

10/21/2018



SPHM  
HOSPITALITY

## HOTEL INCOME MANAGEMENT POLICY



By: | Agustinus Agus Purwanto, SE MM



---

## Hotel Income Management Policy

### Introduction

A Hotel Revenue Management has been prepared by Director of Operation to aid Sun Paradise Hotels Management to control the revenue overall.

In principle, the Director of Operation is responsible for keeping the “Income Section of Control” in adequate system. The Income Auditor therefore reports directly to the Financial Controller. The authority to carry out these functions may however be shared with Accounting Manager, particularly for day to day operations.

All revenues will be administrated net from government tax and service charge, but gross from allowances and discounts.

Revenues be defined as all gross income derived from the following :

- A. Charges for guest accommodations, and other services, such as food and beverages, telephone, laundry, valet, etc.
- B. Commissions, rent receipts or other payments from suppliers;
- C. Sale of operating supplies no longer in use by Sun Paradise Hotels Management or Salvage Sale;
- D. Promissory note or time deposit interest, unclaimed wages or deposits, cash discounts, etc.

All revenues should be posted through the Front Desk Computer for compilation of the daily report by the Night Reception.



---

## 1) ROOM RATE AND OCCUPANCY

Room revenue control consists of reporting revenue for rooms sold, correctly charging and posting room rates and compiling room statistics.

- A. Only the General Manager will provide **a written room rate structure** to the Sales Manager and the Front Office Manager, with copy to the Director of Operation.
- B. Income Auditor or Sales Manager incharge will check authorized room rates and group package rates with contracts against the room sales report, send Room Rate Discrepancy Report to the General Manager and Financial Controller, which will be obtained by the computer system. In the cases, the Room Rate Discrepancy Report the Financial Controller will to investigate to the staff involved. And any Pre-programmed changes will be checked after each change by Night Reception and these checks will be noted on the printout.
- C. Complimentary Rooms - The Night Reception will prepare a daily list of complimentary rooms, with explanations. Then the list sends to the General Manager office for approval. Each month, a report detailing the number of complimentary rooms given, with full explanation, should be filed for taxation purposes.
- D. Room Revenue Verification
  - 1. The Night Reception will prepare the room sales report at day-end. A room sales and housekeeping report must be printed out immediately after closing, and no revenues will be posted between closing and print out.
  - 2. The Housekeeping Department complete the housekeeping report each morning to ensure all rooms are inspected daily, and note each room's actual status versus Front desk status.



- 
- a. Vacant and out-of-order must be inspected before 09.00 a.m.
  - b. Occupied or do not disturb rooms must be inspected during the early shift.
3. After housekeeping report is completed, the Housekeeper will prepare and sign a Room Discrepancy Report, noting any discrepancies between Front Desk room status and actual room status.
- a. The Housekeeper will forward these report to the Accounting Department cq Income Auditor, where the housekeeping report will be compared with the room sales report for completeness of the Room Discrepancy Report. Then the Room Discrepancy Report will be sent to the Front Office Manager.
  - b. The Front Office Manager will investigate discrepancies and record the explanations on the Room Discrepancy Report, then sign the report and return it to the Accounting Department cq. Income Auditor for review of the explanations given and action taken. The Room Discrepancy Report will be forwarded to the General Manager for final approval.



---

## 2) ROOM REVENUE

Room statistics are used for calculating average room rates and occupancy percentages, as well as for developing and controlling sales and marketing strategies. Special forms ensure the proper accounting of all rooms, corrections and revenue adjustments.

### DEFINITIONS

The following definitions will be used to Sun Paradise Hotels Management and maintain a consistent calculation for room statistics:

A. The **Number of Rooms Available** should **NOT** include:

1. **House Use** - permanently assigned for staff use.
2. **Complimentary Rooms** - complimentary to guest or occupied by staff on temporary basis.

B. The **Number of Room Available** should **INCLUDE** :

1. **Complimentary Rooms for Tour Leader or Tour Guide** - included in the relevant market segment and subject to average room rate.
2. **One Room Free in Package Deal** - included in the relevant market segment and subject to calculation on average room rate.
3. **Day Use** - considered occupied and included in the room occupancy and average room rate.
4. **No-show Rooms** - considered occupied and included in the room occupancy and average room rate, **if guaranteed “no-show”**.
5. **Suites** - rooms sold individually must have a bath and a separate entrance.



---

### **STEP FOR CONTROL**

1. The Night Reception will prepare the **daily room statistics** and record them on the **daily report**.
2. The Accounting Department cq. Income Auditor will review the daily report for completeness and accuracy.
3. The Income Auditor will be attached a computer printout for Director of Operation or Accounting Manager review to the **Daily Room Revenue Recap Report**.

### **CONTROL ON GUEST FOLIO**

Guest Folio must be pre-numbered, and the numbered will be provided automatically by computer system.

- A. Carbonize forms **“Guest Folio”** will be ready on the station print of Front Desk, at least two books.
- B. Paid used folios - The standard of Sun Paradise Hotels Management will be used as following :
  1. First Copy - To guest at payment settlement
  2. Second Copy - Filed numerically at guest checkout, cash or credit.
  3. Third Copy - To city Ledger : Cash Paid Folio is no longer needed.
- C. Folio will be credited to City Ledger with complete supporting documentation (restaurant checks, and other service’s voucher) are attached.
- D. The Director of Operation will file **Paid Guest Folio** for 10 (ten) years.



---

### 3) **RESTAURANT & BAR CHECK CONTROL**

Restaurant and Bar Checks must be strictly controlled to prevent loss or misuse. Differentiation must be made for each F & B outlet, as well as those in which point of sales interfaced with Front Office System “HOTEL SYSTEM”.

The Outlet Cashier, Storekeeper and Cost Controller are responsible for Restaurant and Bar Check control.

