

## **Managing Front Office Operations**

### **Case Study 1**

#### **Dark Days at Sunnyvale: Can Teamwork Part the Clouds?**

The Sunnyvale Resort is a 300-room luxury property with a lake on one side and a golf course, riding stables, and tennis courts on the other. Once considered the premier resort of the South, the rich (both old and new money) considered it fashionable to winter at Sunnyvale back in the twenties and thirties. However, by the sixties, its glory had begun to fade and so had its revenues. In 1978, the resort added 50 suites and 20,000 square feet of meeting space in an effort to attract group business. This helped for a time, but in the last five years both occupancy and room rates were caught in a seemingly unstoppable decline. Recently, the resort lost a star and was now listed in travel guides as a three-star property.

Losing a star spurred Thomas Redgrave to take action. Mr. Redgrave was the resort's owner, and he was not happy that a property that should be making \$15 to \$16 million a year in revenue had grossed less than \$12 million in each of the last two years. He gave the general manager, who had been with the resort since 1977, a nice farewell dinner and a gold watch, then hired Ken Richards, an experienced general manager from a convention hotel in Richmond, to come in and turn things around.

At a meeting with Ken, Mr. Redgrave summed up the situation as he saw it. "I'd like to renovate Sunnyvale and really bring it back to where it ought to be. As a businessman, I know sometimes you have to spend money to make money. But I'd have to put several million dollars into the place to do it right. The way things are going at Sunnyvale right now, I'm not sure I'd get the kind of return on investment that I should.

"The last general manager was here long before I bought the place and he didn't communicate with me very much. I try to be a 'hands-off' owner and I gave him plenty of room, but for the last few years the numbers have been bad and getting worse, and he didn't seem to know what to do about it. I'll be honest—I don't know that much about the hotel business. But that's why I hired you. I want you to find out what's wrong and get the revenues back up to where they should be. If I see signs that you've got Sunnyvale back on track, I'll open the purse strings. It'll take some time, but we'll make everything at Sunnyvale first-class again. That'll make me happy, and down the road it'll make your job a whole lot easier."

From his experience at other properties, Ken knew that low occupancy and low rates were not the resort's real problems, only the symptoms. His first inspections of the property revealed quite a few minor blemishes—walls that needed painting, leaky showerheads, thin carpets, and so on. In fact, the entire resort, even the relatively new suites and meeting spaces, had an air of genteel shabbiness. But, more importantly, Ken took time during his first week to meet one on one with all of Sunnyvale's managers. He especially wanted to learn all he could about his department heads before calling his first executive staff meeting next Monday morning.

Skip Keener, the resort's director of sales, had been with Sunnyvale for over 40 years and fondly remembered the resort's glory days. "When I first got here, the property sold itself," he told Ken. "Never had a problem filling the place up. We were featured in Southern Living magazine practically every year. But all of a sudden we fell out of fashion, and then in the seventies they put in all that meeting space that I have to sell to groups like vacuum-cleaner salesmen, the Kentucky Aluminium Siding Association, and the North Carolina Association of Used Car Dealers. This is the kind of business that keeps us going now. I tell you, the place sure isn't what it used to be."

The resort's executive housekeeper, Ruth Harless, had been with the property for almost 30 years and she missed the glory days, too. "It was a slower pace back then," she said. "Guests stayed longer—ten days, two weeks, even a month or more. You got to know them and they got to know you. Now, most guests are

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Here for a big meeting and are out in two or three nights. It's 'rush, rush, rush.'" Ken learned that Ruth's reputation for upholding cleaning standards was not what it used to be. The comments he heard were: "She used to be a real stickler for detail—every room was spotless, but there's no denying that the rooms just aren't as clean anymore." Ken also learned that Ruth had stopped attending executive staff meetings years ago. "I don't have time," was her excuse.

