WORKSHEET 2.9

One Answer at the Buffet

Subchapter 2.9 · case in the book: Seoul

When a guest at your buffet asks what happens to the leftovers, does your temporary waiter give the same answer as your website? And who in your hotel approved the sentence on the website before it went online?

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 fact sheet as the single source: Kim and Lee listed every statement the hotel makes about its services, each with evidence, date and owner. The page was rewritten from it: “Since January our electricity has come from a renewable supply contract; we show the certificates on request. Heating is by natural gas. Seoul Station is six minutes’ walk away. Since January we have been building a management system for sustainable events to ISO 20121.”		
Writing and checking in different hands: Park put an approval rule to the board in April: whoever writes does not check, and climate and environmental claims go to the second person with their basis attached. The board adopted it without change.		
Information everyone can use: “Barrier-free” was removed. In its place the page describes in words how to enter step-free, which lift goes where and which number a person answers. The arrival information now exists as text, and a sign marks the courtyard entrance.		
Every mouth briefed: Lee wrote four sentences for service staff on leftovers, separation, access and arrival, read at a ten-minute briefing before every shift. The waiter from the association’s conference received them first.		

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 bans the word “carbon-neutral”	No. It bans no word; no communication may mislead about actual impacts (7.4)	

What is commonly believed	What actually holds	Our position
Communication means the website and advertising	No. What, when, with whom and how, internally and externally, plus processes with suppliers and parties (7.4)	
What a temporary waiter tells a guest is not the hotel's communication	No. No communication may mislead, in any format (7.4)	
The standard requires a website to ISO/IEC 40500	No. A.15 recommends it as guidance, alongside accessible formats	
The contents of communication are fixed	Only partially true. Contents a) to g) apply where appropriate (7.4)	
Marketing alone chooses the channels	No. The most effective means are to be determined jointly (7.4)	
A hotel building a system may say it works to the standard	No. Scope factual and not misleading (4.3, note); no misleading claim about its approach (7.4)	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Copying text from other hotels' websites, whose claims rest on their evidence.		
Choosing a word for a quality the hotel has only in part.		
Sending information as an image that a screen reader cannot read.		
Forgetting temporary staff, whose answers guests take as the hotel's.		
Leaving writing and checking in the same hands.		
Presenting a system under construction as one the hotel already works to.		
Choosing channels without asking the client, who knows its participants.		
Waiting for feedback to arrive by chance instead of asking for it.		

Operative synthesis

- **Is there a fact sheet with every statement the hotel makes, its evidence and its date?: Texts written from memory repeat old or borrowed claims**
- **Does a second person check every text before it goes out?: Clause 7.4 requires that no communication mislead, in any format**
- **Can we produce the basis for every climate claim?: A claim without a basis is the first thing a client's lawyer strikes**

- **Can a screen reader read our arrival information, and does it describe step-free access in words?: Information that excludes some guests has not been communicated to them**
- **Do temporary staff know what to say about leftovers, waste and access?: At the buffet their answer is the hotel's answer**
- **Do we agree channels with the client and ask afterwards what arrived?: The standard requires the most effective means to be determined jointly**
- **Act on immediately. Remove every statement the hotel cannot evidence today, including "barrier-free" and any claim to work to a standard, and send readable arrival information with the step-free route in words.**
- **Plan for. Build a fact sheet, a communication plan for each type of event and a two-person approval rule adopted by the board, and agree channels with every client at booking.**
- **Monitor going forward. Brief all staff before every shift, ask each client after the event what arrived, and feed the answers into the fact sheet.**

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 2.9. 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.