#### **A. CONTROLS NON-COMPUTERIZED**

##### **I. STORAGE**

Restaurant & Bar Checks must pre-numbered and all unissued checks must be locked in the storeroom with access limited to authorized staff only. Outlet Cashier must not be allowed access:

Storage in Outlet Cashier, is responsible the cashiers. And if any misuse number the management will to deduct the cashier's salary with Rp. 1,000,000,- (One Million Rupiah).

##### **II. ISSUE AND RECORDKEEPING**

1. The Storekeeper will control all restaurant and bar checks and maintain a logbook to record the receipt and issue of all restaurant & bar checks, and serve as a perpetual inventory for re-ordering purposes, for controlling storekeeper may use “Logbook” in the attachments.
2. The Storekeeper will be responsible for issuing and signing off restaurant and bar checks to Outlet Cashier.
3. The Income Auditor will control the numerical sequence of restaurant and bar checks by using “**the number sheet**”, and will be report missing checks to Director of Operation, the control may use “**Numerical Control Register**”.



---

### **III. SALES/CASHIER SUMMARY**

1. A sales/cashier summary must be prepared at the end of each shift or day to record revenue per guest check, divided between food and beverage, cash and credit card payment. Voids and corrections, duly authorized by responsible supervisor, must be listed with relevant documentation attached, and the sales or cashier summary matched against the HOTEL SYSTEM printout and cash received.
2. Revenue must be posted through the Front Desk (Reception), which will use the Sales/Cashier Summary to balance total revenues.
3. The Income Auditor must check the above reconciliation and the correctness of all voids.

### **B. CONTROLS USING COMPUTERIZED**

#### **I. STORAGE**

Although pre-numbered restaurant and bar checks are not required in a computerized system, checks must be stored in the same manner as in a non-computerized system.

#### **II. AUDIT TRAIL**

An audit trail is used rather than a sales/cashier summary printed out from the HOTEL SYSTEM System. The computer-generated audit trail will list all transactions made during the day. At the day-end closing, the Outlet Cashier must match money received with the balance on the point of sales computer printout.

### **III. VOIDS AND CORRECTIONS**

If the computer system does not list all voids or corrections at the outlet, a summary of these activities must be maintained, with explanations listed and documentation attached. All voids and





corrections must be authorized by the responsible supervisor or manager.

If correction summaries are prepared by the Outlet Cashiers, the Income Auditor should compare the archive printout with the summary to ensure that all corrections are listed properly explained.

#### **IV. FILING**

The Income Auditor is responsible for filing the accounting copies of restaurant and bar checks by day's operation. These checks should be filed together with sales/cashier summaries. In principle, all restaurant and bar checks must be retained for minimum of ten (10) years. Computer archive reports may be sufficient for filing purposes.

#### **4) PRICING AND SERVING CONTROLS**

All food and beverage served to guest must be charged correctly.

##### **CONTROLS:**

##### **A. Restaurant - HOTEL SYSTEM-Computerized System when Break Down**

1. The Outlet Cashier must immediately post or record each guest order as revenue. Each restaurant checks/captain's order must have a kitchen copy authorizing the Kitchen Chef to prepare the food.
2. Cook's copies must be returned to the Cost Controller at the end of the day. The outlet cashier will record folio numbers on the cook's copies for easy reference by Cost Controller and inform the Chef that the order has been posted. On a random basis, the Cost Controller will check to verify that charges on the restaurant and bar check and cook's copy comply with menu prices. This check must be documented.
3. If computers are pre-programmed for prices, the Cost Controller must perform regular checks to ensure that the prices are correct.



B. Restaurant - With HOTEL SYSTEM Computerized System

1. The Outlet Cashier may have pre-programmed prices, or the waiter may post the order for meal preparation at the point of sales outlet which is possible to interfaced to the kitchen terminal. Where these options are missing, follow procedures for non-computerized system, attaching documentation to the cook's copy of the restaurant and bar check.
2. The Cost Controller must performs regular checks to ensure that the pre-programmed prices are correct.

C. Bar

Bar Revenue require strict supervisory control

1. In principle, bar revenue and bar outlet ordering procedures are the same as restaurant procedures. In the controlling bar, the Accounting may use **"Beverage Cost Control Actual and Potential Beverage Sales"** procedure for measuring bar revenues by calculating consumption and potential sales.
2. Bartenders must record/post the order before serving a guest's drink.
3. Till roll slip must be placed in front of the guest as proof the revenue has been recorded. The Manager on Duty must perform spot checks for this procedure and record these in his **Logbook**.

D. Room Service

All restaurant and bar service controls apply to room service.

- I. Room service should be on **a credit basis** only. A notice to this effect should be clearly displayed on the room service menu.
- II. The guest sign the Room Service Check to show acceptance of the credit sale.



---

## BEVERAGE CONTROL STOCK

- I. A limited beverage par stock must be established by Food and Beverage Manager.
- II. Beverage storeroom in Room Service area must be locked and access limited.
- III. Requisition procedures must be used **“Requisitioning Procedures”** for issues from the storeroom.
- IV. The Cost Controller must be conduct inventories every accounting period and calculate potential sales value.

Also refer to the following procedures in the Cost Control section :

**“Food and Beverage Inventories - Par Stocks”**

**“Beverage Cost Control - Bottle Codes and Inventory Cards”**

**“Beverage Cost Control - Actual and Potential Beverage Sales”**



---

## 5) **FOOD AND BEVERAGE PROMOTION**

Food and Beverage promotions, such as **reduced prices** and **happy hours**, may be necessary for competition and public relations. However, special controls must be devised to fit the circumstances of these promotions and evaluate incremental revenue versus cost increase.

### **CONTROLS**

Food and Beverage Promotion must reported to Financial Controller after approved by the General Manager, the format will be assigned by the Director of Operation like as in this attachments.

Officer Check will be used in Sun Paradise Hotels Management's Logbook, for charging documentation.

Based on the **Food and Beverage Promotion List** the cost controller will makes an adjustment and will be charged to **Food and Beverage Promotion Expenses**.