Bob Ruggles was the resort's chief engineer. Since he had been with the property for "only" 11 years, Skip and Ruth still considered him "the new guy." "I don't know why, but I just never hit it off with them," he lamented to Ken. He also lamented the fact that, because the resort was old, every day he faced a large number of minor maintenance problems. "If it's not the plumbing, it's the electrical. If it's not the electrical, it's the HVAC system acting up. It's always something. I run to put out one 'fire' and two more take its place. I can't catch up."

The reservations manager, Teresa Mansfield, had been with the resort for three years but she was also considered a "newcomer," and no one on the executive staff went out of the way to talk to her. One assistant manager from another department told Ken that "she seems angry about something all the time, but she never says much." Her complaint was that

she was left out of the decision-making at the resort and was expected to just do as she was told. Skip frequently sold more rooms than were allocated to group sales, for example, without telling her. "I don't know exactly what rooms I can sell from one day to the next."

The last, and newest, member of the executive staff was Jon Younger, the resort's food and beverage director. He had arrived at the property just six months ago, after the previous F&B director of 28 years, Abe Williams, had retired. Unfortunately, Abe had chosen to coast into retirement, and the department's performance had declined during the last three years of his tenure. Smart and ambitious, Jon had tried to whip the F&B staff back into shape and restore the resort's reputation for F&B excellence, but his opportunities to shine had been few. Skip, the director of sales, had received so many F&B complaints from clients during Abe's last years that he had begun to book most of the big F&B group functions offsite, and "comp" a lot of the minor ones he allowed the resort's F&B department to handle (a complimentary cocktail party for a group's first night was a favourite give away). Jon had asked Skip to book more F&B functions in-house and had lobbied the previous general manager for support, but had made no headway. In his early thirties and feeling the pressure of his first job as a department head, Jon had become defensive and abrasive in his dealings with Skip and the others.

By Friday of Ken's first week, Sunnyvale's major difficulties were coming into focus. The sales department was so busy bringing in business that it wasn't communicating with the rest of the staff like it should. The result was confusion, poor service, and dissatisfied guests. To entice dissatisfied guests back to the resort, the sales staff was constantly lowering room rates. It was a downward spiral that Ken had to find a way to stop.

Next Monday morning, Ken began his first staff meeting by reassuring his department heads that the owner was committed to the resort's long-term health. "Mr. Redgrave wants to put a lot of money into the place and make it a four-star property again, but first he wants to see that we can turn the rates and occupancy around and beef up the bottom line. I'm committed to taking action quickly and I know all of you want to makes things better, too." Ken picked up a pen and a legal pad and surveyed the managers gathered around the table. "I've looked at the reports," he nodded toward a stack of papers on the table in front of him, "but I'm interested in hearing what all of you think. Does anyone have any ideas about why the revenue's been down the past few years?"

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Silence hung over the room while the department heads looked at the table or shot sidelong glances at each other. Finally, Jon Younger spoke up. "I think a big problem is that we're giving too much F&B business away." Another silence descended on the group.

"Yes," Ken agreed after a while, trying to prompt more comments, "I noticed in the financial statements that the F&B lines seem very low for a resort of this size. What's going on there?"

"Well, I hate to say it," Skip said, "but I got so many complaints from clients that I finally decided I'd better send them off-site for F&B. I've lined up a few outside caterers that do a good job for me, and just up the road there's the Mountain View Gourmet Steakhouse. I send groups up there and they get steaks bigger than their plates, servers in Wild West costumes, skits and 'gunfights' and other entertainment while they eat—they love it."

"The problem with that," Jon said sharply, "is that Skip's not giving me a chance to show what I can do. Those complaints he's talking about happened back when Abe was here. And we're getting killed with all the comps he's giving away. Every group that comes in gets a comp cocktail party the first night, which wipes out the restaurant's dinner sales because everybody goes to the party and scarfs down the heavy hors d'oeuvres and free booze. Why not a banquet the first night? That's high-profit business that we really need."

"What about that, Skip?" Ken asked.

