Breakfast Service Trays</i>		Morning Matters™	
<i>Canned fuel in hot boxes replenished</i>		<i>Tray Liners</i>	
<i>Hot boxes clean</i>		<i>Butter</i>	
<i>RS Tray Control Form complete</i>		<i>Sugar</i>	
<i>Floors cleared of trays & dishes</i>		<i>Caddies (filled Equal, Sweet 'n Low, Sugar)</i>	
<i>Soiled dishes broken down</i>		<i>S & P</i>	
<i>RS carts & equipment wiped down</i>		<i>Ketchup</i>	
<i>Condiments cleaned & refilled</i>		<i>Mayo</i>	
<i>Extra Breakfast Service Menus</i>		<i>Mustard</i>	
<i>Beverages prepared (coffee, etc.)</i>		<i>Tabasco, A-1</i>	
<i>Forecast Posted</i>		<i>Heinz 57</i>	
<i>Breakfast Service Carts</i>		<i>Brown Sugar</i>	
<i>Holder/Rack for Tickets</i>		<i>Jellies</i>	
<i>Breakfast Service Trays</i>		<i>Maple Syrup</i>	
<i>Rack for pre-set Trays</i>		<i>To-go Cups & Lids (10-12 oz.)</i>	
<i>S&P Shakers</i>		<i>Paper Bags #8</i>	
<i>Flowers/Vases, if used</i>		<i>Stir Sticks</i>	
<i>Creamers — pitchers for cream</i>		<i>Disposable Flatware Packs</i>	
<i>Bread Basket/Plate</i>		<i>Paper Napkins</i>	
<i>Plate Covers — required for all entrée plates and platters</i>		<i>To-Go Condiments</i>	
<i>Knives</i>		<i>Pizza Boxes</i>	
<i>Forks</i>		<i>Sweet 'n Low</i>	
<i>Spoons</i>		<i>Equal</i>	
<i>Soup Spoons</i>		<i>Mayo</i>	
<i>Steak Knives</i>		<i>Mustard</i>	
<i>Cloth Napkins</i>		<i>Tabasco, A-1</i>	
<i>Ramekins for condiments & sauces</i>		<i>Heinz 57</i>	
		<i>Brown Sugar</i>	

**For more details on preparing for Room Service, see your Room Service Right ... On Time training materials and tools.*

Pre-Set Tables

Your restaurant probably pre-sets tables with popular breakfast items such as salt and pepper shakers, sugar packets, sweeteners and dairy creamers. Other items may include:

- *Coffee mugs (or cups and saucers)*
- *Orange juice glasses*
- *Coffee pot, if your hotel elects to use the pre-set carafe procedure*

It's not a good idea to pre-set menus, however. Handing guests an open menu at the time of seating enhances the full-service experience, setting Holiday Inn® apart from fast food and placemat approaches.

The Art of Suggesting

When suggesting menu items, you're not actually **selling** guests. They've already decided to buy. They're seated in your restaurant, ready to experience what Holiday Inn® has to offer.

Your job is to **guide** guests, alerting them to Signature Items, daily specials, add-ons, extras and the like — anything that will improve the enjoyment of their breakfast. If you get into the habit of offering helpful suggestions, it will show you care and put everyone in a winning situation.

- The restaurant wins because suggestions increase check averages and hotel profits.
- Guests win because they enjoy breakfast more and look forward to returning again and again.
- You win because you'll earn larger tips.

The Art of Suggesting. In addition to your initial juice and coffee suggestions at the greeting stage, consider these five tips in the art of suggesting:

Promote the Simply Orange® carafe. “How about a carafe for the same price as two of our 14-ounce servings? It holds about a liter.”

Assume the sale. The Buttermilk Pancakes are served with warm syrup, but they're even better topped with blueberries or strawberries. Which sounds good to you?”

Suggest your favorites. “I like that with a side of Skillet Browns. Interested?”

Use the menu. “Our Skillet Inspirations™ are listed right here. I really like the All-American.”

Keep in mind that if guests know exactly what they want, you should not try to change their minds. Also consider expressed needs. If guests are in a hurry, suggest items that can be turned around quickly. If they're counting calories, suggest less fattening items.

As you wrap up the order-taking and suggesting process, thank guests ... every time. And use their name whenever possible.

Taking the Order

Once the greeting and initial beverage orders have been executed, the continuing quality of breakfast service depends on taking the entrée order well. Consider these factors:

Your order-taking ability influences the size of your tip. The more you sell, the more you make. It's that simple. And this stage of the meal experience is just about the only opportunity to suggest items to guests.

You also set expectations for timeliness. How? By telling guests how long the order will take before it's delivered.

