WORKING MATERIAL 1.9 · CHAPTER 1 — THE VISION OF OWNERSHIP · SETTING: KRAKÓW, POLAND

Requirements from Outside: Tour Operators, Platforms and Corporate Clients

Source: Francesco Dore, The Helm and the Lens, Volume 9a — The Small Property, subchapter 1.9 (book page 121)

GUIDING QUESTION

How many questionnaires did your property answer last year, and who wrote the answers? Would you sign every one of them again today?

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
You must meet every client requirement	No	The property determines which requirements its system addresses (4.2 c)	
Clause 4.2 does not apply to properties this small	No	The harmonized structure has no special rule for small organisations beyond the note to 7.5.1	
Without a certificate you cannot answer sustainability questions	No	What is needed are accurate answers, not a certificate	
You need a stakeholder matrix with scores	No	No method is prescribed; the ISO handbook offers criteria as guidance	
Climate change requires a carbon footprint	Only partially true	What is required is to determine whether it is a relevant issue (4.1)	
You must send your policy to every client	Only partially true	It is available to interested parties as appropriate (5.2)	

2 · Common mistakes — a self-check

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

☐ Leaving questionnaires to whoever has time, so that the house speaks with as many voices as it has shifts.

☐ Answering from memory, without the bill or the delivery note in hand.

☐ Ticking “yes” where “partly” is true; an honest “not yet” costs less than a retraction.

☐ Copying templates from another country, with promises the property may not lawfully keep.

☐ Forgetting that an answer can become a contract clause, a badge or a catalogue price.

☐ Keeping no record of what was answered to whom.

☐ Treating legal duties as administration and questionnaires as sales, when they cross.

☐ Believing every client requirement must be met, rather than deciding which to take on.

3 · A Checklist for Answering Requirements from Outside

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

Question	Why it matters	Our answer
Are all questionnaires and supplier declarations of the last two years in one place?	Contradictions are found only where answers lie side by side	
Do we know for each question whether it is law, contract or wish?	Only contract and wish are decisions; law is owed anyway	
Is there a fact sheet with evidence and a date for every line?	An answer without evidence collapses at the first follow-up	
Has the owner decided which requirements the property takes on?	Under 4.2 c) the property decides what its system addresses	
Does the owner approve answers that go into contracts or onto platforms?	Those answers become obligations and advertising	
Do we record what we answered to whom, and tell them of changes?	Without a register, the house learns of its contradictions from others	

4 · What would show this is working

Questions drawn from the subchapter's reading of the standards and its practical application. Clause numbers in brackets point to the harmonized structure or the standard the subchapter names; where the evidence lives, and the sheets named, are this book's method, not a requirement of any standard.

Question	Where the evidence lives	Seen?
Is there one fact sheet with evidence and the date of the last check for every line?	The fact sheet in the folder	☐
Has every outside question been sorted into law, contract or wish, with a decision and reason on what the system takes on (4.2)?	The owner's note beside the questionnaires	☐
Is every answer given from the fact sheet, with "not yet" or "not applicable" where it has none?	Copies of the answers sent	☐
Is there a register of answers: to whom, when, which version of the sheet, approved by whom (7.4)?	The register of answers beside the fact sheet	☐
Are the year's questionnaires laid side by side at the management review (9.3)?	The review record	☐
Have we decided whether climate change is relevant, informed by clients' questions (4.1)?	One sentence on the context sheet	☐

> *What this sheet is not: no management-system standard prescribes this form, and filling it shows conformity with nothing. It is a working aid drawn from the book; the standards' own texts govern the real case, and legal duties are established with competent local expertise. Independent material; not affiliated with or endorsed by ISO or any certification, accreditation or scheme-owning body. The standards' own texts prevail; legal duties must be confirmed locally.*