"Well, all I can say is that it's hard when a client looks you in the eye and says 'Last time we booked here, the banquet was terrible—eight of my people stood around embarrassed because you under-set by eight places, you forgot the ice sculpture, the soup was cold, the entrées were late and most of them were cold, too, and I had to listen to my people griping about it the entire time I was here. So if you want me back you're gonna have to do something different.' A lot of my clients come back every year or two, and they remember the things that went wrong the last time."

Ken made a note on his pad. "But the problems your clients refer to didn't happen on Jon's watch, is that right?"

"True," Skip said. "But I still have to fight the perception that we can't deliver quality F&B."

Another silence descended on the group. Ken turned to Teresa. "What problems do you see in the reservations area?"

Teresa swallowed hard. It wasn't her usual style to speak up, but this might be the best time to get things out in the open with the new general manager. "Well, one thing that could be better," she began, "is that I'm never sure how many rooms Skip has sold, so occasionally I've had to turn guests away because of overbookings. But much more often we've suffered from 'underbookings.' That's when Skip asks for more rooms than he really needs, rooms I could have sold, but they stand empty because he blocked them off and then didn't need them for his groups. That happens a lot more than it should.

"It's also hard to have to sell the less-desirable rooms all the time," Teresa continued. "Skip tends to use up the suites and the nicer guestrooms—even the ones allocated to me—with his groups. To make it worse, I'm under pressure to sell those less-desirable rooms at a premium. The budget calls for a group rate of \$150, but a lot of the time Skip gives groups a \$120

rate. This pressures me to sell my allotment of rooms at an even higher rate than my budgeted target of \$170 per room. That's hard to do when all the rooms that are left are at the end of the hall, or next to the laundry, or the ones with no view."

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Skip crossed his arms over his chest. "Groups should get a break, especially with the kind of service they usually get around here. And part of your pay check isn't riding on how many rooms you sell, like mine is. If you think it's easy selling ten thousand rooms a year, try it sometime!"

Ken turned to Skip. "You had to meet a 'rooms sold' target, not a revenue target?"

"Correct. No bonus unless I sold ten thousand rooms. It's not easy, especially when there's problems—VIPs standing in the lobby because their suites aren't ready, for example. Do you have any idea how hard it is to sell somebody the next time, when the first thing that happens to Mr. Big shot is that he has to cool his heels in the lobby while his room is cleaned? Instead of getting ushered up to his nice suite and feeling pampered, he gets ticked off."

"Wait a minute," Ruth interrupted. "Whenever that happens, I always pull room attendants off their regular rooms so they can blitz through the suites and get them ready."

"Ready?" Skip snorted. "They're never as 'ready' as they should be! If I had a nickel for every time the fresh flowers and fruit baskets weren't placed in the suites like they're supposed to be—"

"I get them in the rooms every time I'm notified," Jon interjected.

"You're right, Jon, sometimes I forget to tell you," Ruth said defensively, "but I have my hands full just trying to 'rush rush rush' to get everything clean and get my crew back on their regular duties. It disrupts the entire day."

"What about the cleaning problems?" Skip asked Ruth. "It's embarrassing when the president of a state association comes to me—this happened just two weeks ago—and tells me his wife found a hairball in the bathtub drain and is afraid to take a shower now."

"What do you expect when you tell people they can check in at noon, when check-out time is noon, too?" Ruth said. "We're not given time to do a proper job."

"Does that happen a lot?" Ken asked. "I mean, people wanting to check into suites that people have just checked out of?"

"All the time," Ruth said.

"So you have to do these 'cleaning blitzes' pretty often?" Ken laid a hand on the reports in front of him. "I noticed that housekeeping's labor costs are pretty high—all those blitzes helps explain it."

"They certainly happen more often than they should," Ruth replied. "And you're right, it's costly, because my crew has to stay later to finish their regular assignments. The overtime adds up."

"The guest complaints add up, too," Teresa said. "When Ruth pulls her crew from their regular assignments to blitz the suites, the regular guestrooms aren't getting done. So they get cleaned late, and those guests end up inconvenienced and unhappy. So the guest dissatisfaction ripples down through the entire resort."

