WORKSHEET 2.6

Risks and Opportunities

Subchapter 2.6 · case in the book: Da Nang

If you had to write down the risks of your events business today, would they come from a template or from what happened in your house after the last gala? And how would you know next year whether your actions had worked?

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 time window for the night: The contract with the dishwashing contractor now includes a collection window of 23:30 to 00:30 on gala and congress evenings, against a surcharge. The porter's sheet became a form sent each morning to Hà.		
A heat plan with a trigger: If the forecast three days before an event exceeds 33 degrees, the events team offers the client a schedule moved into the morning. The night before, the ballroom is pre-cooled with doors closed, the terrace doors stay shut during sessions, and water stations stand at the entrances.		
A standby agency and a rule for staff: A framework agreement with a second agency provides reserve staff, and a written rule sets the longest shift the hotel will accept from its own team after a cancellation.		
Opportunities with signs: The congress invitation now offers a shared airport shuttle timed to the main flights; the sign is the number of taxis at the entrance. For the beach party, Hà offered unbreakable reusable cups and china; the client agreed and asked how many cups came back.		

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 a scored risk matrix	No. It requires risks and opportunities with planned actions (6.1.1); the method is the hotel's choice	
ISO 31000 must be applied	No. A note to 6.1.1 refers to it; it is guidance, not a requirement	

What is commonly believed	What actually holds	Our position
Risks are dangers to the hotel	Only partially true. Uncertainty can be positive or negative (3.4); undesired effects must also be reduced (6.1.1)	
A risk is treated once an action is decided	No. Actions must be integrated into processes and evaluated for effectiveness (6.1.1)	
Contractors carry their own risk	No. Externally provided processes must be controlled (8.1)	
What the client wants lies outside the system	Only partially true. Requirements of interested parties are determined (4.2); guiding principles apply in operations (6.1.1)	
Risks are assessed once a year	Only partially true. No interval is set; lessons from each event feed planning (9.1 c)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Copying a risk list from a template that describes every hotel and therefore none.		
Recording only dangers, so that opportunities and half the uncertainty are lost.		
Thinking of risks as accidents and missing the conditions that hold every week.		
Deciding actions without giving them a place in a process.		
Never checking effectiveness, so that fans in the basement count as treatment.		
Rating consequences only in money, not by whom they reach.		
Leaving contractors and agencies off the list because they are “their” risk.		
Hearing the night’s observations as complaints rather than data.		

Operative synthesis

- **Can every risk be traced to an issue or interested party of our own house?: A template describes every hotel and therefore none**
- **Do opportunities stand on the same list as risks?: Uncertainty is positive as well as negative (3.4)**
- **Is each risk written as a condition, not a keyword?: A condition shows where to act**

- **Does every action sit in a contract, order, schedule or briefing?: Actions must be integrated into processes (6.1.1)**
- **Does every action have a sign that shows whether it worked?: Effectiveness must be evaluated (6.1.1)**
- **Do night staff learn what became of their observations?: Without a return path the observations stop**
- **Act on immediately. Move security risks to the security plan, and write the risks you already know from the last season, including the night staff's, as conditions with a person responsible.**
- **Plan for. Derive every risk and opportunity from the issues and parties registers, place each action in a contract, order or briefing, and give each a sign of effectiveness.**
- **Monitor going forward. Review the signs after every season, change actions that did not work rather than the signs, and tell those who raised a warning what became of it.**

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 2.6. 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.