Hotel Operating Supplies Procurement

Bed and bath linens, guest amenities, tableware and housekeeping supplies: define the actual article and care/use conditions, then calculate circulation targets, replenishment packs and physical receipts.



Bedroom in GeorgeBuild’s published Texas farmhouse portfolio. Bedding is visible in this residential room; the source does not identify its linen specification or establish hotel operating-supply delivery.

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The governing decision

The right article, the right operating process and the right replenishment basis are separate requirements. A room set, a circulation target, a purchase pack and accepted physical stock must not be counted as if they were the same quantity.

Separate operating supplies from furniture and building equipment

Scope in this volume	Procurement decision
Bed / bath / table textiles	Actual construction, finished size, use, agreed laundering and replenishment identity.
Guest amenities / dispensing	Actual formulation/claim, pack, compatible container/pump/bracket and operating process.
Tableware / service articles	Exact article/material/decoration, intended food/heat/cleaning use and applicable evidence.
Housekeeping supplies	Exact chemical, label/SDS and surface/use compatibility; separately defined tools and consumables.
Operating quantities	Declared room/service set, selected circulation multiplier or forecast, usable stock, unreceived inbound and pack basis.

OS&E means operating supplies and equipment in this guide. The project must decide its actual purchasing/accounting boundaries. Furniture, mattresses, curtains, lighting, bathroom fixtures and major appliances belong in their separate specifications and companion volumes; a loose amenity tray is not the bathroom itself.

This is a sourced procurement guide for opening teams, owners and operating buyers. U.S., Canadian and New York examples retain their jurisdictions. The workbook is a piece-count planning and receipt tool, not a laundry, hygiene, food-safety or chemical-use approval system.

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Two purchasing cycles

An opening order establishes the agreed service set and operating stock. A replenishment order replaces actual consumption, retirement or a changed operating plan. Repeating the opening quantity for every reorder ignores stock already owned; subtracting an old stock snapshot ignores what has since been consumed or received.

GEORGE’s hotel-supplies route is a category, not a hotel inventory

GEORGE INT’L’s current showroom directory identifies its eighth-floor route as Electrical Appliances & Hotel Supplies. That is the verified group category used here. It does not identify a particular towel, amenity formulation, dinnerware test, operating contract or hotel customer. [G01]

The GeorgeBuild Texas photograph supplies attributed room context with visible bedding. It is a residential portfolio record, not proof of hotel OS&E supply or the bedding’s construction, care or acceptance. NOVARMIA is a GEORGE Group brand; actual contracting and supplying entities remain project-specific. [G02]

Item identity	Define before comparing offers
Reusable textile	Article, dimensions before/after agreed laundering, material/construction, finish and actual accepted sample.
Consumable	One counted unit, contents/formulation, intended use/claim, label/batch and actual outer pack.
Operating accessory	Complete tray/bin/tool/dispenser scope, materials, replaceable parts, cleaning and mounting where relevant.
Replenishment identity	Exact revision/pack and permitted substitute; visual similarity does not establish interchangeability.

Use-specific evidence

The manufacturer examples that follow illustrate purchasing decisions. They do not establish group inventory, distribution authorization, certification or a hotel operating result.

Select the complete bed-linen specification rather than a thread-count headline

Alternative / attribute	Reason to consider it	Condition that decides
All-cotton construction	The accepted material, hand and appearance match the room brief.	Actual size after the selected laundry process, strength/appearance evidence and operating trial.
Cotton / polyester construction	The named construction and its documented processing behavior suit the operation.	Exact composition/yarn/construction; do not treat every blend as equivalent or promise an untested cost/life advantage.
Percale / sateen / pattern	The actual weave and finish give the required feel and presentation.	Accepted physical sample, finishing behavior and replacement consistency.
Thread count / size name	Useful identifiers when the counting and sizing basis are clear.	They cannot substitute for composition, finished fit, seams, care and actual performance.

Standard Textile Home’s named Centium Satin sheet page lists 65% cotton and 35% microfilament polyester, a size chart and its own care instructions. The published Queen fitted-sheet entry is 60 × 80 × 14 in. These are attributes of that named home product, not universal Queen dimensions or proof of commercial laundry suitability. [T01]

Resolved material choice

Choose the accepted construction that survives the agreed trial and fits the actual bed after processing. A higher count or an all-cotton label cannot resolve a washed-size failure; a blend label cannot establish lower total operating cost without comparable trial and cost records.

A flat sheet can meet its delivered size and still fail the required tuck

Assume a mattress 1,800 mm wide and 300 mm deep, with a selected 150 mm tuck on each side. The required washed flat-sheet width is 1,800 + 2 × 300 + 2 × 150 = 2,700 mm. This is a teaching flat-sheet geometry, not a universal hotel tuck or fitted-sheet formula.

Assumed trial / calculation	Result
Delivered width 2,800 mm; trial width shrinkage 4%	2,800 × 0.96 = 2,688 mm washed width
Washed width compared with the selected 2,700 mm target	2,688 − 2,700 = − 12 mm
Prewash width needed under the same exact 4% assumption	2,700 ÷ 0.96 = 2,812.5 mm
A revised 2,840 mm prewash width at that assumed shrinkage	2,726.4 mm washed; 26.4 mm above this width target

Simply adding 4% to the target gives 2,808 mm; after the same shrinkage it becomes 2,695.68 mm, still 4.32 mm short. Use the retained fraction when reversing a shrinkage calculation. Actual production tolerance and the measured wash process still require agreement.

