

03 / CHARGES AND COMMITMENTS

Calculate fees without guessing

Ask what each percentage is applied to. A charge on food only is different from a charge on food plus room hire. Tax may apply to some charges and not others. A line already stated as inclusive must not be grossed up again.

Worked example: one taxable fee

Fictional assumptions: food costs 8,000 CU; a 20% service fee applies only to food; a 10% example tax applies to food plus that fee. Separate hire costs 1,000 CU and is already fully inclusive. These are arithmetic assumptions, not tax advice.

Calculation	Amount (CU)
Food	8,000
Service fee: $8,000 \times 0.20$	1,600
Tax base: $8,000 + 1,600$	9,600
Tax: $9,600 \times 0.10$	960
Food, fee and tax: $9,600 + 960$	10,560
Separate fully inclusive hire	1,000
Total: $10,560 + 1,000$	11,560

Adding a flat 30% to food gives 10,400 CU, which is 160 CU too low under these assumptions. The fee itself is taxed. Applying 30% to the inclusive hire would create another error.

A real reason to check each line

The Anaheim Marriott's 2026 brochure treats food-and-beverage and room-rental charges differently. It also distinguishes a staff charge from a house charge retained by the hotel. This is one venue's structure, not a US standard. Ask whether a quoted service charge is a gratuity before deciding on any optional extra tip. [\[6\]](#)

Progress check

Recalculate independently, then ask the supplier to confirm the charge bases and final total in writing. Use its applicable rates, not the percentages in this example.

Sources [\[6\]](#)



WORKSHEET 3 / ONE PER SUPPLIER

Supplier quote audit

Supplier / contact / quote number and date / expires / currency

Brief version / guest count / hours / services being priced

Full quoted total including applicable tax and mandatory charges

What is included? Identify important quantities and service limits.

What must we arrange separately? Cross-reference register IDs.

Percentage fees, their bases and tax treatment / calculation on worksheet 5

Minimum spend or guest guarantee / eligible items / lock-in deadline

Conditional charges: trigger, rate, approval process / risk-register ID

Booking payment: amount, date and credit treatment / later due dates

Refundable holds / release conditions / cancellation and change terms

Unanswered questions / owner / reply needed by

- Written reply reconciles the total with the scope.
- Contract and quote agree on the material points; unresolved items remain visible.

Use the request on page 8. Attach the supplier's document; this summary does not replace it.