WORKING MATERIAL 1.13 · CHAPTER 1 — THE VISION OF OWNERSHIP (SECTION A) · SETTING: OAXACA, MEXICO

Responsible Procurement Beyond the Cheapest Quote

Source: Francesco Dore, The Helm and the Lens, Volume 7a — GSTC Hotel Standard v4.0, subchapter 1.13 (book page 159)

GUIDING QUESTION

Every purchase a hotel makes is a small vote about who benefits from its guests. A purchasing system built only on price and consistency can be efficient and still send almost all of that money away from the place guests came to see. What does the standard ask a hotel to prefer, and how will anyone know whether it did?

1 · Verification Pact: market claims against the standard

Copied from the book. The last column is for your property: what holds here, and how you know it.

What is claimed	Binding?	What actually holds	In our property
A supplier based in the city counts as local	Only partially true	Traders or resellers primarily providing goods from outside the destination are not considered local suppliers	
The hotel must buy local whatever the price or quality	No	A13.3 applies when products are available, legally compliant and of sufficient quality	
A group policy is enough for the property	Only partially true	The hotel must have a written policy and its own targets; a group document can serve only if it contains them	
Fair trade is an alternative to local purchasing	No	A13.4 applies when local procurement is not possible; local comes first	
Single-use plastics must be gone before certification	Only partially true	They are to be eliminated, with a time-bound reduction plan where immediate elimination is not feasible	
Supplier checks are a one-off exercise	No	A13.13 asks for compliance review at selection and at each contract renewal, where applicable	

2 · Common mistakes — a self-check

Tick each mistake you recognise in your own property, and note where it shows.

☐ Counting resellers located in the destination as local suppliers.

☐ Writing a procurement policy without targets or KPIs.

☐ Treating fair trade as a substitute for local purchasing rather than the next preference when local is not possible.

☐ Leaving central purchasing systems unable to onboard small local producers.

☐ Setting a group-wide policy without property-level figures.

☐ Evaluating suppliers on price and compliance only, with no sustainability indicators.

☐ Removing some single-use items without a dated plan for the rest.

☐ Buying products from the wild without checking compliance with harvesting and trade rules.

3 · A Checklist for a Purchasing Review

The book's checklist, with a column for your own answer.

Question	Why it matters	Our answer
Do we know the true origin of goods, not only the supplier's address?	Resellers of goods from outside the destination are not local suppliers	
Is there a written policy that states preferences, not only price and quality?	A13.1 requires preference for fair, local and environmentally friendly products	
What share of fresh-goods spending goes to local producers?	The guidelines set a target of at least a quarter by expenditure	
Where local is not possible, are fair-trade or cooperative sources used?	A13.4 sets the second order of preference	
Are suppliers screened at selection and at every renewal?	A13.13 asks for review at both points, where applicable	
Which single-use items remain, and by when will they go?	A13.6 and its guidelines call for elimination or a time-bound plan	

4 · What would show this is working

Questions drawn from the subchapter's reading of the standard and its practical application. Indicator references point to the GSTC Hotel Standard v4.0; where the evidence lives is this book's practice, not a requirement of the standard.

Question	Where the evidence lives	Seen?
Is there a written procurement policy preferring fair, local and environmentally friendly products (A13.1)?	Procurement policy, including the definition of local	☐
Are targets set for high-impact categories and for local purchase (A13.2, A13.3)?	Target table; spending by origin	☐
Are suppliers reviewed at selection and at each renewal, with sustainability indicators (A13.10, A13.13)?	Supplier questionnaires and evaluation records	☐
Do supplier agreements include sustainability requirements where applicable (A13.12)?	Contract clauses	☐
Are single-use items being eliminated through documented measures (A13.6)?	Dated single-use reduction plan	☐
Are procurement KPIs monitored (A13.9)?	Monthly procurement KPI record	☐

> *What this sheet is not: the GSTC Hotel Standard does not prescribe this form. It is a working aid drawn from the book; the standard's criteria, indicators and guidelines govern the real case. Independent material; not affiliated with or endorsed by the GSTC. The standard's own text at www.gstc.org prevails.*