---

## 6) EMPLOYEE MEALS AND OFFICER CHECKS

The following procedures apply to **employees' duty meals**, as well as meals and beverages which may be authorized for advertising or promotional purposes.

### **CONTROLS:**

#### **A. DUTY MEALS**

The General Manager will maintain a list of authorized staff who may receive duty meals. Staff will take their meals during working hours only, and only at out let on the list. This privilege may be amended as needed.

1. Duty meal checks (officers' checks) are numerically controlled and issued to each outlet. Each check is a two-copy . The second copy which acts as a Captain's order.
2. Beverages are ordered first, then food and sales values are recorded on the officers' checks. The Captain's order is given to the kitchen or service bar for food preparation, then put into the **drop box** to be collected by the Cost Controller each morning.
3. Staff will sign their checks after each meal and given them to the Cashier who will post them and printing out to the sales/cashier summary.
4. The Cashiering Officer will count duty meal checks at the end of the day and summarize missing checks weekly on a standard form. The Night Auditor will vouch duty meal checks and post them. The Accounting Department will balance the total with detailed analysis (food and beverage report) at the end of accounting period.
5. The Cost Controller will determine year-to-date cost percentages to credit food and beverage costs and debit individual departments for meals consumed. This costing will be done through the monthly food



---

and beverage report. The Cost Controller will compare the Captain's orders with the duty meal checks.

## **B. ENTERTAINMENT CHECKS**

The General Manager must approve senior staff's entertainment privileges. Senior staff will submit an entertainment form to the General Manager before the event, the form must be submitted no later than the following day).

At the of every accounting period, the Cost Controller will list General Manager's entertainment checks, stating the purpose of the entertainment. The list must be submitted to the Director for approval. A signed copy will be filed in the Director of Operation's Secretary for tax purpose.

1. Entertainment checks will be issued following the same procedures as duty meal checks. The Cashiering Officer will be responsible for entertainment check control and reporting.
2. On the check, the staff member must sign his full name, the name of the party being entertained and his company affiliation.
3. The Night Auditor will process the entertainment checks, post the amount of food and beverages, and balance the amount with the detailed analysis by the accounting Department at the end of the accounting period.
4. The Accounting Department will analyze consumption, and prepare a consumption report for the General Manager and Department Heads every accounting period. The Cost Controller will use the report to determine cost calculations for each accounting period.
5. The Cost Controller will determine year-to-date cost percentages to credit food and beverage costs and debit individual department entertainment accounts.



---

### C. STAFF MEALS

When the **employee staff canteen** operated direct by Sun Paradise Hotels Management, should the bases its cost recorded on storeroom requisitions, kitchen transfers or daily direct purchases, the total of these are summarized daily on the **Staff Canteen Cost Record**.

Meal sales (**Steward Sale**) for cash to the employee/non-employee are controlled by the Accounting Department, which gives the total to the Cost Controller at the end of the accounting period. This figure is used as credit to the total cost of employee meals.

When leftover buffet or party is transferred to the employee staff canteen, the Cost Controller must ensure that no cost is transferred to the canteen along with the food.

If Sun Paradise Hotels Management, using “outside catering” to handle the staff canteen, the procedure will use Purchase Order daily and the meals will be received as normal merchandise by the **Receiver**.

Also refer to the “**Food and Beverage Inventories - Accounting Period Food and Beverage Inventory**” procedure.

### D. PRIVATE PARTIES AND PRIVATE FUNCTIONS

Parties organized at cost for employees are charged to the individual concerned. All private functions must be authorized, **in writing** by the General Manager and by the immediate supervisor.



---

## 7) **FUNCTION REVENUE**

Personnel and Department involved to control of guest group functions, such as meetings and banquets, is the responsibility of :

- A. Food and Beverage Manager or Banquet Manager (if any).
- B. Cost Controller.
- C. Account Receivable Clerk.

### **I. GENERAL CONTROLS:**

#### **A. FUNCTION DIARY**

A function diary must kept by the Food and Beverage Manager. This diary serves as a permanent record of banquets and other functions and must include the following information, recorded in pencil:

1. Name and address of the sponsoring group or company.
2. Name and telephone number of the guest making the reservation.
3. Method of payment, rate quoted and banquet contract number.

#### **B. FUNCTION SHEET**

A pre-numbered function sheet or contract (**Function Reservation Form**) must be completed as a confirmation of each function and a record of all relevant information. If the function cost exceed Rp. 2,500,000,- the Financial Controller must approve the credit before contract is issued.

All issued function sheets or contract must be recorded in a logbook in numerical sequence, and must contain the guest 's name, type of function and event date.





1. The original and second copy will be given to the guest with a letter asking to him to sign and return second copy.
2. Third copy will be filed numerically in pending file in the Food and Beverage Department.

When the function sheet is signed and returned by the guest, information concerning the function will be entered into the **Function Diary** in ink.

### C. WEEKLY PLAN

The Food and Beverage Manager will use the function sheets to produce a weekly forward plan. Copies of this plan will be distributed to all relevant departments any changes will be circulated by **memo** with a cross-reference to the function sheet number.

### D. REVENUES

The **Function Requisition** and **Return Sheet** is designed to :

1. Record banquet sales, which may be set at specifically, reduced prices.
2. Control any beverage transferred from the Bar into the public room area.
3. Ensure that the actual consumption corresponds to the sales for each function.
4. Eliminate pilfering by ensuring return of unconsumed beverages to stock.

A separate Function Requisition and Return Sheet must be used for each banquet and private party. The total actual sales on the sheet should correspond with the money collected or the charges made.