Record the Information

- Begin by recording guest information: Ask for his or her name and write it on the check or order form.
- Record the order information. For example: How should the food (steak? eggs?) be cooked?
- Suggest side orders, larger portions and beverages. Advise the guest of any specials.
- REPEAT THE ORDER AND THE KEY INFORMATION.
- Tell the guest the estimated time of service, and write it on the order pad.
- Thank the guest, by name, for the order.

Other Things to Know When Taking the Order

Know Your Menu

In order to make suggestions successfully and answer questions that may arise, you need to know your products. The first step is to study your menu cover to cover — not just the names of items, but also:

- Accompaniments
- Portion sizes
- Condiments
- Preparation times
- Specialties and Signature requirements
- Beverage brands
- Daily specials
- Garnishes

Accompaniments. They're items that come with an entrée. A biscuit with an egg order, for example. Your hotel has its own accompaniment requirements. Read your menu to make sure you know yours. For starters, what comes with the fresh fruit selection on your menu? In some locations, it's a muffin; in others, it's yogurt.

Portion Sizes. Portion size means “how big?” or “how many?” Examples:

- A 5-ounce top sirloin steak (steak and eggs).
- 3 strips of bacon.

Why is knowing portion size important? Guests might ask when placing or receiving an order. It's also helpful to know the order is right when you pick it up from the cook's line.

Condiments. *Would you like coffee without cream or sugar? How about pancakes without butter or syrup? It's your job to make sure guests have appropriate condiments with their meal. If there's any doubt, ask guests what they'd like.*

Why do you need to know this? If you forget a desired condiment, you'll have to go back to the kitchen to get it. Meanwhile, the guest's food may get cold.

Daily Specials. *There are a lot of reasons to find out the daily specials at the beginning of your shift.*

- *If you're going to be very busy, a daily special may be designed to reduce preparation time.*
- *Guests like daily specials. They imply fresh and/or special preparations.*
- *Guests are likely to ask. If you can't answer, you'll be embarrassed, lose valuable time and waste guests' valuable time.*
- *Daily specials can be a great value.*
- *Daily specials are one of the easiest ways to suggest items.*

Garnishes. *If you take orders but never assemble or stage them, you may not need to know about garnishing plates.*

A garnish is a food item that makes the entrée plate look better. An example might be an orange slice or a parsley sprig. However, not all plates have a garnish. Check with your supervisor or a supervisor in the kitchen to find out what your garnish requirements are.

Kids Eat Free. *One of the unique features of Holiday Inn® is its Kids Eat Free program. To be eligible, kids must be in the dining room and accompanied by their parents, who in turn must be registered guests of the hotel.*

Ask the “Right” Questions. *Few things are more embarrassing than having to return to the table to ask food-preparation questions that should have already been handled. The following list pertains to most menus, but yours may vary.*

Guest Order	Information to Gather
Juice	What type? 8 oz. or 14 oz.?
Steak and Eggs	Steak — Rare, medium or well-done?
Breakfast Meat	Bacon, Sausage or Ham?
Egg Order	How would you like them cooked? Fried — up, over-easy, over-medium, hard? Scrambled — soft, hard? Boiled — how long? Poached — in a cup or on toast?
Potatoes or grits?	
Bread type (if not biscuit)	White? Wheat?

Substitutions and Special Requests. Guests will occasionally want an item different from the one specified on the menu, or they'll ask for a special method of cooking. It's policy to accommodate all reasonable substitutions and special requests.

If you're uncertain what to do (Do we have the item? Should we charge more? Will it delay the order?), check with your supervisor.

Service Delays and What To Do When You're "In the Weeds."

The Rush. It's not unusual to have a breakfast service rush. Why? Here are some possible reasons:

- A van or bus just dropped off several guests who are waiting to be checked in, so they've all come to the restaurant.
- A large storm front has just moved in and no one wants to leave the building for breakfast.
- A large meeting begins at a certain time in the morning, and many of the meeting attendees are guests in your hotel.

OK, so it's not your fault. Nor is it guests'. But what are you going to do? For starters, don't be afraid to:

Call for help. Your supervisor or MOD will know how to come to the rescue.

Tell the kitchen. The cooks may be able to step up preparation of key items, or help in some other way.

Set or re-set expectations. If guests have ordered and you realize the estimated service time will run long, it's important to apologize, explain the delay and state the new time of service. If trouble is expected at the time of taking the order, apologize and tell guests you're experiencing delays. The key is to under-promise and over-deliver in your time commitments.

The best tool for keeping you out of the weeds and avoiding delays is the Breakfast Service Set-up Checklist. Use it at both the beginning and end of the shift.

Note: When talking to guests about delays, never blame anyone. It's offensive to demean your employer, your establishment or your fellow employees. If you feel that food items are not as they should be, inform your manager immediately.

The first order of business when a problem occurs is to solve it. Any discussion as to how it happened, why it happened or who was responsible can be saved for a more appropriate time.