"Also," Ruth added, "when you have ten minutes to try to whip a room into shape, you intentionally skip over some things and miss others, so the constant blitzing doesn't do my housekeepers any good, either. They start to get sloppy even when they aren't rushed. Some of them figure if a quick touch-up is okay for

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a VIP suite, it's okay for a regular guestroom, too. I really have to fight that attitude with some of my crew."

"We've got to plan a little better in the future," Ken said, scribbling in his legal pad.

"It's hard to plan when you don't get much advance notice about groups coming in or what their needs are," Teresa said pointedly, looking at Skip.

"It's one of the reasons I can never catch up," Bob chimed in. "I never know what's going on, either. I just get calls all the time: 'Leaky toilet in Room 113.' 'The guest in Suite 27 turned on the air conditioning and nothing happened.' Fine. I ask for the rooms for five days, then suddenly they have to be sold because a big group's coming in. The repairs aren't made, guests complain, and I get chewed out."

"And I have to lower the rates next time for that group," Skip said. "I call the client and he says a bunch of my people were unhappy last time, why should I come back? So I give him a break on the rates, comp the coffee breaks, breakfasts, what have you, to try to get him to come back for another year. Sometimes it works, and sometimes I lose a group."

"And my housekeepers are unhappy because they keep reporting maintenance problems that never get fixed," Ruth said.

"They ask me why, and I don't know what to tell them, because I'm never told why either."

"If you would talk to me once in a while, I'd be glad to tell you," Bob said. "It's not all my fault. I can't get any cooperation out of anybody."

"Do you really need five days every time?" Teresa asked. "Cooperation is a two-way street, you know. Sometimes it's hard to keep a room 'out of order' that long."

"I'd like to have five days. I don't see why it's such a big deal."

"One room out for five days is not a big deal," Skip said, "but you keep adding rooms to your list, so eventually it gets to be a big deal."

Ken held up his hands to halt the discussion, then surveyed the group over steeped fingers. "Obviously there's a lot of frustration in this room. You're frustrated because you want to get your jobs done, but your co-workers—instead of helping you—are sometimes getting in the way. This not only frustrates you, but frustrates our guests as well, because they're not receiving the service they should." Ken paused. "You're not getting in each other's way on purpose, or because you want to make someone else's life miserable," Ken smiled. "I just think you're all too focused on your own areas and aren't seeing the big picture.

"From what I've heard today, I'd say our biggest problem is that we're not talking to each other. We've got to learn to communicate better so we can serve each other and our guests better. More communication will help bring the bigger picture into focus for everybody.

"I want to show Mr Redgrave some positive changes within 90 days," Ken continued. "With that in mind, I'd like all of you to come to next Monday's staff meeting with ideas on how you can improve communication and work together better as a team. I'll think about it as well, and come to the meeting prepared with recommendations for each of you. I think teamwork will be the key to doing a better job of satisfying our guests and moving revenues in a positive direction."

### **Review Questions**

1. What is the purpose of a hotel's mission statement? What are the three groups of people whose interests should be addressed in a hotel mission statement?
2. How do a hotel's goals relate to its mission statement and to departmental and divisional goals and strategies?
3. How does an organization chart show employee reporting and consulting relationships? Why should an organization chart be flexible?
4. Which hotel departments and divisions are typically classified as revenue centres? Why?
5. Which hotel departments and divisions are typically classified as support centres? Why?
6. What main divisions are typically found in the organization of a full-service hotel?
7. How may a limited-service hotel differ in its organization from a full-service hotel?

## **Case Study-2**

### **Arrival Procedure**

Front office employees need to be aware of guest services and guest accounting activities at all stages of the guest stay. Front office employees can efficiently serve guest needs when they clearly understand the flow of business through the hotel. Exhibit 2 indicates which front office personnel are most likely to serve the guest during each stage of the guest cycle. The guest cycle also suggests a systematic approach to managing front office operations.

