

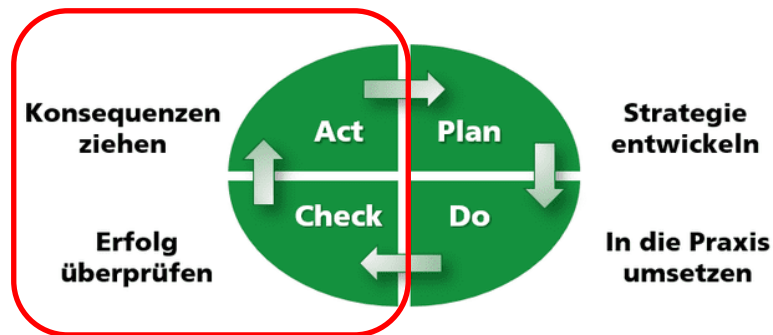


Sustainable events? Absolutely.

Measuring and evaluating results and success are part of the management approach: You can only get better if the situation is recorded and evaluated transparently - quantitatively and qualitatively.

In terms of the PDCA cycle, this involves the phases of "Check" and "Act".

The process of the PDCA cycle:



CHECK

In this third step, it is important to determine, on the basis of objective criteria, whether the results of the previous procedure correspond to the previously set expectations. Bases for this analysis are, for example:



Key figures and balance sheet data



Feedback surveys and scoring points



Internal audits

One of the principles of management systems is **fact-based decision-making**. Gut feeling certainly still plays an important role, but numbers, data and facts are indispensable for sound sustainable corporate governance. Therefore, a company embarking on the NVMS path should make certain determinations as to what is to be measured, reviewed and controlled, how and by whom. This target-performance comparison is indispensable for management and without solid data collection, no measurable progress is possible.

What and how should be measured in sustainable event management?

Performance" refers to the measurable quantitative and qualitative result of an event as the sum of various activities, services, processes and the organisation.

I.e. everything related to an event **can be theoretically** measured (quantitative results) or recorded (qualitative results) to enable a comparison with the planned values:



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Guide Part 5

- ▶ **Economic performance:** financial result and the contribution margin / budget discipline / satisfaction of clients, guests and business partners / sustainable alignment of the supply chain (availability and evaluation of business partners incl. sponsoring) / legal compliance and adherence to all relevant regulatory and contractual requirements.
- ▶ **Environmental performance:** Resource consumption of energy, water and materials used / Amount of associated emissions, waste water and waste, noise and light emissions / Proportion of renewable energies and recycled materials / Proportion of organic, seasonal and regional offerings in the total food and beverage offering / Environmental friendliness of logistics (crew and guests) etc.
- ▶ **Social benefits for own crew and trades:** compliance with occupational health & safety / compliance with working time regulations / diversity and equal opportunities / fair pay etc.
- ▶ **Social performance:** Level of accessibility and inclusivity / gender mainstreaming / donations and charity etc.

But what is to be measured? On what basis is the selection of all possible services made?

Already during the planning of an event, the appropriate measurands are defined with which goal setting and evaluation of progress is possible. As soon as a goal is defined, a mandate to measure or record the results arises at the same time. The motto is: the more precise and measurable, the better!

- ▶ Environmental performance is usually measured in the corresponding physical units such as kWh, tonnes, litres or decibels.
- ▶ For other services, euros, hours, percentages or scoring points (e.g. for the satisfaction index) are often used.

Work instructions: who, what and when?

In a further step (already at the PLANNING stage), it should be recorded who, what and with what measures, records and documents before and after the event. If this step is forgotten, those responsible will at best only be left with estimates afterwards, which are rather suboptimal in terms of the transparency of evidence for the provision of sustainable services.

THEREFORE: As soon as sustainability-relevant targets for improving performance have been set for a field of action (see [Part 2 of this guide](#)), the units of measurement and the way of data collection are immediately defined (measurement procedure: who measures what, when and with what) and integrated into the tasks of the project team.

Trust is good, control is better

Now measuring / recording is part of the routine tasks of the project team, from planning to implementation and the conclusion of the event. Appropriate measures, time specifications and responsible persons have been defined and everyone knows what has to be done.

However, practical experience shows that it is important to check whether everything that needs to be measured is actually measured or recorded during an event or in the follow-up. It is also important to check whether the control should be included as a separate step in the project documentation.

Use your checklists for internal control or rounds and maintain the task "Measure: Target / Actual" in them. It will help you not to forget an important step in a multitude of challenges.



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Measure quality of management approach - Did we implement what we planned?

In contrast to the data collection of a service, the checking of the system is about whether the internal specifications for the planning, implementation and subsequent evaluation of an event were actually implemented and documented accordingly - i.e. about the quality (in management language "effectiveness") of the project management itself.

In management language, there is a term for such internal audits: "**internal audit**". This instrument is used to secure the management's control function and to collect ideas for improving performance.

What is being tested?

As a rule, own checklists and other documents as well as the collection of planned evidence are looked at and checked. What has been documented is compared with what has been planned and actually implemented, and conclusions are drawn.

- ▶ If everything is implemented and documented according to plan, management is effective.
- ▶ If deviations from planned processes or results are detected, they are discussed and documented in a **corrective action plan (CIP)**. Here, not only the errors themselves are fixed, but above all the cause for them and the corresponding corrective measures. Ideas for similar projects collected in the course of the evaluation are also written down in this plan.

Who checks?

The auditors - internal auditors - are either the company's own employees with the appropriate skills or external third parties. Premise: Internal auditors must be independent of the area to be audited, i.e. they must not work in this area or function. As a rule, the sustainability officer audits the results of the project team's work.

The results of internal audits are summarised and serve as a basis for management evaluation on the part of the management in the next management step.

ACT

In the **ACT** step, it is the task of the leadership to draw consequences from the results of the internal audit in a management assessment and, if necessary, to initiate meaningful corrections. These may be minor tweaks or profound changes of course, forward-looking precautionary measures or urgent damage limitation. An appropriate response to business developments is the foundation of stable and sustainable profitability.

What does a management review involve?

In the course of the assessment, the following points, among others, are discussed and, if necessary, decisions are made and recorded:

- ▶ Were the fields of action and associated goals defined correctly? If not, what is the cause? Should newly discovered risks or opportunities be taken into account in the next project or is it an isolated case?
- ▶ Have all planned measures been implemented to achieve self-defined goals? This is about both the measures related to performance improvement and rule compliance (management effectiveness).



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Guide Part 5



- ▶ Have all legal and other binding obligations relevant to the event been complied with? If not, what measures have been taken to comply?
- ▶ Was the event in line with the company's policy and guiding ethical principles?
- ▶ What can and should be included in future planning as "lessons learned" so that not only the project team but possibly all teams can benefit from the experience.

What's the point? To improve on the next case: To recognise risks and opportunities in time and to avoid mistakes... entirely in the sense of every management system:

Getting better and better.

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