WORKSHEET 2.7

Planning the Event Operationally

Subchapter 2.7 · case in the book: Barcelona

If your hotel ticked “yes” on every line of a sustainability checklist for the next congress, could anyone point to the place and the hour in your running order where each “yes” is delivered? And who would notice if it were not?

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
Criteria in the banqueting order: In mid-February Soler sent the agency the first page of the banqueting order: five operations with their criteria, who checks them and when.		
The kitchen cooks by the right number: For Friday the kitchen cooks by check-out status at 10:00 and replenishes rather than setting in full; what is replenished is noted on the order with its allergens. Vidal ordered a floor scale for the dish room.		
The hall runs by the hour: Roca changed the hall’s occupancy plan from days to hours. On build-up days only the foyer ventilation runs, and the hall is set back each evening.		
A written handover for breakdown: Soler agreed with the agency that exhibitors take their materials back, and that a named person from the stand builder stays until the end of breakdown, with a telephone number.		

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
A completed sustainability checklist satisfies 8.1	No. Criteria per process and control by them are required (8.1); the standard is not a checklist (introduction)	
Every procedure must be written down	No. Documented information to the extent necessary (8.1); formalisation is not obligatory (note to 4.4)	
Planning starts three weeks ahead with the banqueting order	No. The event cycle runs from research and planning to post-event (3.8)	

What is commonly believed	What actually holds	Our position
What the agency and its stand builder do is not the hotel's concern	Only partially true. Externally provided processes must be controlled (8.1); influenced issues must be considered (6.1.2)	
The standard prescribes portion sizes and reusable tableware	No. It sets no values; the hotel establishes its own criteria (8.1)	
Procedures must be developed afresh for every event	No. A.17 suggests, as guidance, reusing systems from one event for others	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Treating the checklist as the plan, when it describes properties, not operations.		
Writing sustainability into a separate form while work is done from the banqueting order.		
Cooking by the contracted figure, which is almost never right on departure day.		
Running building services by booking days, so that build-up days and nights run as if in session.		
Leaving breakdown to others, so that what remains in the foyer fills the hotel's container.		
Planning against waste and forgetting allergen information for replenished or reworked food.		
Writing down every procedure, so that the essential criteria disappear among the rest.		
Ending the debrief with satisfaction and the invoice, without the figures.		

Operative synthesis

- **Do the operations with a significant effect have written criteria?: Clause 8.1 requires criteria for processes**
- **Do those criteria stand in the papers people actually work from?: A separate form goes unread on the day**
- **Does the kitchen cook by the confirmed number per meal, including on departure day?: The contracted figure is almost never right on the last day**
- **Does the hall's technology run by an hourly plan rather than by booking days?: Build-up days and empty nights otherwise run as if the congress were in session**
- **Are breakdown and material take-back agreed with agency and exhibitors?: Externally provided processes must be controlled (8.1)**

- **Were the criteria reviewed after the last event?: Lessons from each event feed future planning (9.1 c)**
- **Act on immediately. Lay your last client checklist beside your last banqueting order and mark every “yes” that does not appear as an action, a time and a person.**
- **Plan for. Break each event type into operations, choose those with a significant effect or identified risk, write a criterion for each into the existing working papers, and agree handovers in writing.**
- **Monitor going forward. Check the criteria on fixed rounds, weigh and record what they are meant to control, and review them at every debrief.**

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 2.7. 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.