Standards Summary

Best-4-Breakfast™ Standards

[Applicable to all Holiday Inn® Hotels in U.S. and Canada]

The following are Standards for all Best-4-Breakfast hotels:

1. A minimum of two managers and three servers must complete the designated web-based training, with a score of 75% or higher, before being scheduled to work a breakfast shift.
2. Servers who work the breakfast meal period must be certified via the Certification Test located on the F&B section of IHG's Intranet before being scheduled to work a breakfast shift.
3. All servers at the breakfast meal period must be empowered to honor the Hospitality Promise™.
4. The Service Signatures will be offered at Breakfast, at minimum Monday through Friday, except holidays. The coffee and juice Service Signature steps may be executed by a manager, supervisor or greeter, at the hotel's discretion, provided that the offer is made promptly after the guests' seating, and according to the procedures outlined below.

a. Service Signature: OJ First. All tables must be pre-set with juice glasses large enough to hold a regular 8-ounce serving of orange juice. When servers first approach a breakfast table, they must have a filled Simply Orange® carafe with Simply Orange orange juice, and offer the juice (for sale, or not, depending on the pricing structure of the hotel) to the guest.¹

b. Service Signature: Coffee Now. All tables must be pre-set with coffee mugs (or cups with saucers). All coffee orders, unless otherwise requested by the guest, will be served in the IHG-designated coffee pot, which will be filled to an appropriate level with fresh brewed coffee just prior to bringing it to the table. Hotels may select one of two modes of service. Clean, empty coffee pots may be pre-set on the tables, and removed from the table for filling if and when the guest orders coffee. Alternately, coffee pots may be stored in coffee stations and brought to the table when the table is first approached.

c. Service Signature: Estimate Time of Service. When a guest(s) orders an entrée from the menu, the server will estimate a range of time — in minutes — during which the guest should expect to receive the entrée.

d. Service Signature: Departure Cup and Lid. A complimentary IHG² cup and lid must be offered to each coffee-drinking guest before guest departure.

1. Hotels may choose to be exempt from the OJ carafe Service Signature requirement (waiver not required), provided all three of the following conditions are met:

Two-thirds of the entrées sold for breakfast are "buffet"

OJ is included in the buffet price

OJ is provided to the guest "self-serve" at the buffet

2. Rainforest Alliance® Certified Coffee is required for all hotels; in Canada the required brand is Nabob.

Introduction: Buffet Guidelines

What is the Purpose of These Guidelines?

We don't necessarily recommend that you offer a buffet. The next section will walk you through rationale for serving buffets; sometimes it makes sound business sense to offer a buffet, sometimes it does not.

For those of you offering buffets, the guidelines are intended to assist you with your buffet performance. We include ideas for controlling costs and promoting buffet sales. You may also refer to the F&B section of IHG's Intranet for the latest recommendations and order forms for buffet equipment.

Additionally, we've attached some tools for your use: a checklist to make sure you're in compliance with the Standards and a buffet holding time form to help you monitor the holding times for each product.

We hope you find this useful and welcome your comments as always. For any breakfast needs, please contact us by using the Regional F&B Manager's list found on page 44 or the F&B section of IHG's Intranet.

Are You Sure You Want to Offer a Buffet?

Best-4-Breakfast™ is a menu approach to breakfast foodservice. The objective of Best-4-Breakfast is to improve the consistency and quality of the breakfast offerings system-wide. Many of our hotels feature a buffet breakfast for a variety of reasons. In addition, several hotels feature a Sunday brunch buffet with a heavy breakfast item focus.

Benefits of Buffets

Buffets can be a good idea and often make good business sense. Here are some examples:

- *High Volume.* Hotels averaging several hundred guests on a given day may well need a buffet to handle the volume.
- *International Guests.* A buffet cuts across language barriers.
- *Large Groups.* Groups such as bus tours may be easily accommodated by buffets.
- *Weekend/Leisure Guests.* Some research exists which indicated a preference by consumers for buffets (e.g., Sunday Brunch) when they are on leisure time.
- *Control.* As clearly stated in the Morning Matters™ Manager's Guidebook, the guest wants to be "in control" of their experience. A buffet offering puts the guest fully in control.

However, none of these reasons should necessarily compel a hotel to have a buffet seven days a week. Hotels should consider the costs of buffets and develop a sound business strategy accordingly.

Buffet Cautions

While buffets are often popular, they can also “backfire” on you. Here are some reasons why:

1. **Less Service Contact.** Most operators believe that buffets save labor. This may not apply to the kitchen — it probably doesn't. But it does apply to service personnel, your guest contact people. You may wish to consider that the food cost savings from shifting the sales mix to a menu more than offsets the cost of another service person. From an employee point of view, tips on menu service may be higher.

