WORKSHEET 1.13

The Cost of Improvisation

Subchapter 1.13 · case in the book: Marrakech

How often last season did your house re-plan an event the day before, and who paid for what it cost? Could you say what remained of your principles when the delivery arrived at eleven at night?

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
Count the moves: Amrani went through three seasons of bookings: how many outdoor events, how many moved, what each move cost. The exception became a planning figure.		
One sheet for the second plan: For every outdoor space, a second space with capacity, power connections, room for washing and buffet, and routes to the kitchen; beneath it the tableware, the power, the routes and the decision time, Wednesday noon for a Friday event. Below that, three non-negotiable principles, signed by the owner.		
Framework contracts before the season: Reusable tableware on call, power and transport, from suppliers chosen by criteria and at prices negotiated without haste. In the proposal, “as incurred” gave way to a flat fee for the second plan.		
The information route and the note: The sheet names who learns of a move at which hour, including kitchen, housekeeping and the night porter; on its back it says whom he calls if a delivery arrives at night. After every move a note records what changed, why, at what cost and what remained of the principles, and goes to the management review.		

These steps are the book’s method, not requirements of ISO 20121. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property’s own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What is commonly believed	What actually holds	Our position
When the weather turns, the rules no longer apply	No. For changed circumstances, 8.2 requires solutions consistent with purpose, values and policy	

What is commonly believed	What actually holds	Our position
The standard requires a written emergency plan for every event	No. A.17 treats emergencies as guidance and advises documenting only where absence would jeopardise implementation; 8.1 requires documentation only to the extent necessary	
A good second plan settles every step	No. A.17 warns, as guidance, against overly rigid procedures	
Clauses 6.3 and 8.2 mean the same thing	No. 6.3 covers changes to the system; 8.2 covers changed circumstances in delivery	
In an emergency, suppliers are chosen by availability alone	No. Under 8.3 sustainability is considered in selection even without a tender	
What went wrong is discussed at the end of the season	Only partially true. Lessons from each event (9.1 c), reported to management review (8.2)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Settling the location and leaving everything attached to it open.		
Deciding the day before, so that availability chooses the supplier.		
Writing “additional costs as incurred” into the proposal.		
Forgetting the promise to the guests, which the change breaks even if nobody decided so.		
Not informing the night porter, who then improvises on his own.		
Writing a binder of rigid procedures nobody can use at night.		
Confusing changes to the system (6.3) with changed circumstances in delivery (8.2).		
Not recording the night, so that the lesson leaves with whoever improvised.		

Operative synthesis

- **Do we know how many outdoor events we moved last season, and at what cost?: The number turns an exception into a planning figure**
- **Does every outdoor space have a defined second space with power and tableware?: What moves with the event must be settled before the night**
- **Has ownership decided what is non-negotiable in a change?: Clause 8.2 requires solutions consistent with purpose, values and policy**

- **Do our proposals state who decides on a move, by when, and at what price?: "As incurred" guarantees a dispute**
- **Do framework contracts exist for tableware, power and transport?: Clause 8.3 applies to the supplier chosen at night too**
- **Do we correct statements to clients and guests when a change makes them untrue?: An uncorrected promise remains a statement about the event**
- **Act on immediately. Tell clients of upcoming outdoor events who decides on a move, by when and at what price, and inform the night team of any expected late deliveries.**
- **Plan for. Write one second-plan sheet per outdoor space, have ownership sign the non-negotiables, and sign framework contracts before the season.**
- **Monitor going forward. Write a note after every move and bring the season's notes to the management review, including any investment they point to.**

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 8a «The Helm», subchapter 1.13. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 20121. It is not legal advice: the law that applies is that of the place where the property operates.