WORKSHEET 2.1

Analysing the Context

Subchapter 2.1 · case in the book: Annecy

If you wrote down today what is happening around your events business and within it, which decision would you take differently from yesterday? And who in your house already knows what your paper leaves out?

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
Knowledge fetched where it lies: Each department brought its section with evidence: the night forms, the kitchen's weighing list, the association's evaluation, the rotas, the maintenance log and the client questionnaires.		
Every line in two directions: Each of fourteen lines, nine outside and five inside, states the fact and its source, the effect on the hotel, the hotel's effect on others, the consequence and a name.		
Climate change determined: A dated paragraph records that climate change is relevant to the events business for three reasons: the terrace and the water level, water in the delivery bay after heavy rain, and heat in the glass-fronted ballroom on summer evenings. Whether the lake's high water is becoming more frequent, the hotel does not judge; it now knows at what level it clears the terrace.		
A date and a list of triggers: The paper carries a review date in October, after the summer season, and a list of events that bring a rewrite forward: new rules, a major client questionnaire, a flood or storm.		

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
Context analysis is a SWOT analysis	No. A note names SWOT and PESTEL as aids (4.1, note 2); the requirement is to determine the issues	
The context must exist as a separate document	No. 4.1 requires no document; the scope, which considers 4.1, is documented (4.3)	
Every hotel must treat climate change as an issue	No. It must determine whether climate change is relevant (4.1)	

What is commonly believed	What actually holds	Our position
Context means risks to the business	Only partially true. Issues include their social, economic and environmental impacts (4.1; 3.41)	
The UN Sustainable Development Goals must be worked through	No. They can help (4.1, note 1; A.11)	
Context is determined once, at the start	No. Changing circumstances are an input to management review (9.3.2 j)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Taking a four-field grid for the result: it is filled in an hour and carries no decision.		
Asking only what the environment does to the hotel, and leaving out the hotel's own impacts.		
Dismissing climate change or seeing it everywhere; both avoid a reasoned determination.		
Leaving out internal bottlenecks because they have names.		
Overlooking the night: what happens in the courtyard after midnight appears in no daytime report.		
Writing about the whole house when the system concerns the events business.		
Filing the paper without a date or triggers for review.		
Holding the meeting before the departments have brought their evidence.		

Operative synthesis

- **Does our context paper explicitly concern the events business?: A paper without a boundary cannot support the scope**
- **Does every line rest on a named source inside or outside the hotel?: "Weather" is not a fact**
- **Does every line also say what the hotel itself causes?: Clause 4.1 includes the impacts of the issues**
- **Are our bottlenecks in it, with names, such as dishwashing or agency staff?: Without them the reason for the disposable cups is missing**
- **Have we determined whether climate change is relevant, with reasons?: Clause 4.1 requires the determination, not a slogan**
- **Does the paper have a date and a next review?: New rules, a questionnaire or a storm make it old within months**
- **Act on immediately. Collect the night forms, weighing lists, rotas and client evaluations of the last season, and lay them beside whatever context analysis already exists.**

- **Plan for. Write a context paper of a few pages for the events business, every line in two directions with a source, a consequence and a name, with a reasoned determination on climate change.**
- **Monitor going forward. Review the paper at a fixed date after each season and whenever a trigger occurs, and feed its changes into the scope, the risk list and management review.**

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 2.1. 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.