CAUTION: Do not let “buffet service” deteriorate to “cafeteria service” or “limited service.” Attention to the guest should not suffer just because a buffet is offered. Proper execution of the appropriate **Morning Matters™** Service Signatures will help in this regard.

2. **Poorer Quality.** Buffet food is pre-cooked and often held beyond ideal times. The Standards try to address this, but even so, items “freshly prepared to order” will always be better than the same or similar items cooked and held for 15, 30, 45 or more minutes. (Note: To address this concern, some operators offer full buffets with no eggs on the buffet — all eggs are “cooked to order,” but are included in the price of the buffet. This procedure meets the Standards.)
3. **Poorer Value.** Perhaps your buffet is “value-priced.” However many operators price their buffets to cover food costs, and that includes a level of waste. More to the point, research indicates that “value” in the family dining restaurant category is driven by quality and service, not by low price.
4. **Higher Food Cost.** Cost is difficult to control with buffets. Previous surveys conducted by the Best-4-Breakfast™ team discovered breakfast buffet costs ranging from 27% to 97%. When buffet costs get out of hand, the “easy” solutions are:
 - Higher price (resulting in poor value)
 - Reduce quality (resulting in poor value)
 - Reduce selection (resulting in poor value)

(You may find the next sections of these Buffet Guidelines helpful in regard to these challenges.)

5. **Cash Control.** A cost-related issue is cash control. Breakfast servers can easily pocket cash from cash buffet sales, except where elaborate check-control procedures are in place.

Ask yourself, why don't family dining restaurants that specialize in breakfast offer buffets? Cracker Barrel, IHOP, Perkins, Bob Evans, Denny's...all offer menus exclusively.

Finally, don't forget to develop a juice pricing strategy to compliment your buffet (or no-buffet) decision. You'll find plenty of information with cost tables in this guidebook to help you conduct a thorough analysis.

After you've evaluated all of the above “benefits” and “cautions,” you may well determine that a buffet is right for your hotel. In that case, the next step is to ensure that you have the right strategies in place.

Twelve Ideas to Control Buffet Costs

- 1. Consider offering a Cold Buffet only,** serving hot items to order. A variation of this idea is to offer the cold buffet for \$X.XX “with any entrée” from the Best-4-Breakfast™ menu. Or, try the reverse: offer any omelet or egg dish “cooked-to-order” for \$X.XX with the Cold Buffet. Offering only the Cold Buffet still addresses the guest desire to be “in control”, and it’s ideal for your “Breakfast Grabbers” and even perhaps your “Breakfast Skippers.”
- 2. During the first and last hour of service, use half pans versus full pans.** Remember, the guest pays the same amount of money for a buffet five minutes prior to close as the guests who enjoyed the buffet in the middle of a rush. The Standards do not allow for a lessening of service during on-peak hours (see suggestion number 3). So, using smaller containers will help you manage over-production and waste while maintaining your buffet’s bountiful appearance.
- 3. Optimize your buffet hours of operation.** Perhaps your breakfast meal period spans 6:00 am – 11:00 am. If it makes business sense, why not close your buffet at 9:30 am? Or 10:00 am?

Note: If you select this route, the Standards require you to post your buffet hours of operation “at or near the restaurant entry, indicating the breakfast buffet hours.”
- 4. Track your product usage and waste.** This will reduce over ordering and over production of product. This will also create a “history” for your buffet, which will assist you in production.
- 5. Involve your employees with goals / good communication.** Good communication and specific goals will create a culture of “team” in your operation. Do your cooks know the cost of a pan of eggs or a pan of sausage? Consider developing a kitchen incentive for reducing food costs for the buffet, with an emphasis on reducing over-production and waste.
- 6. Use of “Cook-to-Order” for egg dishes.** This idea was mentioned in “buffet cautions” above. By eliminating the chafing dish for eggs and going to cook-to-order only, two things are accomplished. Not only will you reduce waste as everything will be made to order, you will also ensure the late arriving guest gets a “fresh” product, something that is not always typical for a late arriving buffet guest.
- 7. Cross utilization of product.** Some of the products you use on your buffet can be used for different meal periods or modified to be usable for the next day’s buffet service. An example of this might be cut fruit; this might be used as a garnish for luncheon or dinner plates. Be sure that items that are not discarded are transferred to clean containers, labeled, dated and held under refrigeration at 40 degrees or below.
- 8. However, beware of “false savings.”** Using the example in #7 above — if you have a fresh fruit garnish on your lunch or dinner entrées only because of your breakfast buffet, then the cross utilization is not really saving money. Further, utilizing substandard products because you offer a breakfast buffet can lead to overall reduced quality for your menu. For example, using two-day-old stale bacon for bacon cheeseburgers.

