Dear All,

**The Challenge,**

We have identified our buffet operations as a potential large source for detractors scores in the OBE ( Negative scoring or poor rating score - 0 to 6)

Current fleet food OBEs to date shows detractors at 17% which is 2% above the maximum we should allow, our goal should all be 10% and it is important that team work , training and corrective actions are organized and focus around this goal of reducing the poor first impression and experience altogether.

This email is a reminder for all vessels of buffet standards both in regard of display, operating standards, training and other important logistic issues.

Please read and cascade to your team as prompt follow up is requested.

There are several attachments to use as reference and training in this email.

Overall, our buffets must deliver an experience day after day, all day long, in some times challenging conditions, an experience that a guest will feel/judge/remember.

It is important the delivery creates a growing positive impact.

**Action:** use the document *" Buffet: defining the first impression"* to train your supervisors and managers to learn to read and assess a buffet and go beyond the " do not run out of food" basic goal.

**Operating, Menus & production,**

Our buffet menus are laid out in a format called the menu mapping, it refers to the a map that is labeled by zone, making it easier to allocate a dish/ingredient in the menu mapping to a specific zone in the actual buffet area onboard.

The menu mapping has several columns to indicate the overall theme of the area, in which dish/crockery will the dish or ingredients be presented, if it is a hot, cold or neutral zone.

By meal period, everyday food offering is listed next to each other in this format, creating the master menu which is source for all references and producing other documents such as the production documents.

*See HC & B - Zone & equipment mapping or first slide (map) from Grand Class - lunch map, HC-B Royal Lunch total production list.*

**Action:** all Buffet menus must be in this format by 09/04.

**Operating, Display standards & logistics,**

Food must be displayed with specific items/dishware/garnishes, new sizes of ceramics were introduced in 2013 to allow to compose the food offering with more varieties and options *(see: New dishware suggestions)*

These are also to be used to present the same items several times in the buffet in order to facilitate flow. For example, bacon for breakfast should be available near the egg dishes, scrambled eggs but also pancakes and French toasts.

A PowerPoint known as the visual buffet setup reference is to be produce , making sure that each area setup is captured in a picture and made available to the crew ( in a folder) with a matching code letter & number allowing for them to identify the location of the setup. *( see Grand Class- lunch map, several slides but not all are in it for example)*

As you get all your menus and buffets finalized for the trade/market your are sailing in, setup should be captured and kept updated during the season. This format can be used again as long as the menu is not changing.

**Action:** All current and upcoming buffet menus must be captured in the visual setup reference, this work must remain work in progress until completed and updates must be done within 72 hours of the change.

As packages are being completed ( Map, menu mapping, visual setup) they must be sent to Peter Roelant, Manager Culinary operations, logistics & support.

**Logistics, Maintaining fresh and crisp buffets,**

Our buffet menus and ALL of its dishes MUST be on offer, available to guests from open to close and WITHOUT interruption of more than 3 seconds ( the time it takes to replace an old dish by a fresh one).

Buffets must also be maintained to deliver a first impression of highest freshness and variety to our guests.

The standards and processes to do so are explain in *HC Maintaining fresh and crisp buffets* and this document must be used for daily training purposes.

It is important that these training sessions are done by sessions of 15 minutes and that all Horizon court team members and all cooks assigned to work at the Lido deck attend at least once a week.

The document should be handed out but retrieved at end of session and the session should be ran by the EXSCHEF or a trained SCHEF to do so. Focus is placed on one or two aspects of the operations and in relation with actual issues identified during service. All DCDP and above operating in the buffet area should know, understand and train culinary members with this document.

All SCHEFs and above should know all procedures and process for the buffet operation as described in this email.

**Action:** Implement the above if not already in place at 100% and ensure that all Culinary team members that are assigned to the buffet are appraised against these standards and recorded in Compass.

**Runner/filler system**

The runner - filler is a critical and fundamental process that will allow uninterrupted food offering of all dishes/ingredients from open to close.

This means that at the expediting points, a Filler maintains a duplicate dish/ ingredients, ready to be picked up by the runners of ALL items on the menu.

This will allow for the runners to go and replace an old item with a fresh one in their hands, insuring continuous availability.

Experience and skills are required from the Filler and it should be handled by qualified cooks up to SCHEF.

Trolleys/shelves/speed racks designated for building/staging all backups should be in place.

The Filler cannot be successful without verbally communicative Runners. Runners should anticipate and call for upcoming needed dishes for the next trip as they anticipate consumption/depletion of what is displayed.

**Action:** immediately start to implement and perfect such system to optimum operational efficiency, corporate Chefs and any product/operational audit from culinary will focus on the follow up achieved from this email of instructions.

As we have planned several updates and changes in the buffet operations and product on all ships in 2017, it is important that the above become common standards for all Chefs onboard by October 1st and remain a high area of focus from all onboard. Failing to do so will make the upcoming changes much more difficult to implement and maintain amongst your team,

Some of these changes are being developed and tested at the moment on the RU and KP for lunch and we will soon start on breakfast, then finally dinner.

The AP, then CB and finally Majestic will require that all crew involved in the buffet operations are fully familiar with the above.

Confirm by reply of this email to Peter Roelant that you have received this email and are in the process and on target for a full compliance by 10/01/2016.

Please contact me or Peter Roelant if you have any questions,

Best culinary regards,

Pierre-Marie Leprince

Fleet Director, Guest Culinary Experience

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 HC Maintaining Fresh and Crisp Buffets Training Material-Revised February2012.docx Buffets-Defining the FIRST IMPRESSION- REvised 08-2016.docx Lunch Production List for Main Galley.ods HC-B Royal Lunch Total Production List.ods HC & B 2 -Zone & Equipment Mapping.ppt Grand Class- Lunch Map horizon Court.ppt