Complete the bed separately

Confirm length, mattress/topper stack, corners and make-up as well as width. Fitted-sheet pocket/elastic behavior, duvet cover/insert and pillowcase/closure need their own actual pairing. The workbook does not calculate textile cutting or washed fit.

Towel size, construction and GSM describe different parts of the purchase

Garnier Thiebaut's GT-Metro page separates a 27 × 54 in bath towel at 680 GSM from a 20 × 35 in bath mat at 1,000 GSM. A collection heading is therefore not one weight specification for every item. Its listed composition and hems belong to the named collection, not to a NOVARMIA towel. [T02]

Decision	What it changes
Bath towel / bath sheet / mat	Actual size, function, stock pool and replacement item; a mat is not a smaller bath towel.
Mass / area / construction	Specify both dimensions and weight basis, plus fiber/yarn, pile, border and hem.
Guest feel / process	Compare absorbency, appearance, lint, hems and drying/finishing under the actual trial; do not infer them all from GSM.
White / colored / embroidered	Review actual finish, laundering, logo behavior and lot/replacement consistency.

For a simple assumed uniform fabric, 0.70 × 1.40 m at 500 g/m² corresponds to 490 g, while 0.90 × 1.60 m at the same 500 g/m² corresponds to 720 g. The larger area adds 230 g. These are nominal area/mass calculations, not measured finished-towel weights or a washer/dryer loading rule.

Resolved specification

If the operation changes to a larger towel, revise actual room fit, laundry handling and stock specification. Keeping the same GSM does not preserve the same article mass, dimensions or operating result.

Agree the processing route before treating the sample as accepted stock

Garnier Thiebaut's hospitality care page directs buyers to product care instructions, warns that natural-fiber products can shrink, and separates handling and drying concerns. Its own published shrinkage/tolerance wording is not a universal hotel acceptance allowance. [T03]

Trial record	What the result must identify
Exact article and lot	Composition, dimensions, construction, finish, seams/logo and the sampled units.
Actual processing	Named laundry, machine/program, chemistry, temperature/drying/finishing and cycle count actually performed.
Before / after	Same measurement basis and conditioned state; dimensions, appearance, seams, lint and relevant agreed performance.
Decision and change	Accepted limits and actual result; responsible reviewer/date; revised size/process or rejected alternative.

The named Standard Textile Home sheet has gentle/warm and specific bleach/drying instructions. That home-care route cannot be silently replaced by a hotel's industrial process while preserving the same untested care claim. [T01]

Resolve the care conflict

If the intended laundry process conflicts with the selected product, choose a documented suitable product or change the accepted process through the responsible operation. A sample that looks good before washing is not an industrial durability, sanitation or guaranteed wash-life result.

A textile certificate and a performance specification answer different questions

ASTM D5431-25’s public scope covers specified performance evaluation of woven/knit sheeting for institutional and household use and purchasing requirements by agreement. Its complete paid text and Table 1 were not read here. No threshold, wash count or product conformity is assigned from the public overview. [T04]

OEKO-TEX STANDARD 100 addresses harmful-substance testing and identifies direct-skin-contact bed linen within its product classes. Its Label Check can verify the actual certificate number/article scope. A certificate for another article or a decoration class cannot be carried over to the ordered bed linen. [T05]

Evidence	What remains separate
Fiber / construction identity	Actual label/specification and any required verification; not proof of washed fit or service life.
Harmful-substance certificate	Exact valid scope; not an absorbency, shrinkage, laundry-hygiene or operating-cost test.
Performance report / trial	Actual method, samples and conditions; not every lot, care route or finished article.
Supplier commitment	Agreed tolerances, acceptance/remedy and replacement identity; not certification by association.

Resolve the certificate mismatch

Obtain evidence matching the actual article/construction and intended use, or keep the requirement open and select a supported alternative. A certificate logo alone does not close the missing scope.

Choose the actual formula, claim, package and responsible business

FDA’s current Cosmetics & U.S. Law overview distinguishes cosmetics from drugs by intended use and claims. An anti-dandruff shampoo, for example, can be both. It also states that FDA does not preapprove cosmetics or ingredients, except certain color additives. Do not specify a generic FDA-approved cosmetic or factory certificate as if it proved the ordered amenity. [T06]

Amenity specification	Procurement result
Actual product / formula / claim	Match brand/code, function, intended use, ingredients and the destination classification review.
Container and label	Exact contents, languages, required identification/warnings and the responsible business.
Batch / shelf life / storage	Actual manufacturer’s lot and expiry/shelf-life basis, remaining-life acceptance and storage conditions.
Complaint / recall route	Retrievable supplier/responsible-person and lot records; a changed fragrance/formula is a specification change.

