



IN FRONT OF THE GUEST · SEASON 1 · MODULE 7: EVENTS AND BANQUETS · LESSON 29

Sold Once, Delivered by Seven Teams

*In events, there is no memory:
there is the event sheet.*

In five lines

An event is a promise made months ago by someone in sales who may not even be here anymore — and on the appointed day it must be kept, all at once, by the kitchen, the dining room, setup, the front desk, maintenance, audiovisual and security. The only thread linking that promise to this execution is the event sheet (the banquet event order, or BEO): the document where everything lives — schedules, setup, menu, quantities, contacts, extras. That's why in events the rule is absolute: the sheet is read in full, questioned in time and obeyed to the millimeter. What isn't on the sheet doesn't exist; what is on it is a contract.

The script, step by step

- 1. Read it in full, even if it isn't "your part."** The dining-room team reads the setup; the kitchen reads the schedules; everyone reads the extras and the client contact. Event failures almost always live in the seams between departments — and the seams can only be seen by whoever reads the whole document.
- 2. Question it in time, not during setup.** The timings don't add up? What was signed doesn't fit in the room? The menu clashes with the kitchen's capacity? You raise your hand at the pre-event meeting, when changing costs a phone call — not on D-Day, when it costs a conflict in front of the client.
- 3. The event briefing.** Before the doors open, five minutes with all the uniforms together: what event it is, who the host is, which moments are critical, what changed at the last minute. A team that knows the story serves the event; one that doesn't just moves trays.
- 4. Changes, through the channel.** Every event has last-minute changes. The discipline: the change is authorized by whoever is responsible, communicated to everyone affected and noted on the sheet. A verbal change that doesn't travel is the seed of the next two failures.

With limited resources: how to hold the standard

If you don't have...	How to hold the standard
Formal pre-event meeting or coordination time	Individual reading becomes mandatory and the briefing is compressed into three minutes at the pass or in the service pantry: event, host, critical moments. Three minutes of shared story prevent three hours of disjointed improvisation.

In front of the guest

DO	DON'T	NEVER
Meet any request from the event client with "Of course, I'll coordinate it right away" — and take it to the person in charge to authorize and communicate it.	Accept or refuse changes to what was signed on your own. Debate with colleagues, sheet in hand, in front of the host.	Tell the client "that isn't in the contract," using the sheet as a shield: the sheet is your internal map, not a weapon against someone celebrating the most important day of their year. Limits are communicated by the person in charge, with tact.

Common mistakes

- ◆ Reading only your section: you will perfectly execute your piece of the collective failure.
- ◆ Spotting the problem and keeping quiet "because it's none of your business": in events, everything that affects D-Day is everyone's business (lesson 3, once again).
- ◆ Improvising the solution without communicating it: your silent fix throws off the other six teams working with the previous version.
- ◆ Treating the sheet as paperwork: it is the event's biography — the professional who masters it is the one everyone looks for when something goes wrong.

THE GOLDEN RULE

**"What isn't on the sheet doesn't exist.
What is on it is a contract."**

This lesson's exercise

During setup you discover that the layout signed on the sheet doesn't fit in the room: there are two whole tables too many. The event starts in three hours. Write down your course of action: whom you notify first, what two solutions you propose and what you don't do under any circumstances. In the answer that follows, I share my version.