9. **Don't use food for display.** Would you purchase decorations that have to be discarded the next day or after 3 days? When you use food to decorate your buffet, you may be doing exactly this.
10. **Proper serving utensils.** Ensure that the serving utensils you use on your buffet are not oversized, promoting large portions on the guest's plate.

Note: Don't forget the Standard requiring decorative utensils: "An appropriate decorative (not kitchen) utensil such as a slotted spoon or tongs must accompany each item."

11. **Know your food cost.** Costing a buffet properly requires some effort. You must first cost each pan and container on the buffet. For example, you must calculate the cost of a full pan of eggs, a full pan of potatoes, a full pan of bacon, etc. Then you must carefully count the number of pans that are taken from the kitchen to the buffet during a single meal period. Finally, you must add all of the costs and divide this dollar figure by the total buffet revenue for the day. We recommend that you do this daily for one week, four times a year.
12. **Eliminate juice and/or coffee from your buffet offering.** This will help in gaining incremental sales which will help lower food cost.

Note: We suggest that you accompany a change like this with a modest price decrease. See "OJ Pricing Strategies" in this guidebook.

Sample Ideas for Breakfast Buffet Hot Offerings

Buffet Food Item Ideas: Submitted by one of the “Morning Matters™” Test Hotels	Breakfast Food Items: Mr. Breakfast.com (Note: Recipes available online)
<p>Country Scrambled Eggs with Cheese and Chives Boca Vegetarian Sausage Sun-Dried Turkey Sausage Canadian Peameal Bacon Santa Fe Breakfast Steak Wrapped Egg n’Muffin Sandwich Wrapped Egg and Smoked Salmon Muffin Southern Country Grits Country Apple Bacon Oven-Roasted Roma Tomatoes English Bubble and Squeak Breakfast Calzone Grilled Ham and Peaches Eggs Florentine Eggs Benedict Corned Beef Hash Breakfast Mushroom and Bacon Quiche Tomato and Ham Baked Beans Polenta and Fruit Mini Reds and Onion Potatoes Apple and Potatoes Patties Onion and Potato Hash Grilled Goat Cheese Patty Cheddar Cheese and Mushroom Fritters Whole Wheat Waffles Seasonal Fruit Pancakes Crepes Blintzes</p>	<p>Bacon and Hominey Scramble Basil-Vegetable Scramble Benedict Scramble Bread Crumb and Bacon Bit Scramble Buttermilk Scrambled Eggs Cheesy Eggs on Toast Cheesy Scrambled Eggs Chorizo and Spinach Scramble Fajita Scramble Garden Scramble Ham and Bacon Scramble Ham and Cheddar Scramble Hearty Egg Scramble Italian Scramble Mexican Breakfast Scramble Scrambled Egg Breakfast Pizza Texas Scramble Alabama Breakfast Pie Asparagus Eggs Benedict Bacon Breakfast Pie Breakfast Pie Breakfast Tortilla Wraps Cheesy Scrambled Wraps Macaroni and Cheese Breakfast Pie Vegetarian Eggs Benedict Almond Pancakes Healthy-Style Apple Cheese Pancakes Apple Cinnamon Pancakes Apple Pancakes Pie Bacon Pancakes Ham and Wheat Griddle Cakes Oatmeal Pancakes Potato Pancakes</p>

Buffet Standards Checklist

✓	Standard	Action/Correction Needed
Cold Buffet		
	Buffet sign posted at restaurant entry or on buffet (optional if on menu)	
	3 types whole fruit	
	2 types cut fruit (not canned)	
	4 types cold cereal, individual box only	
	2 types yogurt, see approved product list in the F&B section of IHG's Intranet	
	Milk, must be PC, must be skim and choice of 2% or whole	
	2 types bakery items	
	PC real butter and non-dairy spread available	
	Juices must be pasteurized	
	Beverage machines are not permitted in guest view	
	Service utensils must be decorative for front-of-house, not kitchen utensil	
Hot Buffet		
	1 egg dish required, may be offered "cook-to-order"	
	2 breakfast meats	
	Drainage screen for breakfast meats	
	1 potato	
	Over and under stocking prohibited	
	Chafing dish lids allow guest access without removing	
	Foods replenished by replacing pan/dish with fresh, clean, appropriately filled pan/dish	
	Holding times adhered to:	
	<ul style="list-style-type: none"> • Eggs 15 minutes • Potatoes 30 minutes • Breakfast meats 75 minutes • Hot cereals hydrate/stir every 15 minutes • Griddle items 15 minutes 	
	Service utensils must be decorative for front-of-house, not kitchen utensil	
	Pooled egg items, such as scrambled eggs and omelets, must be made from pasteurized eggs*	
	Must use Best-4-Breakfast™ menu brands if item type is on menu (e.g. if buffet includes OJ, then OJ must be Simply Orange®)	

Best-4-Breakfast™ Standards

Holding Times Rotation Chart

Initial box below time to indicate that item has been replaced or re-hydrated as outlined in Standards.