FDA’s MoCRA overview separately addresses responsible-person safety substantiation and applicable registration/listing and adverse-event requirements. Those obligations do not constitute product preapproval; applicability and exemptions must be reviewed for the actual business/product. [T06] [T07]

Resolved claim change

A plain cleansing product and an offer with treatment/prevention claims require different classification review. Keep the exact final label and formula identity; do not add a medical claim during branding to make a generic amenity sound stronger.

An empty refillable bottle is not a complete cartridge system

Named primary example	Actual difference	Purchasing consequence
Gilchrist & Soames Premium Pump [T08]	Its refillable bottles are sold empty, with bottles, brackets and pumps purchased separately.	Define every hardware part, exact compatible refill and the operating/cleaning arrangement; the bottle price is not the full installed amenity cost.
Jean Charles Hotel Dispensers [T09]	Its described system uses replacement cartridges that are not refillable.	Use the specified cartridges and replacement process; do not treat them as bulk-fill containers or inherit that supplier’s commercial promises.

A refillable system needs the selected formula/container/pump compatibility and a documented replenishment and cleaning process. A cartridge system needs the actual cartridge/pump/bracket match and a reliable replacement supply. Neither is automatically a hygiene result or universal environmental saving.

Resolve a mismatched offer

If a dispenser quotation includes only empty bottles, add the matched pump, bracket and formula scope before comparison. If a selected cartridge is nonrefillable, procure its supported replacement; a cheaper bulk liquid does not establish compatibility or permission to refill it.

The amenity format must fit local restrictions and the actual bathroom

New York DEC describes a prohibition on hotels providing small plastic bottles containing less than 12 oz of hospitality personal-care product: effective January 1, 2025 for properties with 50 or more rooms, and January 1, 2026 for those with fewer than 50. Its scope is New York and the stated property/product definitions, not a nationwide rule. [T10]

Interface / condition	Resolved decision
Prohibited small-bottle format for the destination	Select a permitted documented alternative; a guest preference or existing inventory does not itself establish an exception.
Refillable / cartridge packaging	Review actual container and legal definition. The operating description alone does not establish every jurisdiction’s permission.
Wall / vanity mounting	Select the actual bracket, substrate and permitted fixing; preserve access for cleaning and replacement.
Pump / guest use / service	Review reach, projection, bottle removal, labeling and actual operating accessibility in the selected room.

Release the complete system

Record dispenser, container, pump, product and fixing references together. Do not infer a bond/load, tamper-proof construction or waterproof mounting result from a photograph or a generic no-drill marketing claim.

Match the actual material, decoration and intended food-contact conditions

The intended contact conditions determine the evidence scope



A supplier logo or material name is not blanket approval of every finished article

Evidence belongs to the actual article/material or coating and its intended food, time and temperature conditions. A factory name or material label does not establish every food-contact use.

FDA's food-contact-component overview ties compliance to each relevant substance, specifications and conditions of use. It explains that an effective Food Contact Notification applies to the identified manufacturer, substance and conditions. A notification for another manufacturer or use is not a blanket FDA approval of a tableware supplier. [T11]

Article specification	Selection consequence
Plate / bowl / cup / tray	Actual shape, size, capacity and service task; not merely a matching collection name.
Body / glaze / decoration / coating	Match the supplied construction and relevant intended-use evidence, including decorative surfaces.
Food / time / heat	Identify actual hot/cold/acidic or other relevant conditions, storage versus service, and permitted reheating.
Cleaning / stacking / replacement	Match the intended warewashing, storage and handling and actual replacement availability.

Resolve a decorative substitute

If an item is identified only for decorative use, select documented food-use ware for service. Matching the room's color does not change its intended use or establish migration performance.

Serving, microwave reheating and oven use are different permissions

Corelle's FAQ distinguishes its named product lines: MilkGlass may be used in a microwave under its instructions but is not for any oven; Vitrelle has a separately limited preheated conventional-oven use. A similar white appearance or shared brand therefore does not establish identical heat use. No Corelle temperature limit is transferred to another article. [T13]

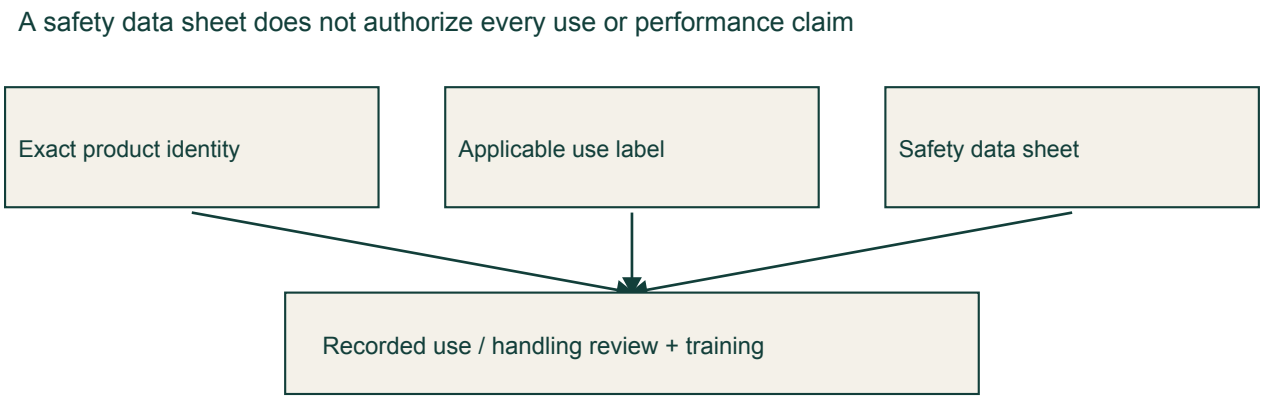
Alternative / operation	Choose on this basis
Ceramic / porcelain service ware	Actual article/glaze/decoration evidence, service size and allowed cleaning/heat use. The material name alone is not approval.
Glass service ware	Exact glass construction and manufacturer's permitted heating/handling; break resistance is not unbreakability.
Polymer / coated / other article	Exact substance/manufacturer/use basis, condition limits and actual washing/reuse instructions.
Mixed-material set	Evaluate each article and any lids/inserts separately; one plate result does not cover its mug or tray.