### **Pre-Arrival**

The guest chooses a hotel during the pre-arrival stage of the guest cycle. The guest's choice can be affected by many factors. The type of travel is often an important factor. People traveling on business may be more concerned about convenience than price. People traveling for vacation or personal reasons are more likely to be cost-conscious, since they are paying the bill. They also may be more flexible about where they travel and the hotels they stay in; the popularity of Internet sites offering deeply discounted hotel rooms for vacation travellers willing to be flexible about where and when they travel is certainly evidence of that. In addition to the type of travel, guests must consider such factors as previous experiences with the hotel; advertisements and promotions; company travel policy; recommendations from travel agents, friends, or business associates; the hotel's location and reputation; frequent traveller rewards programs; and preconceptions based upon the hotel's name or chain affiliation. The guest's decision may also be influenced by the ease of making reservations and how the hotel's reservations agent or website describes the hotel and its facilities, room rates, and amenities. In reality, the reservations department is the sales office for the hotel's non-group business. Its employees must be sales-oriented and present a positive, strong image of the hotel. The front office staff's attitude, efficiency, and knowledge may influence a caller's decision to stay at a particular hotel. Similarly, the ease with which a guest can navigate the hotel's website can be a contributing factor in property selection.

A reservations agent must be able to respond quickly and accurately to requests for future accommodations. The proper handling of reservation information can be critical to the success of a lodging property. Efficient procedures allow more time for the reservations agent to capture needed information and to market hotel services.

If a reservation request matches room availability in the reservation system, the request can be accepted, and the reservations agent creates an electronic reservation record. The creation of a reservation record initiates the hotel guest cycle. This record enables the hotel to personalize guest service and appropriately schedule necessary staff and facilities. By confirming a reservation, the hotel verifies a guest's room request and personal information, and assures the guest that his or her lodging needs will be addressed. Using the information collected during the reservations process, a property management system (PMS), the term used for a hotel's main computer system (discussed in more detail later in the chapter), may be able to initiate pre-registration applications. Such pre-registration functions include automatically assigning a specific room and rate to guests who have not yet registered, and creating an electronic guest folio. A guest folio is a record of the charges incurred and credits acquired by the guest during the guest cycle.

An automated reservation system helps maximize room sales by accurately monitoring room availabilities and forecasting room's revenue. (To further maximize room sales, some of these systems are supplemented by revenue management systems.) By analysing reservation transaction reports, front office management can develop a better understanding of the hotel's reservation patterns. Data collected during the reservations process become especially useful in subsequent front office functions. But, without a doubt, the most important outcome of an effective reservations process is having a room available when the guest arrives.

### **Arrival**

The arrival stage of the guest cycle includes registration and rooming functions. After the guest arrives, he or she establishes a business and legal relationship with the hotel through the front office. It is the front office staff's responsibility to clarify the nature of the guest-hotel relationship and to monitor the financial transactions between the hotel and its guests.

Many guests arrive at the hotel entrance by private automobile, taxicab, or shuttle bus. The entrance is often the first place guests directly interact with hotel staffers. It is for this reason that world-class, upscale, convention, casino, and resort hotels typically station attentive uniformed staff there. Door attendants direct traffic in the hotel entrance, help guests unload luggage, open doors for arriving and departing guests, and provide directions and information about both on-premises and nearby points of interest. Valet parking staff members are often available to provide automotive parking assistance to guests not using self-park. Bell attendants, who are often stationed near the front door, escort guests with luggage to the front desk

for registration. While a mid-scale, economy, or limited-services hotel might employ a small number of staff members to provide similar service, most do not.