---

**I. PROCEDURES FOR PREPARING THE FUNCTION AND RETURN SHEET.**

A. The heading of Function Requisition and Return Sheet must be included :

1. Date
2. Function Room
3. Name of Function
4. Outlet or store supplying the beverages
5. Function contract number
6. Function check number

B. The Function Requisition and Return Sheet will also include columns for:

1. Item Number - entered from price list by Restaurant Manager
2. Name of Beverage - entered from price list by Restaurant Manager
3. Unit (drinks or bottle size) - items required for function
4. Amount Issues - items required for function
5. Amount Returned - entered by Restaurant Manager or Storekeeper at the end of function, when unconsumed beverages are returned.
6. Amount Sold - calculated by Restaurant Manager (amount issued minus amount returned)
7. Unit Actual Sales - entered from banquet function contract
8. Total Actual Sales - calculated by Restaurant Manager (Amount Sold multiplied by Unit Actual Sales)
9. Unit Potential Sales - entered from beverage price list by Cost Controller.
10. Total Potential Sales - calculated by Cost Controller (Amount Sold multiplied by Unit Potential Sales)

C. The Restaurant Manager will compile the headings and first four columns.

D. All three copies of the sheet will be signed as appropriate and taken to the outlet or store supplying the beverages.



- 
- E. After function, any unconsumed liquor should be returned to the outlet or store. The Restaurant Manager or Storekeeper will check off the unconsumed liquor in the **“Amount Returned”** column and sign the sheet.
  - F. The Restaurant Manager will:
    - 1. Subtract the amount returned from the amount issued to calculate the amount consumed/sold, and
    - 2. Multiply the amount sold by the actual unit sales price to calculate the actual banquet sales.
  - G. The Restaurant Manager or Captain Waiter will record the actual banquet sales on a banquet check.
  - H. The original Function Requisition and Return Sheet will then be sent to the Cost Controller, who will :
    - 1. Take the bottle sales from the sheet and record them on the perpetual record as being issued when the items are taken from the storeroom, and
    - 2. Complete the **“Potential Sales/Unit”** and **“Potential Sales/Total”** columns and ensure that all required signatures are on the bottom of the sheet.

## **II. SALES CONTROLS:**

### **I. BANQUET DEPARTMENT SALES SUMMARY**

The banquet department sales summary is used to analyze complete banquet sales for each function served on particular day.



1. Each day, the Banquet Department in Sun Paradise Hotels Management be handled by **“Restaurant Manager”** will prepare the sales summary for all banquet functions served.
2. The original will be sent to the Front Desk with the banquet service checks for validation by the Front Desk accounting computer.
3. After validation, the Front Desk will send the original to the Cost Controller, attaching each individual Function Requisition and Return Sheet and each guest check for verification.
4. After the Function Requisition and Return Sheet has been verified and reconciled to the guest check, the Cost Controller will verify that all banquet bills and contracts have been received. This is done by checking the contract numbers against the Banquet Department's by banquet contract logbook or function diary.

## **II. CASH/CREDIT CARD/ROOM CHARGE PROCEDURES**

1. CASH SALE WITH DRINK TICKET
  - a. Drink tickets will be sold in different colors, with each colour representing a different monetary value or beverage items.
  - b. Drink tickets will be recorded in numerical sequence by the Accounting Department and issued to the Restaurant Manager, who will sign for the number of tickets received.
  - c. The Restaurant Manager will then issue the required tickets to Cashier.
  - d. The guest will buy drink tickets from the Cashier.
  - e. The Bartender will collect the drink ticket from the guest when the drink is served. The drink ticket will be deposited in a locked box.



- 
- f. After the function, the Bartender will submit the tickets to the Cashier, which will total the cash receipts and reconcile the tickets with the cash received.
  - g. The Cashier will then prepare the cash turn-in and deposit it, with the first and last ticket. The cash receipts must **NEVER** be turned over to the Restaurant Manager.
  - h. The General Cashier will submit the tickets and a cashier's report to the Cost Controller, who will calculate the potential sales on the Function Requisition and Return Sheet and compare total money received to expected sales.
  - i. Any discrepancies between actual cash sales and expected cash sales must be reported to the Financial Controller.

## 2. CASH SALE WITHOUT DRINK TICKET

- a. On a cash bar without ticket sales, the guest will pay the Bartender for the Drink. The Bartender is accountable for all moneys received.
- b. At the end of the shift or function, the Bartender will make a **separate** cash turn-in to the Front Desk.
- c. The Restaurant Manager will use the Function Requisition and Return Sheet to calculate the expected sales value of merchandise consumed. The Cost Controller will verify this calculation.
- d. Discrepancies between actual cash sales and expected cash sales should be reported to Financial Controller.

## 3. FOOD SALES

- a. The Restaurant Manager will record the number of persons and the value of food sales on each Function Requisition and Return Sheet.



- 
- b. The Kitchen Chef will approve the accuracy of these figures and sign the appropriate part of the Function Requisition and Return Sheet.

### **III. INVOICE VERIFICATION**

The Accounts Receivable Clerk will verify the accuracy of the invoice before it is sent to the guest, using relevant documentation such as function sheet or contract etc.

To ensure that an invoice has been raised for every function, the amount will be written next to the function in the Function Diary.



---

## 8) **TELEPHONE AND FAX REVENUE**

Director of Operation will review the monthly cost of sales figures to identify revenue losses or cost increase for local and long distance telephone and fax services provided to guest. Sun Paradise Hotels Management, that use computerized telephone system will ensure that staff is fully acquainted with the system. The Financial Controller is responsible for training appropriate staff in charging for these service.

### **STEP TO CONTROLS:**

#### **A. REVENUE CONTROLS**

The General Manager will ensure consistency of rates is allowed by government and commonly used by other hotel in Bali, Indonesia.

The Sun Paradise Hotels Management will decide cost of sales is 65% after put Value Added Tax from telephone company price, and no other charges (no tax and service charge).

The Financial Controller will instruct the Income Auditor and Front Office staff (Operator) on using relevant printouts *for posting and control purpose*.