Health Canada's cookware guidance explains that food/material/use conditions affect transfer and addresses lead/cadmium concerns for glazed ceramics and glassware under Canadian requirements. That is a destination-specific evidence reason, not a universal lead-free material claim or a substitute for the actual ordered article's report. [T12]

Resolve the heat mismatch

If oven service is required, choose ware explicitly permitted for that actual use and conditions. A microwave-safe statement cannot close an oven-use requirement; household care or warranty also does not automatically establish commercial service suitability.

Use the disinfectant label and SDS for their separate jobs



The exact product links its permitted-use label and hazard/SDS record to the actual manual use/handling review. Neither document alone proves every surface, pathogen or cleaning process.

EPA identifies disinfectants by registration number and approved label directions, including use site, target organism and contact time. The surface must remain visibly wet for the applicable contact time. A scent, a cleaner name or an SDS is not evidence of an unstated disinfectant claim. [T14]

CCOHS explains that an SDS communicates product hazards, handling/storage, protection and emergency measures; its legal discussion is WHMIS in Canada. This hazard-document role is different from EPA's U.S. efficacy/use-label scope. Match both documents to the actual product and destination. [T15]

Purchasing choice	Resolved action
Cleaning versus disinfection task	Choose a product supported for the actual task and surface; do not infer disinfection from soil removal.
Concentrate versus ready-to-use	Compare the actual permitted system and complete equipment/handling scope; use only its label instructions.
Surface / textile / food-contact area	Obtain the actual permitted-use and material-care review rather than broad all-surfaces language.
Wipes / mop heads / tools	Define actual size, connection, compatibility, cleaning/disposal and replacement scope separately.

Procurement boundary

This guide provides no dilution formulation, chemical mixing procedure, medical outcome or universal contact time. The actual labeled product, training and responsible operating process govern use.

Count each physical article before applying a circulation or consumption basis

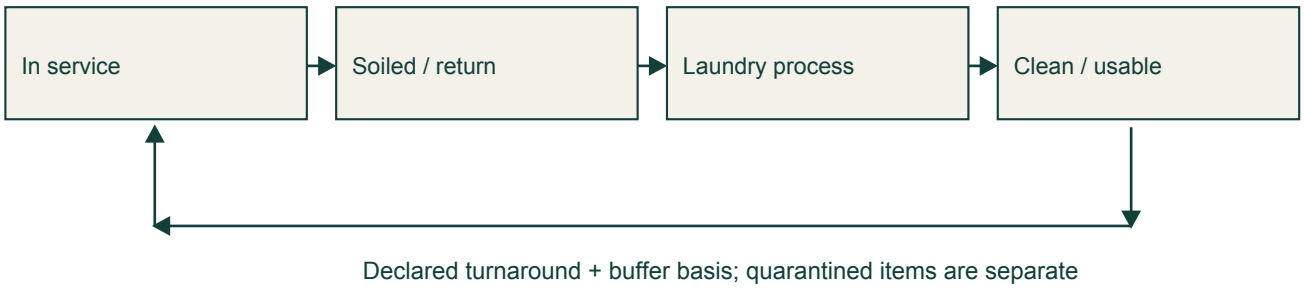
Assumed service set	One-service quantities	What must stay separate
One bed make-up	One defined flat sheet plus separately specified cover/case articles.	Actual bed/insert/pillow sizes and how many of each; a set name is not a universal bill of materials.
One bathroom setup	Two bath towels plus individually specified hand towels/mat if chosen.	Each article has its own stock pool, processing and replacement identity.
One dining place	Defined plate, bowl, cup and cutlery articles.	Menu/service/warewash cycle and actual article count.
One guest-service unit	Defined amenity issues on its stated basis.	Per guest, occupied room-night, stay or service event are different denominators.

For two different room types that share exactly the same towel and stock pool, aggregate the agreed service requirement before using the stock offset once. Different sizes/constructions need separate Item IDs and pools. A single pool cannot be subtracted again for each room type.

Use one base counting unit

Each means one explicitly defined article or sealed unit. A guest packet can be one Each if that is the specification; its outer Pack must state how many such packets it contains. Do not switch between pieces, pairs, dozens, cases and complete mixed sets without a recorded conversion.