Day _____ Date _____ Employee _____

Sausage 6:00 7:15 8:30 9:45
 AM AM AM AM

Standard, replace every 75 minutes

--	--	--	--

Bacon 6:00 7:15 8:30 9:45
 AM AM AM AM

Standard, replace every 75 minutes

--	--	--	--

Potatoes 6:00 6:30 7:00 7:30 8:00 8:30 9:00 9:30
 AM AM AM AM AM AM AM

Standard, replace every 30 minutes

--	--	--	--	--	--	--	--

Egg Dish 6:00 6:15 6:30 6:45 7:00 7:15 7:30 7:45
 AM AM AM AM AM AM AM

Standard, replace every 15 minutes

--	--	--	--	--	--	--	--

8:00 8:15 8:30 8:45 9:00 9:15 9:30 9:45
 AM AM AM AM AM AM AM

--	--	--	--	--	--	--	--

All Griddle Items 6:00 6:15 6:30 6:45 7:00 7:15 7:30 7:45
 AM AM AM AM AM AM AM

Standard, replace every 15 minutes

--	--	--	--	--	--	--	--

8:00 8:15 8:30 8:45 9:00 9:15 9:30 9:45
 AM AM AM AM AM AM AM

--	--	--	--	--	--	--	--

Hot Cereal (HYDRATE) 6:00 6:15 6:30 6:45 7:00 7:15 7:30 7:45
 AM AM AM AM AM AM AM

Standard, hydrate every 15 minutes

--	--	--	--	--	--	--	--

8:00 8:15 8:30 8:45 9:00 9:15 9:30 9:45
 AM AM AM AM AM AM AM

--	--	--	--	--	--	--	--

Comments: _____

Buffet Standards

Standards for all Holiday Inn® hotels in U.S. and Canada

Holiday Inn hotels are not required to offer a breakfast buffet. Some hotels choose to offer a breakfast buffet for reasons such as volume of business and ease of service. When a breakfast buffet is offered at a Holiday Inn property, the buffet must comply with the following Standards, seven days per week, whether guests are charged for their buffet outright or whether the charge is included in the guest room rate. **Note: Hotels that offer a buffet must still comply with all Best-4-Breakfast™ Standards, including all mandatory menu items.**

Exceptions

Some hotels will offer a buffet, but it will not be open during the entire breakfast meal period. In that event, a sign must be posted at or near the restaurant entry indicating the breakfast buffet hours.

On Saturdays, Sundays and/or holidays, if a “Brunch” buffet is offered, then breakfast buffet product requirement Standards are not applicable to the hotel, with the exception of Best-4-Breakfast¹ product requirements; however, a breakfast menu option must still be offered during posted breakfast hours.

Definitions

A breakfast buffet is defined as a self-serve food offering provided during the breakfast meal period.

A “Cold Buffet” is defined as a self-serve breakfast buffet option which does not include hot food served buffet-style, but which may offer a hot à la carte or cooked-to-order component. Cold Buffet may apply to the cold portion of a full buffet or to a freestanding, non-heated buffet.

A “Hot Buffet” is defined as a self-serve breakfast buffet featuring hot foods maintained at 140° or higher.

A “Full Buffet” is defined as a buffet offering both the Cold Buffet and the Hot Buffet.

Hotels are not required to offer a buffet; however, they may choose to offer a **Cold Buffet** or a **Full Buffet** only. A Cold Buffet is the minimum offering for **any** self-serve breakfast offering. A Hot Buffet alone, without a cold buffet must not be offered.

Merchandising & Signage

In addition to the required Best-4-Breakfast poster at the restaurant entry, an approved buffet information sign must be posted at, or clearly visible from, the restaurant entry unless the breakfast buffet price and description is part of the breakfast menu.

1. If a product offered on the buffet is also branded on the menu, then the buffet product must be of the same brand. For example, Orange Juice is not required on the buffet. However, if Orange Juice is offered on the buffet, then it must be Simply Orange®, the Best-4-Breakfast™ menu Orange Juice brand.

Cold Buffet

All Cold Buffets must include a Fresh Fruit, Cold Cereal, Dairy and Bakery selection. The minimum requirements for these selections are:

Fresh Fruit

Whole Fruit: a selection of each of three fruits served whole such as apples, oranges and bananas.

Cut Fruit: a selection of two separate cut fresh fruits. These may be two separate containers, each with a different fruit or a single display vehicle (e.g. tray) that displays both fruits. Syrup-based fruit products from cans or jars are not permitted. Cut fruit packed in fresh natural juices and/or packaged IQF is allowed.

