WORKSHEET 1.8

What Remains After the Payback

Subchapter 1.8 · case in the book: Reykjavík

If your management puts three investment requests for the events business on your desk and the money covers one or two, by what do you choose? And what will still stand in your house in ten years, long after the events you bought it for are over?

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 event year first: Jónsdóttir drew type, size, frequency and duration of all events over the past two years from the booking system, with enquiries listed separately from bookings.		
Four new columns: Every investment request now carries, beside amount and payback, the expected use per year, the named operator and the cost of training, the expected lifetime, and what happens at the end: resale, manufacturer take-back, recycling or disposal (2.14).		
Alternatives and couplings: Each request must state whether renting, a partner arrangement or second-hand purchase was examined, and which other installation has to be planned with it. Request C was paired with the ventilation replacement and the connection capacity check.		
Look again after two years: Use, cost and savings are held against the original request at the second anniversary, and nothing is said publicly about what an investment achieved until then.		

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
The standard requires investment in particular technology	No. Resources must be determined and provided (7.1); which ones, the house decides	
Reusable tableware is mandatory under ISO 20121	No. No measure is prescribed; the house determines its issues and objectives (6.1.2, 6.2)	

What is commonly believed	What actually holds	Our position
Hybrid events are more sustainable	No. They are events within 3.7; digital responsibility is an issue (6.1.2), not a verdict	
Life-cycle costing is required	Only partially true. A resource plan to reuse or disposal is guidance (A.13); life-cycle costing appears as a technique in annex B	
Legacy means buildings	No. Tangible and intangible, including knowledge, skills and relationships (3.17)	
Resources are a matter for departments	No. Top management and/or the governing body ensure their availability (5.1)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Ranking by payback alone, so that lifetime disappears from the decision.		
Buying for the enquiry rather than for the event year.		
Buying equipment without a trained operator.		
Leaving end of life unplanned, so that outdated equipment becomes unbudgeted waste.		
Keeping sustainability as a separate budget line that is cut first.		
Announcing an investment before it is running and measured.		
Buying coupled installations in different years and paying twice for works and downtime.		
Treating hybrid streaming as a purchase without thinking about the data it produces.		

Operative synthesis

- **Do we know the type, size and frequency of our events over the last two years?: Every investment is measured against how often it will be used**
- **Does each request state its expected use from booking data, not from a forecast?: A sales wish can turn a three-year payback into nine**
- **Does each request name the operator and the cost of training?: Without an operator the equipment is an object, not a capability**
- **Does each request state lifetime and end of life?: What is outdated after five years becomes unplanned waste**
- **Have we examined renting or partnership, and checked couplings with other installations?: Ownership pays only where frequency carries it**
- **Do we keep sustainability in the same budget as all other investments?: A separate line is the first one cut**

- **Act on immediately. Withdraw any public statement about future investments that is not yet backed by a plan, and add use, operator, lifetime and end of life to the current investment template.**
- **Plan for. Count the event year from booking data before every budget round, examine renting and partnership for rarely used equipment, and pair coupled installations in the same project.**
- **Monitor going forward. Record the use of every events asset after each event, review it against the request after two years, and report only what has been measured.**

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 1.8. 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.