PAR describes a chosen stock multiple, not an automatic hotel rule



Service, soiled collection, laundering and clean usable stock are different states. The selected circulation target must reflect the actual turnaround and operating policy; this diagram gives no sanitation or universal PAR approval.

Define one PAR here as one complete quantity required for the stated full service setup. Assume 40 service positions with two identical bath towels each: one PAR is 80 pieces. A selected multiplier of 2.5 gives 200 pieces before a separate explicit buffer.

Assumed steady operating model	Implication
80 pieces exchanged per day; 1.5 days from removal to usable return	120 pieces in that processing interval; 80 in service + 120 = 200 pieces.
Add one explicit total operating buffer of 4 pieces	204-piece target under these assumptions.
Turnaround increases to 2 days, same exchange rate	160 in the interval; 80 + 160 + 4 = 244 pieces.
Compare the two targets	244 − 204 = 40 additional pieces.

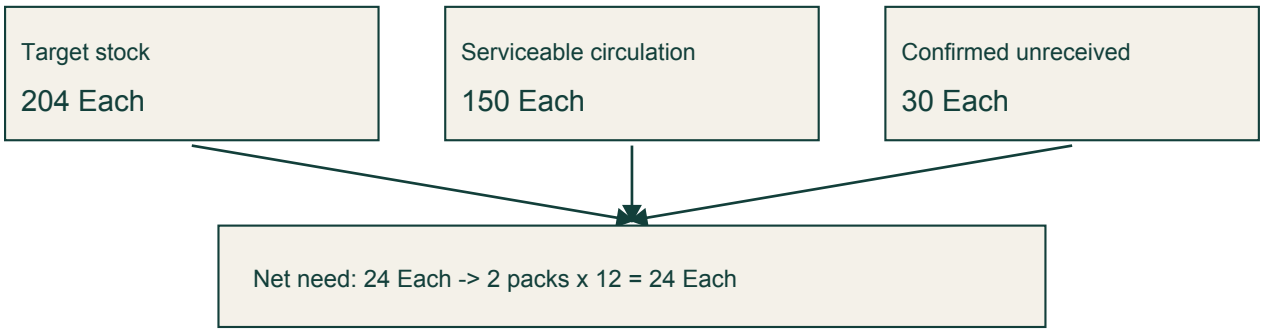
This is a deliberately simplified manual flow model. Actual peak removals, pickup times, rejects, rooms out of service and emergency clean reserve can change the result. The workbook accepts a selected multiplier; it does not derive or validate PAR from laundry data.

Resolve the delay

If the approved operating basis changes to the longer turnaround, change the selected target/buffer or documented operating arrangement. Retaining the old multiple cannot create clean linen while stock is still in processing.

Subtract serviceable stock and unreceived inbound once, then round the net need

Assumed reusable-stock plan; inbound timing and allocation need review



Teaching example: 204 target − 150 verified serviceable circulation stock − 30 confirmed unreceived inbound = 24 Each net need. At 12 pieces/Pack, that is two Packs. Inbound is a planning offset with a timing/allocation review, not available-now stock.

Assumed reusable calculation	Result
CEILING(40 positions × 2 pieces × selected PAR 2.5) + total buffer 4	204 target Each
MAX(0, 204 − 150 serviceable − 30 unreceived inbound)	24 net need Each
CEILING(24 ÷ actual pack 12)	2 Packs
2 × 12; planned purchase − net need	24 planned Each; 0 pack-rounding extra

The 150-piece stock is the verified serviceable circulation pool defined by this dated example. It may include in-use or recoverable-laundry pieces only when that explicit snapshot scope supports them. It is not 150 clean towels ready to issue now.

Longer-turnaround sensitivity

Using the manually selected multiplier 3 for the previous 244-piece target gives 244 − 150 − 30 = 64 net pieces. Six Packs of 12 supply 72 pieces, with eight pieces of pack rounding. The tool calculates those entered assumptions; it does not predict the delay.

An arriving order cannot remain both on hand and unreceived inbound

State / reference	Treatment in the planning snapshot
Verified serviceable reusable stock	Defined circulation pool and condition; separate immediate clean availability.
Usable consumable stock	Counted usable units within the declared pool/horizon; exclude expired, quarantined or allocated-elsewhere stock as the basis requires.
Confirmed unreceived inbound	Only unreceived units at that cutoff, with actual timing and allocation review. A quotation is not confirmed inbound.
Received since the old cutoff	Reconcile the next snapshot and remaining inbound before rerunning; receipts do not update the planning sheet automatically.

Assume the reusable example’s 30 inbound pieces arrive and become verified serviceable before a new snapshot. The new basis is 180 serviceable and zero unreceived: 204 − 180 − 0 = 24, unchanged. Counting 180 on hand while retaining the same 30 inbound would give zero net need and understate this plan by 24 pieces.

Timing also matters. If the 30 units arrive after the required service date, excluding them from that date’s offset gives 204 − 150 = 54 net; at 12 per Pack, five Packs supply 60. This is a date/allocation decision, not a delivery guarantee produced by a formula.