1. The Night Auditor will reconcile the telephone printout, then total the charges with the Front Office (Operator) balance, ensuring all charges have been posted.
2. The Income Auditor will spot check the pre-programmed prices and sign the relevant printout.
3. End-of-month telephone computer printout balances will be recorded in a logbook.

#### **C. ACCOUNTING CONTROLS**

##### **1. Telephone Invoices**

The Accounting Department will have a telephone plan indicating all extensions.



- a. The Accounting Clerk must check the telephone company invoice against the extension numbers, reconciling the charges with the traffic sheet or computer printout.
- b. Invoices and charges for faxes will be reconciled with log-prints.
- c. In complicated cases, hotel record must be reconciled against telephone company invoices for five (5) days during the billing period. These must be noted on the relevant invoices or records.

## 2. Monthly Analysis

The Financial Controller will calculate a monthly cost of sales percentage to documented as follows:

<u>Month</u>	<u>Revenue</u>	<u>Cost</u>	<u>C.O.S. %</u>	<u>Prior Year %</u>
January				
February				
March				
April				
May				
June				
July				
August				
September				
October				
November				
December				

Variances above one (1) percent must be investigated and documented.





---

**C. MANAGEMENT USE OF TELEPHONE / FAX**

1. Use of these service will be listed separately for review and approval by the General Manager and Financial Controller.
2. The Accounting Department must investigate high-cost phone calls and document reasons.

**D. TELEPHONE CARD**

1. Cost of Sales

The cost of sales of telephone card should be 65% from buying the telephone card from the suppliers.

2. The sales should be under “Shop or Drugstore” sales **NOT** under telephone sales.



---

## **9. LAUNDRY REVENUE**

Laundry and valet services are normally provided to the guests, and the Sun Paradise Hotels Management will do by own equipment when possible (low occupancy), but Laundry services will do by outside laundry for all guest laundry.

### **I. RATES OR PRICES**

Guest rates for laundry/valet services should include a surcharge above hotel cost.

### **II. GUEST CHARGES**

1. A traffic sheet must be prepared before routing guest laundry and use separate sheet for in-house laundry, if we are sending both laundry together to outside laundry. This sheet will followed up:
  - a. Record guest laundry by name and room number
  - b. Serve as a checklist for laundry invoice payment.
  - c. Provide an additional crosscheck for the Night Auditor concerning laundry charges to the Guest's room folio.
2. Upon return of the guest's laundry, all charges must be posted on the Front Desk HOTEL SYSTEM Computer System and checked off on the Front Desk copy traffic sheet.

### **A. REVENUE CONTROLS**

The General Manager will ensure consistency of rate is competitive with other hotel around Area, so the budget revenue will be covered.

The Sun Paradise Hotels Management has decided cost of sales is 50 % before Tax and Service Charge.



1. The Financial Controller will instruct the Income Auditor and Housekeeper to use properly charge into the “Laundry Charge Form”.
2. The Laundry Manager, has to prepared **“Summary of Laundry Sales”**, each day and submit to the Front Desk together with charge forms.
3. The Night Auditor will to reconcile the Summary of Laundry Sales with the HOTEL SYSTEM computer printout, to ensure all charges have been posted.
4. Every morning the Income Auditor will spot check the pre-programmed prices and sign the relevant printout from HOTEL SYSTEM Computer System.

## **B. ACCOUNTING CONTROLS**

### **1. Laundry Charge Forms**

The Accounting Department has to control between guest laundry and house laundry. The Housekeeper has to inform to Financial Controller **“Basic Cost”** each items, in order to make easy for department charging for linen and uniform.

- 1.1 Guest Laundry invoices will be charged to the Cost of Guest Laundry account.
- 1.2 Employee Laundry invoices will be distributed to the Laundry Expense account of the appropriate department.
  - a. The cost controller must check and record all requisition issued by Laundry Department, will be charged as House Laundry, then distributed to other department.
  - b. The House Laundry have to record the items to laundry and end-of-month will to send to Accounting Department cq Cost Controller.
  - c. Guest Laundry Sales have to use “Laundry Charge Form”, and be summarized each day.



## 2. Monthly Analysis

The Financial Controller will calculate a monthly cost of sales percentage to documented as follows:

<u>Month</u>	<u>Revenue</u>	<u>Cost</u>	<u>C.O.S %</u>	<u>Prior Year %</u>
January				
February				
March				
April				
May				
June				
July				
August				
September				
October				
November				
December				



---

## 10) **SWIMMING POOL AND FITNESS, AND OTHER LEISURE**

Sun Paradise Hotels Management providing the facilities as above, so the Financial Controller to establish procedures as bellows:

### **A. Membership List**

We will maintain a membership list with names, address, billing address, membership renewal dates and any pertinent information.

### **B. Admission to Facilities**

1. The pre-numbered membership cards or pre-numbered tickets must be printed by and external company. The company invoice must be state the number of cards and the number range.
2. The pre-numbered cards must be stored in a secure place accessible only to the Financial Controller.
3. Each member must sign a membership card, which will then be laminated.
4. At the club entrance members must show their cards and sign their names and numbers in a **“Daily Log Showing Entry”** and exit times.
5. If guest in the house, use the facilities club without charge, they must sign their names and room numbers in the entry log. The Accounting Department should spot check names against room numbers, and document spot checks in the entry log.
6. Daily usage charges must be displayed in clear view of guest. The amount charged for daily usage must be entered beside the guest’s name on the entry log. Upon payment, the guest must be provided with a pre-printed ticket.



---

### C. SPA & CLUB INVENTORY

1. If the towels or clothing is sold through the spa & club, a perpetual inventory must be maintained, along with a daily sales log. A monthly inventory must be completed and verified against the perpetual inventory, with all discrepancies accounted for.
2. For Inventory security, must be maintained all times to prevent loss.
3. For all revenue will be used the Miscellaneous Charge or Special Charge Form will be used.

