Who Has an Interest in Your Consumption

GUIDING QUESTION *Take four minutes and name the three parties who could hurt your business next year over energy: not the ones who care about it, the ones who could act on it. Then answer a second question about each: has anybody in your property ever asked them what they would want to see demonstrated, and in what form? If the answer is no for all three, your list of interested parties records what you assume they want.*

Property: _____ Completed by: _____ Date: _____

How to use this sheet: work through the five parts with the people who own the process. The text in the left-hand columns comes from the book; the empty columns are for what is true in your property.

1. Verification Pact: what is commonly believed, what actually holds, and your property

What is commonly believed	What actually holds	In our property
«We have identified our interested parties.»	Identifying them is the first of three acts. The other two are determining what they need and deciding what you will address.	
«We know what our corporate clients expect.»	You know what you assume they expect. The difference showed up in a request for proposal, once, too late.	
«Our indicators demonstrate our performance.»	They demonstrate it to you. An outside party consolidating figures needs a different denominator, and it costs almost nothing to also produce it.	
«If an expectation is legitimate, it becomes our requirement.»	Only if you decide it does. The standard leaves that decision with you, and a property that adopts every expectation acquires obligations nobody imposed.	
«The landlord's requests are an administrative matter.»	They are a party with a consequence, answered outside the system, producing a second figure for the same building.	
«The register passed two internal audits.»	A register of assumed expectations satisfies the clause and answers nobody. Auditing against the register is not auditing the requirement.	

2. What the standard requires, and what demonstrates it

From Table 1.3.a. The third column of the book (what is method, not requirement) is left out here: write what your property actually holds as evidence.

What is required	What demonstrates it in a hotel	In our property
Relevant parties determined	A short list selected on consequence, not on sentiment	
Their needs and expectations determined	A note of what each party said when asked, with the date and the name	
Decision on which become requirements	A column recording adopted or not adopted, and why	
Legal and other requirements determined	The lease clause, the client contract term, the lender's condition: extracted and held together	
Access to requirements ensured and reviewed	A named owner and a review date that has actually passed at least once	
Requirements taken into account in the system	An indicator that exists because a client asked for it	
Needs as input to review and objectives	The management review minute that names a party and what it wanted	

3. The instrument: Table 1.3.b, The four columns that matter

The instrument of this subchapter. The fourth column is the one that will be empty.

Party	What it could actually do to us	What it wants demonstrated, and in what form	Did we ask? Who, when
Corporate client consolidating figures	Decline the contract at renewal	Consumption per occupied room night, quarterly, in its structure	
Landlord or property owner	Impose a condition at renewal; request data directly	Portfolio figures on its own cadence	
Lender or investor	Attach a condition to financing	Whatever its own framework requires	
Network or heat supplier	Restrict capacity; change the tariff structure	A demand profile it can plan around	
Franchise or brand, if any	Withdraw or condition the standard	Compliance with its own reporting format	
Guests, in aggregate	Affect reputation; rarely act individually	A claim that is true and checkable	
Employees	Affect delivery of every control you install	That the effort asked of them changed something	

The rows above are the book's; the empty rows are for lines your property needs to add.

4. Common mistakes: self-check

Common mistake	Present here? (Yes / Partly / No)	Where we see it
Building the register on who cares about energy instead of on who could act on it.		
Writing an outside party’s expectation in the hotel’s own words, without asking.		
Designing the indicator set for a single audience, which is always the property itself.		
Answering the landlord outside the system, producing a second figure for the same building.		
Treating every discovered expectation as a requirement the property has acquired.		
Never reading the energy clauses in contracts the property has already signed.		

5. Action plan

Step from the book / gap found	Action in our property	Owner	Deadline
Rebuild the list on consequence: who could act, not who cares. Expect five or six, not fourteen.			
Telephone the two or three with real consequence and ask what they want demonstrated, and how.			
Record what they said with the date and the name of the person who said it.			
Decide in writing which expectations you adopt, and which you do not, and why.			
Add the outward-facing denominator to your indicator set and keep it running.			

Step from the book / gap found	Action in our property	Owner	Deadline
Route every external data request through one owner, one source, one method.			
Extract the energy clauses from the lease, the client contracts and the loan documents.			
Name a party and its expectation in the management review minute at least once a year.			

In brief

The requirement is three acts and hotels perform one. Determine who is relevant, on the test of consequence rather than of sentiment. Determine what they actually need, which means asking them. And decide which of those needs the property will address as requirements, which is a decision the standard deliberately leaves with the organisation and which most registers never record.

Source: The Helm and the Lens, Volume 4a: The Helm, subchapter 1.3. This sheet does not reproduce the text of the standard; work with your own copy of ISO 50001:2018 from an authorised source.