Keep the pool unique

The workbook flags a reused Stock pool ID across both planning modules. Distinct IDs cannot prove distinct physical stock: the supporting count/allocation record must establish nonoverlap.

Forecast the stated service unit, then keep buffer and pack rounding visible

Assume one Each is one specified sealed guest-amenity packet. For the declared planning horizon, manually forecast 240 occupied room-nights and select an average 1.5 packets per occupied room-night. This is a teaching consumption basis, not a hotel forecast or an amenity dosing rule.

Assumed consumable calculation	Result
CEILING(240 service units × 1.5 pieces per unit)	360 forecast Each
360 + explicit total buffer 20	380 target Each
MAX(0, 380 − 60 usable stock − 100 unreceived confirmed inbound)	220 net need Each
CEILING(220 ÷ pack 48) × 48	5 Packs; 240 planned Each
240 planned − 220 net	20 pack-rounding extra Each

A fractional average rate can be meaningful over a horizon; a physical guest packet remains whole. With an alternative assumed forecast of 241 service units, 241 × 1.5 = 361.5 rounds to 362 pieces before the buffer. Do not round the rate or every service unit into an unspoken different forecast.

Resolve the horizon mismatch

Use stock, inbound and consumption from one defined time/allocation basis. The same rate may not suit every stay type, guest count or dispenser system. Expiry, storage space and cash commitment also matter before accepting extra packs.

Normalize the complete item, pack and operating scope

Offer group	Comparable basis
Textile	Exact article/size/construction/finish, agreed wash/trial and acceptance limits, labeling and actual pack.
Amenity / dispenser	Final formula/claim, container/pump/bracket/refill, label/lot/shelf-life and actual installation/operating scope.
Tableware / housekeeping	Exact article/use evidence or chemical label/SDS, accessories, tools and approved substitute basis.
Commercial terms	Actual quantity/unit, currency/tax/delivery basis, samples/trials, breakage/shortage remedies and repeat-order identity.

For the same actual item and basis, a 12-piece Pack quoted at amount Q has a unit basis Q ÷ 12; a 48-piece Pack has Q ÷ 48 only if Q describes that Pack. Do not compare case prices without the contents or treat pounds per dozen as a piece count.

Compare complete dispenser scope

If Offer A contains empty bottles and Offer B contains bottles plus matched pumps and brackets, compare A + priced missing pumps + priced missing brackets + the same formula/service scope with B. Unknown missing costs remain unknown; they are not zero. Different refill commitments or product claims require a separate equivalence decision.

Replacement consistency

Record the accepted pattern/color/size, formula or article revision. A visually similar refill, towel or plate is a substitute decision when its care, use, dimensions or pack changes. There is no promised universal MOQ, lead time, life or cost saving in this guide.

A damaged piece inside a Pack remains one excluded Each

Assumed PO: 2 packs x 12 = 24 physical pieces



24 received / 23 accepted; replacement 1 -> 25 gross / 24 accepted

The original order is two Packs of 12, or 24 Each. Receiving 24 but accepting 23 leaves one piece outstanding. One accepted replacement makes 25 gross arrivals and 24 accepted pieces; the damaged original remains in the history.

Assumed actual PO / event	Gross received	Accepted	Outstanding
Reusable PO: 2 Packs × 12 = 24 Each; first event 24/23	24	23	1
Reusable replacement event 1/1	25	24	0
Consumable PO: 5 Packs × 48 = 240 Each; events 144/143 and 96/96	240	239	1
Consumable replacement event 1/1	241	240	0

Preserve the original PO unit and quantity, then record physical received/accepted pieces in Each. Inspection references hold actual article/lot, label, condition, shelf-life and exclusion details. An unopened carton total cannot establish acceptable contents or correct formula.

Reconcile the next planning snapshot

These receipt events do not automatically add stock or reduce inbound in Replenishment. Update the next verified cutoff and nonoverlapping allocation basis before calculating a new purchase. A completed quantity reconciliation does not approve laundry, food-contact or chemical use.

Item Register: define the physical item and its actual Pack

The companion workbook has three worksheets and six work areas, with 50 records per work area. Replenishment is the first sheet; Item Register holds the linked article/pack evidence; Receipt retains actual PO units and physical Each events.

Work area / header row	Actual fields and function
Item Register / 7	Item ID; Item / specification description; Specification revision; Reusable or Consumable class; base Each; Pieces per pack; Pack configuration source, Specification / evidence and Quote scope references.
Item Register / 67	Item ID/current revision; Item use / evidence and Sample / finish references; human Review decision, Reviewed by/date and Review record reference.

Use one Item ID for one specified article/revision and actual pack configuration. Enter 12 pieces per Pack for the reusable teaching item and 48 for the separate consumable item. Those are assumed pack contents, not supplier terms prefilled by the workbook.

References are not certification

Recorded/Hold and reference checks describe records. The file cannot verify a supplier report, care trial, chemical label, food-contact use or certificate by reading the reference text. Keep the underlying documents retrievable.

