WORKSHEET 1.2

Who the Hotel Is at an Event

Subchapter 1.2 · case in the book: Udaipur

When a wedding is celebrated in your hotel, do you know in how many roles your house takes part, and since when the celebration has really been running? And who is responsible for the hour in which the music stops and the coaches stand at the gate?

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
A roles sheet for weddings: One page lists every party at a typical wedding, its group under 4.2, the contracts between the parties and the interfaces. It goes to every planner at contract signature.		
A run-of-show meeting four weeks before: The planner, the kitchen and everyone who supplies or performs on the day, including DJ, decorator and coach company, reconcile function sheet and run sheet line by line, special meals included (2.7).		
The night on the sheet: The joint sheet opens with a line no document held before: end of music, last coach, DJ load-out, in that order, with times. Coaches wait in the car park on the lake road, not in the lane. The night porter holds the sheet and the phone numbers.		
One person agrees extensions: Only the banquet manager may agree an extension, and it applies to music, coaches and roster together. The brunch is staffed by a shift that does not work in the hall the night before.		

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
At a wedding the couple is responsible, not the hotel	Only partially true. The hotel is a supplier, expressly including the venue (4.2 e), and organiser of its own formats	
The event begins with the welcome drinks	No. The cycle runs from research and planning to the post-event phase (3.8)	
A band is a supplier like any other	Only partially true. Performers count as participants (3.12); one party may fall into several groups (4.2, note)	

What is commonly believed	What actually holds	Our position
The standard is made for congresses, not celebrations	No. It applies to any type of event or event-related activity (clause 1; 3.7)	
Every process must be written down	No. Formalising processes is possible but not required (4.4, note)	
The neighbours are the authorities' business	No. Communities, including local residents, are among the interested parties (4.2 i)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Treating the event as a day, when its consequential decisions fall months before.		
Seeing only the role of venue, when the hotel is also supplier, organiser of its own formats and a client of others.		
Running parallel documents that give two times for the same end.		
Meeting participants and suppliers for the first time on the day.		
Leaving the night to nobody, so that the night porter stands alone.		
Selling the morning after without counting the night before.		
Handing every interface to the planner by contract and assuming the matter is closed.		
Hearing from the neighbours only when they complain.		

Operative synthesis

- **Do we know every party at our most frequent type of event, and its role?: Unknown parties appear only when something goes wrong**
- **Have we named our own roles for that type of event in writing?: Each role carries different responsibilities**
- **Do we know in which phase of the cycle each decision falls?: Most consequences on the day are decided months before**
- **Do we meet the participants and suppliers the client has hired before the event?: They work on our ground under contracts we do not hold**
- **Is someone named for the time between the end of music and the last departure?: Otherwise the night porter stands alone in the courtyard**
- **Do we count rest periods before selling services for the morning after?: Rest decides who may work at the brunch**
- **Act on immediately. For the next booked wedding, reconcile the function sheet with the planner's run sheet, name a person for the hour after the music, and give the night porter the sheet and the numbers.**

- **Plan for. Draw up a roles sheet for each main type of event, hold a run-of-show meeting four weeks before with every supplier and performer, and decide in writing which interfaces the hotel keeps.**
- **Monitor going forward. Read the night log after every large event for what the event left behind, track complaints from the neighbourhood, and check rest periods before every morning-after service.**

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 1.2. 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.