



QUALITY ASSURANCE - PRE-OPENING INFORMATION

Tasklist - Authorities and Responsibilities

CODE: 10.01.009

EDIT/ON: 1

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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	Owner	
		Technical / Engineering	Concept & Design	Engineering Proj. Mgt.					
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	Planning Guidelines
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)	POM - local issue
Recruiting GM	I				A/C/I	R/D/I		I	with HR



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	Corporate Development	Technical Services MH&R			Corporate Specialists Head Office	Area / Regional Manager	General Manager	Owner	
		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)	



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