Cold Cereal

Cereal types must be Portion Control (“PC”) only, minimum of four types including one granola-based or bran-based cereal. Best-4-Breakfast™ required brand cereals must be available, but need not be offered exclusively.

PC packets of sweeteners must be available on the buffet or on the guest tables. Sweetener options must include pure cane sugar, a nationally recognized brand of aspartame-based sugar substitute such as Equal®, and a nationally recognized brand of saccharine-based sugar substitute such as Sweet ‘N Low®.

Dairy

*Yogurt must be offered in at least **two** flavors, and must be portion control (PC) packaging. Please refer to the approved product list in the F&B section of IHG’s Intranet.*

Milk must be available in the PC packaging; each container must be 4-oz. (“hospital pack”) or larger, at minimum. The hotel must offer at least two types of milk: 1) whole or 2% milk, and 2) skim milk. Additional types (or flavors) are permitted.

Bakery

A minimum of two types of bakery items must be offered, including both sweet and non-sweetened pastries and bakery items. Options include, but are not limited to:

Muffins

Bagels

Danish

Croissants

Biscuits

Scones

Donuts

Cornbread

Specialty Flavored Breads (e.g. Banana, Nut, Zucchini)

Pre-toasted items such as toasted breads and English muffins may not be offered on the buffet, but may be provided through service only. Self-toasting at the buffet or at remote locations is acceptable.

An assortment of no less than three flavors of jellies and/or jams must be available, either displayed on the buffet or on each guest table. These jellies and jams must be presented in PC (Portion Control) form. PC jellies and jams may be plastic cup-style or individual jars and may not be offered in soft packet or squeeze packet styles. The Best-4-Breakfast™ brand must be used.

PC butter (not a blend) and PC non-dairy spread must also be available and appropriately chilled.

Cold Display

Cut fruit and dairy products must be held chilled at less than 40°F.

An appropriate decorative (not kitchen) utensil, such as a slotted spoon or tongs, must accompany items where needed (e.g. cut fruit, bakery).

Full Buffet

In addition to the items required in previous Cold Buffet section, Full Buffets must include the following at minimum:

Eggs

*At least **one** dish¹ must be offered².*

Breakfast Meats

*At least **two** breakfast meat items must be offered. Breakfast meats include bacon³, ham and sausage⁴. These meats must be held in a manner to ensure drainage of all grease; for example, placed on a wire mesh insert or a slotted pan that allows drainage. Other food items such as toast may not be used as a drainage mechanism.*

Potatoes

*At least **one** breakfast-style potato must be offered.*

1. This may be offered in a chafing dish or cooked to order at the buffet or prepared to order in the kitchen.

2. Note: The Best-4-Breakfast Standard is that pasteurized eggs must be used for all bulk egg production, including scrambled eggs and omelets, whether for buffets or à la carte service (U.S. hotels only).

3. Bacon must be the brand currently specified in the Best-4-Breakfast program (U.S. hotels only).

4. Sausage must be the brand currently specified in the Best-4-Breakfast program (U.S. hotels only).

Service

All Hot Buffet items must be served in chafing dish pans¹ that are of appropriate size consistent with the hold time requirements. (For example, a “full” 6” (deep) pan used for scrambled eggs during a slow period or used in a hotel with 125 rooms or less would be inappropriate. If it were filled, it would be wasteful. If it had the appropriate amount of product, it would look “empty” and would dry out quickly. In this example, a 4” half-pan or full 2” pan would be appropriate.)

Hot items served in chafing dish pans must be covered with flexible covers that allow access to the food without totally removing the cover.

Hot Buffet items displayed in a chafing dish pan must be replenished by replacing the food container, **never** by adding food to an existing container. Pans may not be empty.

All hot buffet items must be limited to the following hold times:

Eggs	15 minutes
Potatoes	30 minutes
Breakfast meats	75 minutes
Hot cereal	Hydrate/stir every 15 minutes
Griddle items	15 minutes

NOTE: Hot foods may not be prepared (i.e. held in the kitchen) more than 20 minutes prior to adding to the buffet.

All hot items must be held at >140°F.

An appropriate decorative (no kitchen) utensil, such as a slotted spoon or tongs, must accompany each item.

Beverages

The hotel may include beverages in the price of a Full Buffet or Cold Buffet.

If beverages are included² in the buffet price, then the hotel has the option of providing beverages in the buffet area (self-serve) or at the guest table via server. Self-serve juices may be made available with carafes or with PC containers.

Fruit juices (except orange juice) must be made from concentrate. “Juices” and juice-flavored products that are made from powders and/or are “shelf stable” are not permitted. Non-pasteurized juices are not permitted.

Beverage machines are not permitted within guest view.

