

LEGEND: D = Decision R = Responsible P = Preparing A = Action C = Co-ordination I = Information	DEVELOPMENT			OPERATIONS (OPs)			PARTNER	Comment		
	Corporate Develop- ment	Technical Services MH&R		Corporate Specialists Head Office	Area / Regional Manager	General Manager				
		Technical / Engineering	Concept & Design							
DEVELOPMENT PHASE - Up to Management Agreement (for information purposes only)										
Acquisition Project	R/A/C/I	P/I				P/A/I				
Evaluation Project	R/A/C/P/I	P/I				P/I		Incl. CFO		
Market Study (external)	D/R/C/I			I	I					
Feasibility Study	D	I		I	I	A/C/P/R/I				
Negotiation	D/R/C/I					P/I				
Project Brief	R/A/C/I	P				I/P				
Proposal to Board	R/A/I				I					
Approval by Board	R/I						I			
Management Agreement	R/A/C	I	I	I	I	I	I	with CFO		
Technical Assistance Agr.	R/A/C	I	I	I	I	I	I	with CFO		
Pre-opening Agreement	R/A/C	I	I	I	I	I	I	with CFO		
PRELIMINARY PROJECT PERIOD - Months 24 to 14 prior to Opening										
Input Planning / Consulting	D/R	P/A/C	P/A/I	P/A/I		I		I		
Input Planning Interior	D/R	P/A/C	P/A/I	I		I		I		
Input Planning Engineering	D/R	P/A/C	I	P/A/I		I		I		
Specific Studies Planning	D/R	P/A/C	I/(A)	I/(A)		I		I		
Co-ordination TS	I	R/D/C/A	P	P		I				
Operations Concept (1)	I	I/C	R/P/A/I	I	P/I	I		Preliminary / POM		
Room Allocation Program	I	R/C	P/A/I	I		I				
FF&E Equipment Rooms	I	I/C	R/P/A/I	I	I	I		I		
FF&E Equipment Restaur.	I	I/C	R/P/A/I	I	I	I		I		
FF&E Equipment Other	I	I/C	I	R/P/A/I	I	I		I		
Construction	I	I/(C)	I	I	I	I	R/A/C/P/C			
PROJECT PERIOD 1 - Months 14 to 9 prior to Opening										
Pre-opening Office	I	R/C/i			P/A/I	A/I	(I)	I/(P/A)		
Recruiting GM	I				A/C/I	R/D/I		I with HR		

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	Corporate Develop- ment	Technical Services MH&R			Corporate Specialists Head Office	Area / Regional Manager	General Manager				
		Technical / Engineering	Concept & Design	Engineering Proj. Mgt.							
Hiring GM	I	I	I	I	I	D/R	I	I (approval)	through H		
Introduction Program GM	I	I	I	I	P/A/C/I	D/R	I	I	at Head Office		
Recruitment Management					I	D/R	P/A/C/I	I	Key Positions		
Pre-opening Budget					I/(P)	D/R/C	P/A	I	1 st edition		
Market Analysis (local)					I/(P)	D/R/C	P/A				
Start Procurement		(I)*	(I)	(I)	I	I	D/R/C	I	* If to be involved		
PROJECT PERIOD 2 - Months 9 prior up to Opening											
Pre-opening Workshop	I				I	I	P/A/R/I		with Key Staff hotel		
Start Marketing Activities	I				P/A/I	R/C/I	(I)	I	POM		
Hire Mgt Key Positions					I	D	R/P/A/C/I	I			
Marketing Plan					I	I	D/R/A/C/I	I			
Financial Matters					I	(R)	R/A/C/I	(I)	According Mgt Agr.		
Operations Concept (2)					I/(P)	I	R/A/C/I		Intermediate Concept		
Procurement Oper. Eqpm.					I	I	D/R/A/C/I	I	on behalf owner		
Procurement General						I	D/R/A/C/I		POM		
Recruiting Schedule					I/(P)	I	R/A/C/I		POM		
Recruiting					I	D/I	R/A/C/I	I			
Training Schedule					I	I	R/A/C/I		POM		
Training					I	I	R/D/A/C/I		w. support team (ev.)		
Budget (revised)					I	D/I	R/A/C/I		with CFO		
Business Plan					I	I	R/A/C/I	I	OSM		
General Organisation						I	R/A/C/I		OSM / General		
Operat. Support General					R/P/C	D/I	A/I		according OSM/POM		
Opening Support Team					C/P/I	D	R/A/I	I	POM		
Take Over Mechanical	I	P/C/A/I	P/A/I	D/R/P/A/I	I	I	I	I/(C)	To be co-ordinated between HO and the Owner (related parties) with involvement of GM		
Take Over FF&E	I	P/C/A/I	P/A/I	D/R/P/A/I	I	I	I	I/(C)			
Take Over Rooms	I	P/C/A/I	P/A/I	D/R/P/A/I	I	I	I	I/(C)			
Take Over Restaurants	I	P/C/A/I	P/A/I	D/R/P/A/I	I	I	I	I/(C)			
Take Over Public Areas	I	P/C/A/I	P/A/I	D/R/P/A/I	I	I	I	I/(C)			



QUALITY ASSURANCE - PRE-OPENING INFORMATION
Tasklist - Authorities and Responsibilities

CODE: 10.01.009

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