### D. ACCOUNTING

1. Because almost all leisure facilities in Sun Paradise Hotels Management are rented by second party, so only **“Swimming Pool”** will be not established in the separate profit and loss statement, because non-profit department. All revenue and cost will be recorded into the appropriate accounts.
2. For Baby Sister will make daily charge report and submit to Front Desk.
3. For other leisure clubs, the Accounting Department is responsible for billing, account receivable and collection of all membership dues, advising the Financial Controller of unpaid amounts.
4. The Income Auditor must be review the entry log to ensure only authorized members are allowed entry and that unpaid membership are canceled or those members refused entry.
5. An inventory must be taken of the pre-numbered cards and tickets, and the Income Auditor will makes a reconciliation between the pre-numbered cards/tickets sold and revenue booked.
6. The Income Auditor will verify daily charges entered on the entry log against the attendants’ report.



## **E. INSPECTION BY MANAGEMENT**

At unscheduled intervals (and at least weekly), a member of senior management should check the entry log to verify the number of members using the spa & club, then sign the log as documentation of the check. Check of member signatures is also recommended.

In case of daily charges, management should perform spot checks by asking the attendants some bill or logbook. These is for leisure with condition percentage form the revenue (if will any on future).

## **11) OTHER INCOME**

The Financial Controller has been decided the “**Other Income**” will be divided as following :

- a. Club Share Income
- b. Rental
- c. Transportation
- d. Foreign Exchange Gains
- e. Photo *Copies*
- f. Doctors’ Fee
- g. Miscellaneous Income

### **A. GENERAL**

All cash revenues from Other Income must be recorded through the Front Desk computer and posted against separate folios. Other Income must be posted as revenue, and expenditures posted as costs.

Cost of sales percentages may indicate loss of revenue. Therefore, calculation and review of cost of sales percentages are recommended for all Other Income.

The Financial Controller should list the cost of sales percentages on a 12-months cycle for identification of any trends.



## **I. CLUB SHARE INCOME**

The Club Share Income will be posted separately into the special folios or using posting manually into the guests' folio.

The Income Auditor has to ensure the income of Club Share, which is sold and reported within "Cashier Sales Summary" to be posted into the "Other Income" category.

## **II. RENTAL**

Mostly "Store Space" is rented by the second party, the Sun Paradise Hotels Management will charge them by monthly basis.

1. The lease agreements must be sign on behalf: Sun Paradise Hotels Management, by the General Manager and filed in the Executive Secretary.
2. Billing of "Store Space Rental" must be through routine account receivable procedures.

## **III. TRANSPORTATION**

All income for the guest to transfer them in or out the hotel, which is not part of agreement on the room rate, that income should be posted into the Other Income under Transportation.





---

#### IV. FOREIGN EXCHANGE GAINS

As a service to the hotel's guest only, foreign currency may be converted into the local currency. The rates of exchange will be displayed in Front Desk, and changed each day after got a fax rate from the Nominated Bank by the Hotel.

1. The Guest Service Officer or the Night Auditor will maintain a booklet with pre-numbered vouchers, which will indicate the guest's name, room number and calculation of the conversion rates. The Currency Exchange Voucher will be signed by the guests and the Guest Service Officer or the Night Auditor. Also refer to the "Cash Transactions – Foreign Currency" procedure.
2. All rates of exchange will be calculated daily against the buying rate of the Nominated Bank and a percentage to cover addition bank charges. The buying rates of the bank will be obtained every 09.00 AM, by Nominate Bank that chosen by the Hotel.
3. Voucher will be reviewed by the Income Auditor daily to ensure correctness.

#### V. PHOTO COPIES

If the guest use photocopy, Sun Paradise Hotels Management will to charge them with Rp. 1,000 per sheet.

The staff who gives the Photo Copy Service to the guest, is responsible to prepared a "**Miscellaneous Charge**", and to administrate as following:

1. To Photo Copy the documents.
2. Makes Miscellaneous Charge Form with to complete:  
- Name's of guest



- 
- Room Number
  - Amount to be charge
  - Explain (how many photo copy have been made)
3. Show to the guest and asking the signature if the guest want to charge into his folio.
  4. Open separate folio if the guest paid, posting the miscellaneous charge into this folio, and prepared the "Cash Receipt" and posting as his payment directly in this folio.

## **VI. DOCTORS' FEE**

As a service to the hotel guests, the Sun Paradise Hotels Management provide the doctor service, if the guest need to check his condition cause illness.

The Management of Sun Paradise Hotels Management have to have a doctor be contracted as hotel doctor for the guest or maybe also for the employee.

Commonly the hotel will marked up the contract as price to charging to the guest.

The amount charge to the guest will be posted under this heading, and all cost and medical will be posted under "Doctors' Cost and Medicine" in the same Other Income.



---

## VII. MISCELLANEOUS INCOME

In this heading is used to posting other income unaccounted in the above category, such as **“Salvage Sale Inventory or Salvage Sale Asset”**.

If the Sun Paradise Hotels Management owned supplies are no longer usable, the management wills sale as **“Salvage”**.

All salvage sales must be approved in advance by the General Manager only and documented.

### 1. Pricing

- a. The General Manager and the Financial Controller will price salvage items, assisted the Housekeeper, Engineer, Food and Beverage Manager etc.
- b. If the Department Heads or Financial Controller to purchase salvage items, the Director must also approve pricing.
- c. Before any charitable donations of salvage items, the Directors must give written approval.

### 2. Required Records

A three-part receipt must be prepared for all salvage sales :

- a. The original will be given to the purchaser as evidence of ownership.
- b. First copy will be attached to a miscellaneous charge voucher posted at Front Desk, the sent to Accounting for recording asset deletion.
- c. Second copy will be retained by the Director or Financial Controller in a permanent chronological file as a record of the sale.



---

### **3. Salvage Sale Inventory**

The General Manager and the Financial Controller will prepare an inventory list of all items for sale, showing the original or estimated price and closing inventory. The General Manager and the Financial Controller will sign and file the list as a record of the sale.