1. Alternate decorative methods for holding hot items may be used provided such holding methods meet all appropriate food safety regulations.
2. The coffee and orange juice, if offered, must be of the designated Best-4-Breakfast™ brand. However, juice portions and glass sizes are at the hotel's discretion, and self-serve is not required.

General F&B Standards

Best-4-Breakfast™ Standards

All hotels in the U.S. and Canada are required to provide Best-4-Breakfast™ that meets all of the following specifications and requirements. These requirements are in addition to the all other food and beverage standards.

The concept of the Best-4-Breakfast program is to provide a “core” group of signature items, branded products and service standards that are unified by a logo and quality statement. This core group is to have the same “look” at all hotels, yet InterContinental Hotels Group, Inc., is committed to preserving the integrity of each hotel’s local needs and specialties. This standard is designed to ensure the integrity of the core while allowing the hotel to maintain its individuality by customizing the menu. The standard is also designed to ensure that hotels receive all of the benefits of “brand equity,” including the images of consistency, quality and value, which they create in the minds of the consumers, not to mention merchandising and training support.

Breakfast Pre-Order: The hotel must offer a breakfast “pre-order” system, which allows the guest to order his/her breakfast as late as the hotel decides, up to 3:00 a.m., for automatic delivery the next morning.

Requirements for this offering are as follows:

- The hotel must use an approved ordering format or mechanism. Examples of acceptable “format or mechanism” are doorknob hangers and voicemail order systems. Delivery periods must be in increments of 15 minutes or increments of 20 minutes. Delivery periods must, at minimum, begin and end with the corresponding beginning and ending of the breakfast meal period. Hanger must be visible to guest.
- A pre-order menu is required which lists one item that includes a juice, a hot beverage and a baked good. Fresh fruit is optional. Typically such an item is called a “Continental” breakfast, although the hotel may select its own name.

Signature Items and Brands: Hotels must use the designated signature entrées and must serve at breakfast the appropriate brands designated by the Best-4-Breakfast breakfast menu and/or designated in the recipes for the signature entrées. The use of pasteurized egg product is mandatory in the production of bulk scrambled eggs for buffets and any menu item that requires pooled shell eggs.

Menus and Merchandising: The hotel’s breakfast menus, including restaurant, room service and room service pre-order menus, must be printed by an approved Best-4-Breakfast menu printer. The hotel must have on display in its commercial area a minimum of two Best-4-Breakfast authorized merchandising posters, as specified in the merchandising section of the Best-4-Breakfast Manual. One quality statement poster must be visible to the guest at time of check-in 24 hours a day, seven days a week.

Package of Services and Materials: Licensor will make available to hotels approved printed materials, such as menus and posters, and approved training services and materials and will charge a reasonable fee for this package of services and materials, but hotels are not required to purchase the package from Licensor.

Training: All hotels must participate in initial and ongoing approved Best-4-Breakfast training and utilize approved training materials.

General Restaurant Standards

The following supplies are required for use in the restaurant, lounge and Breakfast Service for each hotel.

Highchairs and booster seats

Must be available and offered when seating guests with children.

Chinaware

Must be uniform in pattern, size, and shape; appropriate to use and menu concept.

Flatware

Stainless steel or silver plate, uniform in pattern is required; must be appropriate to use and menu concept.

Glassware

Transparent glass, uniform in pattern; appropriate to use and beverage is required; non-disposable plastic tumblers are acceptable for soft drinks only.

Plate Covers

Heat resistant covers, uniform in type, in good condition and appropriate for the outlet are to be used for Breakfast Service.

Linens

Linen napkins are required for breakfast, lunch and dinner. Tabletops must be decorative or be covered with cloth tablecloths.

General Service Requirements

Guests expect hotel employees to be courteous, friendly, helpful, professional and efficient. Guest requests must be responded to promptly.

When requests go beyond the employee's abilities or responsibilities, the employee must communicate the request to the appropriate manager. The guest must always be informed of the time that it will take to fulfill a request.

The Manager on Duty is ultimately responsible for follow-up on all guest requests, ensuring complete guest satisfaction. Whenever guest requests cannot be met, the Hospitality Promise™ applies.

All hotel staff must be well-groomed and must wear professionally prepared name badges appropriate to their position. All line-level hotel staff must wear uniforms appropriate to their positions. Uniforms must be neat, clean and attractive.

Management must designate an appropriate location for employees to take smoke breaks and meal breaks; employees must gather in those designated areas only. Problems and discussions must be resolved out of the guest's sight and hearing.

Best-4-Breakfast™ Product Codes

The approved product list is located in the F&B section of IHG's Intranet.

Your Best-4-Breakfast Support Team

To reach your Regional F&B Manager, please go to the F&B section of IHG's Intranet for contact information.

Email: amerfandb@ihg.com