The front desk agent should determine the guest's reservation status before beginning the registration process. Persons with reservations may have already undergone pre-registration activities. Persons without reservations, known as "walk-ins," present an opportunity for front desk agents to sell guestrooms. To sell successfully, the front desk agent must be very familiar with the hotel's room types, rates, and guest services and be able to describe them in a positive manner. A walk-in is not likely to register if he or she is not convinced of the value of renting a particular hotel room. Once a person has registered, whether they have a reservation or are a walk-in, they legally become a guest. Often, the hotel's property management system can be used to quickly identify available rooms and amenities. An electronic reservation record, created during the pre-registration application or at the time of check-in, is essential to efficient front office operation. A registration record includes information about the guest's intended method of payment, the planned length of stay, and any special guest needs such as rollaway bed or a child's crib. It should also include the guest's billing address, e-mail address, and telephone number.

When the guest presents a form of identification, it serves as proof of intent to establish an innkeeper guest relationship. Presenting a valid credit card during registration, for example, is deemed evidence of the traveller's intent to become a guest. The innkeeper-guest relationship has many legal benefits for both the hotel and the guest. For example, the hotel obtains legal assurance of payment for the room and services provided, while the guest obtains legal assurance of personal safety while on the premises.

### **Question for Discussion**

1. What do you understand by the term Pre Arrival Activities? Explain it in brief?
2. Do simple Arrival Analysis to describe the emerging scenario with reference to Front Office Operations?

### Case Study-3

#### Introduction to Reservation

In the guest arrival stage there are certain steps:

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Preparing for guest arrival (In reservation section)

- Verification of documents
- Preparing of documents i.e. Movement list or expected arrival +expected departure list.

**MOVEMENT LIST:** It is a document which contains the name of expected arrival and expected departure for next day.

Expected Arrivals						Expected Departures				
Room	Name	No. of persons Adult Child		Time of arrival	Staying up to	Remarks	Room No.	Name	Time of Departure	Remarks
	VIPs expected									
	Groups in next three days									
Front Office Manager Lobby Manager Cashier F & B Department House Keeper						REMARKS Total Rooms Occupied Total Number of Guests in House % Room Occupancy % Guest Occupancy _____ (Signature Receptionist)				

- **Pre-Arrival:** The front office needs a list of all guests expected on a given day to prepare for guest's arrival, with their estimated arrival times, room type (or allocated room, if any), special requirements and so on. The arrivals list is usually generated, using the date in booking diary, the day before the arrival date, so that it is as current as possible. Separate group

arrivals lists and VIP/SPATT (Special attention guest), handicapped guest, regular guest etc., lists may be generated a week in advance, however because these guest require more preparation. The various lists will be copied, as required by the housekeeping dept., F&B dept. and guest relation.

- **Pre-registration for some guest:** Pre-registration is an activity of registering a guest before his arrival based on the information already available. The entries are made in guest registration (GR) card.
- **Preparation of amenities voucher:** This voucher is made by receptionist prior to guest arrival so that the extra amenities which is requested by the guest at the time of reservation shall be kept in the room.

**AMENITIES VOUCHER**

**Hotel ABC**  
113, Zero Road, New Delhi-110001

*From* : Front Office *Date*.....  
*To* : Room service/Housekeeping/Pantry

Please supply  
 Fruit Basket-Single-Double-Special  
 Flowers  
 Soft Drinks

*To*..... Room No..... *at*.....  
(Name of the Guest) (Time)

Authorized by .....

Card to be attached ..... Signature.....

*Copies* : Room Service/House keeping/Pantry/F & B controls/File

-----Preparation at reception desk

- Morning briefing and reading log book.
- Calculation of number of expected arrivals and departure
- Calculation of room position: Room position-Available vacant rooms + no of rooms of expected departure–no of rooms of expected arrival.
- Allocation of rooms for guest VIP’s etc.

## **WELCOMING OR RECEIVING GUESTS:**

First impressions are incredibly important. The look, the appearance and manner of the reception and front staff will either match, exceed or disappoint guest's expectation, which in turn may influence how they feel about their whole stay at the hotel, how they describe their experience to others. It doesn't matter how good your check in system and procedures are, and how impressive the public area of the hotel, if reception staff don't welcome every guest promptly, courteously and in friendly manner.