For any salvage sale of inventory of assets have to get prior approval by General Manager.



# ADDITIONAL FORM TOOLS WOULD BE USED BY THE HOTEL

- 1.1. ROOM DESCREPENCY REPORT;**
- 1.2. DAILY ROOM REVENUE RECAP;**
- 1.3. UNUSED FOLIOS LOGBOOK;**
- 1.4. UNUSED GUEST CHECK LOGBOOK;**
- 1.5. MANUALLY NUMERICAL CONTROL REGISTER;**
- 1.6. FUNCTION RESERVATION FORM (Must have sequence number);**
- 1.7. FUNCTION REQUISITION & RETURN FORMS.**
- 1.8. GUEST FOLIO (Must with sequence number);**
- 1.9. MISCELANEOUS FORM( Must with sequence number);**
- 1.10. MISCELANEOUS CAHRGE ( Must with sequence number);**
- 1.11. TELEPHONE CHARGE (Must with sequence number);**
- 1.12. MINI BAR VOUCHER (Must with sequence number);**
- 1.13. LAUNDRY CHARGE (Must with sequence number);**
- 1.14. RECREATION CHARGE (Must with sequence number).**
- 1.15. TRANSPORTATION CHARGE (Must with sequence number).**
- 1.16. ROOM MOVE (Must with sequence number).**



Date: \_\_\_\_\_

[www.agustinusaguspurwant.wix.com/sphm-hospitality](http://www.agustinusaguspurwant.wix.com/sphm-hospitality)



## DAILY ROOM REVENUE RECAP

Day: \_\_\_\_\_

Date: \_\_\_\_\_

**ADDITIONS:**

Descriptions	Room Count	Persons	Value	Remark
Day Use				
Early Check – out				
No Show				
<b>SUB TOTAL 1</b>				

**ADDITIONS:**

Descriptions	Room Count	Persons	Value	Remark
Over Charge				
Waiving Surcharge				
Waiving No Show				
<b>SUB TOTAL 2</b>				

Recap	Room Count	Persons	Value
Subtotal (Room Revenue Report)			
+ SUB TOTAL 1			
- SUB TOTAL 2			
<b>GRAND TOTAL</b>			

Total Net Days Revenue:

Total Days Rooms Occupied:

Occupancy %:

Average Room Rate:

Prepared by: \_\_\_\_\_

Night Reception

Verified by: \_\_\_\_\_

Income Auditor

Approved by: \_\_\_\_\_

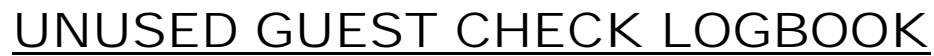
Chief Accountant



Re - Order Quantity \_\_\_\_\_

[illegible]







## MANUALLY NUMERICAL CONTROL REGISTER

1	51	101	151	201	251	301	351	401	451
2	52	102	152	202	252	302	352	402	452
3	53	103	153	203	253	303	353	403	453
4	54	104	154	204	254	304	354	404	454
5	55	105	155	205	255	305	355	405	455
6	56	106	156	206	256	306	356	406	456
7	57	107	157	207	257	307	357	407	457
8	58	108	158	208	258	308	358	408	458
9	59	109	159	209	259	309	359	409	459
10	60	110	160	210	260	310	360	410	460
11	61	111	161	211	261	311	361	411	461
12	62	112	162	212	262	312	362	412	462
13	63	113	163	213	263	313	363	413	463
14	64	114	164	214	264	314	364	414	464
15	65	115	165	215	265	315	365	415	465
16	66	116	166	216	266	316	366	416	466
17	67	117	167	217	267	317	367	417	467
18	68	118	168	218	268	318	368	418	468
19	69	119	169	219	269	319	369	419	469
20	70	120	170	220	270	320	370	420	470
21	71	121	171	221	271	321	371	421	471
22	72	122	172	222	272	322	372	422	472
23	73	123	173	223	273	323	373	423	473
24	74	124	174	224	274	324	374	424	474
25	75	125	175	225	275	325	375	425	475
26	76	126	176	226	276	326	376	426	476
27	77	127	177	227	277	327	377	427	477
28	78	128	178	228	278	328	378	428	478
29	79	129	179	229	279	329	379	429	479
30	80	130	180	230	280	330	380	430	480
31	81	131	181	231	281	331	381	431	481
32	82	132	182	232	282	332	382	432	482
33	83	133	183	233	283	333	383	433	483
34	84	134	184	234	284	334	384	434	484
35	85	135	185	235	285	335	385	435	485
36	86	136	186	236	286	336	386	436	486
37	87	137	187	237	287	337	387	437	487
38	88	138	188	238	288	338	388	438	488
39	89	139	189	239	289	339	389	439	489
40	90	140	190	240	290	340	390	440	490
41	91	141	191	241	291	341	391	441	491
42	92	142	192	242	292	342	392	442	492
43	93	143	193	243	293	343	393	443	493
44	94	144	194	244	294	344	394	444	494
45	95	145	195	245	295	345	395	445	495
46	96	146	196	246	296	346	396	446	496
47	97	147	197	247	297	347	397	447	497
48	98	148	198	248	298	348	398	448	498
49	99	149	199	249	299	349	399	449	499
50	100	150	200	250	300	350	400	450	500



## FUNCTION RESERVATION FORM

Function Booking No. \_\_\_\_\_

No.: xxxxxxxxxxxx

Company Name _____ Company Address _____ _____	Contact Name _____ Telephone _____ Fax No. _____
------------------------------------------------------	--------------------------------------------------------

☐ Half-Day Package   ☐ Full Day Package   ☐ Cost Indicated Below   Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_

Date	Time	Function Name	Room Name	Room Layout	No. Pax	Costs

### Package Include:

#### HALF DAY:

Morning Coffee Break  
Lunch  
Afternoon Coffee Break  
Meeting Room

#### FULL DAY:

Morning Coffee Break  
Lunch  
Afternoon Coffee Break  
Meeting Room  
Accommodation  
Dinner  
Breakfast