Replenishment: explicit inputs and one nonoverlapping stock pool

Work area / header row	Actual inputs and results
Replenishment / 7: reusable	Demand ID, linked Item ID/revision, Stock pool ID/date and Snapshot / nonoverlap source reference; service positions, pieces/position, Selected PAR multiplier (up to 6 decimals)/source, total buffer, verified serviceable stock and confirmed unreceived inbound/timing reference. Results: target, net need, whole packs, planned Each, pack-rounding extra and state.
Replenishment / 67: consumable	Demand/Item/revision/pool/snapshot references; Forecast service units (up to 6 decimals), Selected pieces per service unit (up to 6 decimals) and horizon/rate source; total buffer, usable stock and confirmed unreceived inbound/timing reference. Results also show the whole-piece rounded forecast.

Reusable target = CEILING(positions × pieces per position × selected PAR) + the total buffer. Consumable target = CEILING(service units × selected rate) + the total buffer. For either, net need = MAX(0, target − qualified stock − unreceived inbound); whole Packs = CEILING(net need ÷ registered pieces per Pack).

Reproduce 40 × 2 × 2.5 + 4 = 204, then 150 stock/30 inbound and pack 12 for two Packs. The consumable 240 × 1.5 + 20 = 380, then 60 stock/100 inbound and pack 48 gives five Packs. Inputs need their actual scope/date/references, not just these numbers.

Selected PAR, forecast service units and consumption rates support up to six decimal places; excess precision is held. Whole-piece rounding follows multiplication on the supported decimal basis. This does not validate the selected operating assumptions.

Planning limits

No occupancy, lead time, laundry-turn, consumption, expiry or clean-available-now forecast is derived. The tool uses one pool once; it cannot prove two differently named pools do not share the same physical stock.

Receipt: actual Each/Pack orders, physical Each arrivals

Work area / header row	Actual fields and function
Receipt / 7	Order line ID, Item ID/current revision, Demand / allocation reference, Purchase order reference, Original order unit Each/Pack and quantity; calculated ordered Each; final-delivery declaration and received/accepted/outstanding Each.
Receipt / 67	Receipt event ID, Order line ID/current revision, receipt date, physical unit Each, received/accepted Each, Damage / exclusion reference or None, Inspection reference and reviewer/date.

For the actual reusable PO, enter Original order unit Pack and quantity 2 with the registered 12-piece pack. The order normalizes to 24 Each. Record first arrival 24 received/23 accepted in Each, then a replacement event 1/1. Do not enter two Pack events if one piece inside a Pack is damaged.

PO quantities remain independent from planned purchases. Resolve stale/duplicate IDs, revisions, units or missing records before relying on totals. The file is not a rolling warehouse, returns/refund, serial, lot or expiry-management system; inspection/source records provide the supporting detail.

Capacity and verification

Each work area has 50 rows. Extensions require formula/validation/link review. Available-engine tests and final-XLSX reimport checks are recorded separately; native Microsoft Excel was not tested. There is no automatic supplier, PO, laundry or website synchronization.

Working glossary

Term	Meaning in this volume
OS&E / FF&E	Project-defined operating supplies/equipment versus furniture/fixtures/equipment; actual item responsibility governs.
Service position / service unit	A defined setup location for reusable pieces / the stated forecast denominator for consumption.
One PAR / selected multiplier	One full stated service setup / the explicitly chosen circulation-stock multiple.
Serviceable circulation stock	Verified reusable pieces within the declared pool, potentially in use or recoverable processing; not immediately clean stock.
Usable snapshot / unreceived inbound	Qualified existing consumable stock / confirmed pieces not yet received at that cutoff, with timing/allocation reviewed.
Target / net need / planned purchase	Required pieces / shortage after eligible offsets / actual whole-pack arithmetic result.
Buffer / pack rounding	Explicit total operational input / separate extra caused by a whole-pack increment.
Each / Pack	One defined physical article or sealed unit / the exact registered number of those Each units.
Label / SDS / certification	Different product-use, hazard and evidence records; none automatically approves every operating process.

Sources and scope notes

[G01] GEORGE INT'L - George Group China: Building Materials & Whole-Home Solutions

https://georgeintl.com/

Verified group hotel-supplies routing only. No hotel item inventory, linen/formula/test, hotel achievement, contract or operating service inferred.

[G02] GeorgeBuild - Spacious Modern Farmhouse Estate in Texas, USA

https://www.georgebuild.com/project/spacious-modern-farmhouse-estate-in-texas-usa/

Attributed residential bedroom context with visible bedding. Not a hotel, linen supply/test or independent completion/acceptance record; no OS&E contract inferred.

[T01] Standard Textile Home - Sateen Sheet Set: Centium Satin

https://standardtextilehome.com/products/sateen-sheet-set

Named home-product composition/Queen sizing and care as distinct specifications. Home route, not validated industrial hotel laundry; no price, service-life, wash count or claimed saving adopted.

[T02] Garnier Thiebaut USA Hospitality - Metro: 100% Combed Cotton Plain Rice Hem 680 GSM

https://gtlinenshospitality.com/hospitality/metro-white-towel-set

Article-specific size/mass basis within a named collection. No collection-wide GSM inherited by every article and no absorbency, lifetime or laundry result inferred for group products.