## **WHY DO GUEST NEED TO REGISTER?**

- It satisfies the legal requirement for the hotel to keep records of their guests.
- It provides a record of arrivals, while may help to account for residents in the event of a fire or other disaster.
- It confirms guest's acceptance of the hotel's term and condition.
- It occupies the guest while the receptionist checks booking records, allocates rooms, preparing keys.

After a guest arrives at the hotel, the front desk agent should complete the guest registration process. This is to make sure that the guest registration is completed as per the hotel standard and also to collect important guest information's. Guest is also asked to sign on the printed registration card as a statutory requirement and also to verify that the details provided on the registration card is accurate.

Registration card may also include details of the reservations like room type, room rate, billing instructions, arrival and departure date etc. Reg card also include 'Management policies' to which the guest has to accept and sign on the space provided for the same.

In some countries it is a legal requirement to have the guest signature on the registration card.

Even in hotels with fully automated front office management systems guests may be asked to sign on the pre-printed registration card on arrival as a legal requirement.

The formats used during the check-in of the guests are:

www.setupmyhotel.com



Hotel Cloud 9  
Well Mount Road  
22<sup>nd</sup> Block  
PH: 11 11 11111  
FAX: 11 11 11112  
[www.setupmyhotel.com](http://www.setupmyhotel.com)  
admin@setupmyhotel.com

## REGISTRATION CARD

www.setupmyhotel.com

<b>Title</b>	<b>Family/Surname*</b>	<b>First Name*</b>
_____	_____	_____
<b>Arrival Date</b>	<b>Departure Date</b>	<b>Daily Rate/Guests</b>
6 _____	_____	_____
<b>Room No.</b>	<b>Membership</b>	<b>Company Name</b>
1016 _____	_____	<a href="http://www.setupmyhotel.com">www.setupmyhotel.com</a> _____
American Express <input type="checkbox"/>	JCB <input type="checkbox"/>	<b>Credit Card Number &amp; Expiry Date</b>
Diner's Club <input type="checkbox"/>	Visa <input type="checkbox"/>	VA XXXXXXXXXXXXXXX 1111 XX/XX
Euro/MasterCard <input type="checkbox"/>	Other <input type="checkbox"/>	_____
<b>Business Address</b> <input type="checkbox"/>	<b>Private Address</b> <input type="checkbox"/>	
<b>Street</b>	<b>State/Postal Code</b>	<b>City</b>
_____	_____	_____
<b>Country*</b>	<b>Telephone</b>	<b>E-Mail</b>
United States _____	_____	_____
<b>Date &amp; Place of Birth*</b>	<b>Nationality*</b>	<b>Passport/ID Number*</b>
_____	_____	_____

2. **C Form** – C Form is a legal document which has to be filled by all foreign nationals except those from Nepal. NRI's with green cards do not have to fill this card. Children up to 16 years and diplomats from other countries are also exempted from filling C form. Three copies of C form are made, 1st copy is sent to the FRRO, 2nd copy is sent to the local police station, and the 3rd copy is kept as office copy with the hotel. FRROs are mostly located only in metropolitan cities. In smaller cities or towns, the C form has to be sent to the local police station. Pakistani forms are directly sent to special branch of FRRO called Pakistan Cell. A Pakistani after reaching India has to report in person to the office within 24 hours.
3. **Arrival and Departure Register** – It is a register maintained by the front desk agent which monitors all the arrivals and departures on a particular day. It monitors the rooms allocated and those just vacated for helping the Housekeeping department for making rooms ready again for guests. It also helps to find out the number of people checked in so as to calculate the house count.

**Assigning the room and rate**– Room assignment is an important part of the registration process. Room assignment involves identifying and allocating available rooms in a specific room category to a guest. Room and room rates may be pre assigned on the basis of reservation information. Room assignments are finalized during registration.

### **Question for Discussion**

1. Why C Form is important part of Front Office as per the point of view of Foreigner Tourist Guest?
2. Discuss the importance of Arrival & Departure Guest's Register?