Conference/Audio Visual Requirements  
Provided Free of Charge: Flipchart and pens;  
Overhead Projector; Whiteboard Pens; Pointer

#### IF NOT F.O.C:

Overhead Projector ☐ \$.\_\_\_\_\_/day  
LCD Projector ☐ \$.\_\_\_\_\_/day  
Television ☐ \$.\_\_\_\_\_/day  
Video Player/Recorder ☐ \$.\_\_\_\_\_/day  
Others; \$.\_\_\_\_\_/day

#### Accommodation Requirements

Arrival Date: \_\_\_\_\_ Departure date: \_\_\_\_\_

Singles \_\_\_\_\_ @ \$.\_\_\_\_\_ Doubles \_\_\_\_\_ @ \$.\_\_\_\_\_  
Twins \_\_\_\_\_ @ \$.\_\_\_\_\_ Suites \_\_\_\_\_ @ \$.\_\_\_\_\_  
Others \_\_\_\_\_

#### Special/VIP Requirements

#### Accounting Instructions

☐ Total account to company   ☐ Rates Confidential  
☐ Total Account to individuals   ☐ Payment on Departure  
☐ Room only to company   ☐ Room to Individuals  
☐ Others: \_\_\_\_\_

To guarantee your reservation:

Return the copy to the hotel by \_\_\_\_\_ Send a deposit of \_\_\_\_\_ to the hotel by \_\_\_\_\_

Send a rooming list to the hotel by \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

All rates include a service charge and tax. Rates listed are per room per night unless otherwise stated.

Please check the above and, if there are any discrepancies, please contact T: +(62 21) 2556 5090; F: +(62 21) 2556 5075 immediately.

Please refer to the reverse of this form for all contractual conditions, including our cancellation policy





---

500 Seminyak Raya Street,  
Seminyak – Kuta - Bali  
Tel: +(62 361) 8484 633; Fax: +(62 361)8484 6222  
Email: [reservation@therichpradabali.com](mailto:reservation@therichpradabali.com)

HAVE YOU LEFT YOUR KEY ?

No. xxxxxxxxx

---

---

Regardless of charge Instructions the Undersigned Guest  
Acknowledges the above and genuine late charges if any as a Personal Indebtedness

Company: \_\_\_\_\_  
Attention: \_\_\_\_\_  
Address: \_\_\_\_\_  
Signature: \_\_\_\_\_

**Folio**  
PLEASE DETACH  
AND RETURN THIS  
STUB WITH YOUR  
REMITTANCE



## MISCELLANEOUS

No : 00001

Guest Name : _____	Room Nbr : _____
	Date : _____

DESCRIPTION	Qty	Amount
TOTAL		

Cashier :

Approved By :

Guest Signature :

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Copy : Guest/Fin/FO



## TELEPHONE / FAX

No : 00002

Guest Name : _____	Room Nbr : _____
	Date : _____

DESCRIPTION	Qty	Amount
TOTAL		

Cashier :

Approved By :

Guest Signature :

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*Copy : Guest/Fin/FO*



## MINI BAR VOUCHER

This Mini Bar is provided for your convenience with special price. Kindly fill in and sign this Voucher for the consumed drink, your Mini Bar will be restocked and charged to your Room Account daily. On the day of your departure please fill in this Voucher and hand it to the Front Office Cashier.

**Thank you.**

**No.: XXXXXXX**

BAR	DATE	TIME	PER ITEM US\$	CONSUMED	AMOUNT
2	Local Beer (Small)				
2	Coca Cola				
2	Sprite				
2	Fanta				
2	Mineral Water				
2	Diet Coke				
	Package 1				
	Package 2				
ROOM NO.		CHECKER		SUB TOTAL	
				TAX&SERVICE	
				TOTAL	
GUEST NAME (Please Print)				GUEST SUGNATURE	





## LAUNDRY LIST

**No.: XXXXXXXX**

Please      to indicate

Regular      : Collection before 9.30 am and will be returned on the same day after 06.30 pm

Express      : Collection between 08.00 am and 02.00 pm and will be returned within 5 hours at  
50% surcharge

PLEASE CALL HOUSEKEEPING DEPARTMENT (EXT 5) FOR LAUDRY COLLECTION				
NAME _____ ROOM NO. _____ DATE _____				
SIGNATURE _____ CHECKED BY _____				
GUEST COUNT	HOTEL COUNT	GENTLEMENT	LAUNDRY	AMOUNT
		Shirt		
		Trousers		
		Shorts		
		T. Shirt		
		Pijamas		
		Jacket		
		Under Shirt		
		Under Short		
		Socks		
		Sarong		
		LADIES		
		Dress		
		Blouse		
		T. Shirt		
		Skirts		
		Slacks		
		Pijamas		
		Brassier		
		Panties		
		Handkerchief		
		Scarf		
		Stocking		
SUB TOTAL				
TAX & SERVICE				
T O T A L				
<b>KINDLY OBSERVE THE FOLLOWING:</b> <ol style="list-style-type: none"> <li>1. Please indicate number of items in guest column, in case of discrepancy we will keep it pending until we get a clearance from you.</li> <li>2. The hotel cannot be held responsible for any damage resulting from the normal process of Laundry (Loss of buttons, belts or shoulder pads or loss other goods left in pockets)</li> <li>3. All claims must be made within 24 hours after delivery and must be accompanied by the original list.</li> <li>4. In the case of loss or damage the hotel will be liable to no more than six times the cost of Laundry the article.</li> </ol>				

☐
☐



## TRANSPORTATION

No : 00001

Guest Name : _____	Room Nbr : _____
	Date : _____

DESCRIPTION	Qty	Amount
TOTAL		

Cashier :

Approved By :

Guest Signature :

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

*Copy : Guest/Fin/FO*



Series 200

# Hotel Income Management Policy