[T03] Garnier Thiebaut USA Hospitality - Sizes, Custom Sizes, Care Wash

https://gtlinenshospitality.com/hospitality/wash-and-care-h

Product/process-specific care and washed-size review. Manufacturer stated shrinkage/custom tolerance is not a universal acceptance allowance; no industrial sanitation formula or teaching shrinkage derived from it.

[T04] ASTM International - ASTM D5431-25: Standard Performance Specification for Woven and Knitted Sheeting Products for Institutional and Household Use

https://store.astm.org/d5431-25.html

Sheeting-performance scope and purchaser/supplier specification agreement. Public scope overview only; complete paid standard/Table 1 and underlying methods not read or reproduced. No product conformity asserted.

[T05] OEKO-TEX - OEKO-TEX STANDARD 100

https://www.oeko-tex.com/en/our-standards/oeko-tex-standard-100/

Article/intended-use class and actual certificate verification scope. No specific supplied certificate checked and no wash life, shrinkage, hygiene, environmental life-cycle or operating-cost claim inferred.

[T06] U.S. Food and Drug Administration - Cosmetics & U.S. Law

https://www.fda.gov/cosmetics/cosmetics-laws-regulations/cosmetics-us-law

Claims/intended-use classification; no blanket cosmetic preapproval. U.S. overview, not every destination rule, product approval or FDA-approved factory claim; actual label/formula still required.

[T07] U.S. Food and Drug Administration - Modernization of Cosmetics Regulation Act of 2022: MoCRA

https://www.fda.gov/cosmetics/cosmetics-laws-regulations/modernization-cosmetics-regulation-act-2022-mocra

Separate applicable registration/listing, safety-record and adverse-event responsibilities. Not full statutory/exemption analysis or a completed business/product compliance check; no particular future GMP rule treated as adopted from this overview.

[T08] Gilchrist & Soames - Premium Pump

https://hoteliers.gilchristsoames.com/premium-pump.html

Complete-system BOM versus an empty-container price. No installation method/load, safety, sustainability saving, MOQ, volume or destination packaging permission transferred.

[T09] Jean Charles Hotel Dispensers - How Our System Operates

https://www.hoteldispensers.com.au/how-our-system-operates/

Named described cartridges are replaced and not refillable. Current body read but no current contract/availability verification; pricing, free stock/delivery, installation and hygiene claims excluded.

[T10] New York State Department of Environmental Conservation - Small Plastic Hospitality Bottles

https://dec.ny.gov/environmental-protection/recycling-composting/nys-plastics-reduction-laws/small-plastic-hospitality-bottles

New York property/product/capacity scope. Regional public overview, not nationwide rule or automatic approval of a refillable/cartridge alternative; actual package/application still reviewed.

[T11] U.S. Food and Drug Administration - Determining the Regulatory Status of Components of a Food Contact Material

https://www.fda.gov/food/packaging-food-contact-substances-fcs/determining-regulatory-status-components-food-contact-material

Article/component/intended-use evidence; FCNs are manufacturer/substance/use specific. No complete formula authorization, migration report or blanket FDA supplier/factory/tableware approval checked.

[T12] Health Canada - The Safe Use of Cookware and Bakeware

https://www.canada.ca/en/health-canada/services/household-products/safe-use-cookware.html

Material/food/use conditions and Canadian glazed-ceramic/glass lead/cadmium scope. Public Canadian guidance, not full regulations, numeric migration thresholds or an actual ordered-article test. No chemical/medical advice inferred.

[T13] Corelle - Frequently Asked Questions: Corelle

https://corelle.com/pages/frequently-asked-questions

Different named product lines have different heat-use permissions. No temperatures, broad safety/lead/recycling claims, commercial-duty approval or household warranty transferred; actual supplied instructions govern.

[T14] U.S. Environmental Protection Agency - Selected EPA-Registered Disinfectants

https://www.epa.gov/pesticide-registration/selected-epa-registered-disinfectants

Exact registered product/use-site/pathogen/contact-time label scope. No individual hotel chemical selected or label verified; no universal dilution/contact time, medical outcome or all-surfaces claim.

[T15] Canadian Centre for Occupational Health and Safety - WHMIS: Safety Data Sheet (SDS)

https://www.ccohs.ca/oshanswers/chemicals/whmis_ghs/sds.html

Hazard-document role; legal discussion explicitly Canada WHMIS. Not U.S. OSHA law or an efficacy/product-compatibility approval. No DIY chemical formula, dose or emergency procedure reproduced.

Photo credits and illustration scope

Cover: GeorgeBuild’s published Texas farmhouse bedroom photograph. The portfolio is dated December 1, 2022. Bedding is visible in a residential room; its material, dimensions, separately supplied scope, care and hotel suitability are not identified. [G02]

The authorized image record describes unchanged-content WebP conversion. This task copied the image without changes, verified its hash and viewed the actual pixels. It is attributed room context, not a NOVARMIA hotel achievement, operating-supply contract or linen test.

Five original diagrams explain linen circulation, the dated stock/inbound calculation, physical Packs versus Each receipt, food-contact evidence and chemical-document roles. Numeric cases are expressly assumed teaching data; none is a real hotel operating forecast, inventory, laboratory test or safety approval.