



# *IT MEAIT Technical Competency Framework*

Version 1

## ***Table of contents***

|   |   |
|---|---|
| 1. Purpose .....                                      | 3 |
| 2. Scope .....  | 3 |
| 3. What are technical competencies?.....              | 3 |
| 4. What is a technical competency framework?.....     | 3 |
| 4.1. Technical Competency Framework Structure.....    | 3 |
| 5. Applications of the technical competencies .....   | 4 |
| 5.1. Learning and Development .....                   | 4 |
| 5.2. Performance Management .....                     | 4 |
| 5.3. Succession Planning.....                         | 4 |
| 5.4. Recruitment and Selection .....                  | 4 |
| Appendix A: Technical competency framework table..... | 6 |

# *1. Purpose*

This document functions as a guideline to determine the knowledge, skills, and/or abilities of Accor IT hotel-based team members in India, Middle East and Africa.

Based on the team members' technical competencies, Accor will support them to grow in their careers and expand their skill sets through several initiatives such as learning and development, succession planning, and performance management as well as recruitment and selection. This will support the team members in acquiring and developing the necessary knowledge, skills, and / or abilities required to perform their specific jobs.

This aims at helping line managers and employees to familiarize themselves with the concept of technical competencies and their applications as well as to build a culture with high productivity.

# *2. Scope*

This applies to all the IT hotel-based team members in India, Middle East and Africa.

# *3. What are technical competencies?*

Technical competencies define the knowledge, skills and/or abilities required to fulfill job tasks, duties and responsibilities.

# *4. What is a technical competency framework?*

The technical competency framework is a set of anticipated knowledge, skills, and/or abilities that lead to an acceptable performance level at work. It describes competencies in technical terms, using indicators to help recognize the competencies of the team members relevant to their roles and responsibilities.

## **4.1. TECHNICAL COMPETENCY FRAMEWORK STRUCTURE**

- **Competency Title.** Inherent qualities a team member possesses – combining skills, knowledge and ability.
- **Competency Definition.** Description of the competency title. This defines in details what the competency is about and what it encompasses.
- **Job Title.** Title that describes the team member's job or position.
- **Proficiency level.** This describes the advancement of proficiency of the technical indicators in relation with the Accor Leadership Capability Framework. The level of progression and complexity of the competency gradually increases as the employee moves from one level to another.
- **Competency Indicators.** These provide information and details on specific technical aspects of the competency at each level, providing examples of how the competency can be demonstrated and assessed. The technical indicators at each proficiency level are illustrative rather than definitive, which means that other



similar examples of technical aspects (knowledge, skills, and / or abilities) are also possible.

Moreover, each proficiency level is cumulative, which means that technical indicators from lower levels will not be repeated at higher levels although they still apply.

## ***5. Applications of the technical competencies***

### **5.1. LEARNING AND DEVELOPMENT**

During the skills assessment phase, it supports the identification of knowledge, skills, and / or abilities that require development. Based on the discussions between the line manager and the team member, they can agree on certain technical competencies that the team member needs to focus on and improve in order to reach the proficiency level associated with his / her job.

The line manager shall consider learning and development opportunities which support the team member in acquiring the targeted proficiency level. This could be done through for example:

- Accor Academy Program on INES
- IT-related online courses on Percipio
- Coaching and mentoring
- Champions group

### **5.2. PERFORMANCE MANAGEMENT**

During the performance review, the line manager along with the team member shall discuss and agree on goals and competencies which the team member shall achieve and demonstrate during the year. The technical competencies relevant to the job and responsibilities, will help in creating SMART objectives (S-Specific, M-Measurable, A-Attainable, R-Realistic, and T-Time bound).

The line manager shall provide the team member with constant feedback on performance against set goals and competencies during the next steps of the performance management system. Any identified gaps between the team member's performance and the proficiency levels set in the technical competencies framework will be a basis for development and will be a reference for the learning and development cycle.

### **5.3. SUCCESSION PLANNING**

Succession planning is a strategic approach to motivate the team members to further their career growth and supports the business continuity by having an adequate number of qualified, trained, and experienced team members ready to move horizontally or to be promoted to leadership and/or key positions should opportunities come.

This helps the Talent and Culture Department along with the line managers and team members in identifying the proficiency level that the team member should demonstrate in order to indicate his / her readiness for the career move. Identified gaps in performance shall be closed through adequate learning and development activities.

### **5.4. RECRUITMENT AND SELECTION**

This helps to develop competency-based questions which can be used during job interviews to help assessing the candidate's knowledge, skills, and/or abilities in order to select the best fit for the job.

## ***Appendix A: Technical competency framework***



| Competency   | IT Coordinator (or Assistant Manager)   | IT Cluster Director (or Cluster Manager)   | IT Country Director  |
|--|---|--|--|
|  | Emerging/Professional Leader  | Executive Leader   | Strategic Leader   |
| <p><i>Business Requirements</i><br/>The process of adopting and integrating new and improved technology solutions to support the organizational objectives</p> |   | <ul style="list-style-type: none"> <li>- Support the implementation of the IT strategy, structure, budgets, people, financial outcomes and scorecard metrics for the hotels' IT Department.</li> <li>- Initiate and manage IT projects for the cluster hotels and consult the key stakeholders in strategic IT matters concerning the hotel.</li> <li>- Provide business cases to justify investment and expenditure as part of the approval process.</li> </ul>   | <ul style="list-style-type: none"> <li>- Assist Executive Director of IT MEAIT to formulate long-term strategic goals.</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>- Perform IT maintenance activities on a monthly basis.</li> </ul>   | <ul style="list-style-type: none"> <li>- Support the IT Operations team to ensure smooth day-to-day operation.</li> <li>- Manage day-to-day IT operations in the hotels and implement Accor IT brand standards, new technologies, systems and projects.</li> </ul>   | <ul style="list-style-type: none"> <li>- Oversee IT operations in hotels and implementation of Accor IT brand standards, new technologies, systems and projects.</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>- Follow all Accor IT Policies and guidelines such as user rights, security policy, backup policy, preventive maintenance, contingency plan etc.</li> <li>- Assist with implementation of Accor IT brand standards, new technologies, systems and projects.</li> </ul> | <ul style="list-style-type: none"> <li>- Ensure new standards are implemented, projects are completed, and reports are submitted.</li> <li>- Enforce IT standards and policies in hotels, including user rights, backup policy, preventive maintenance, contingency planning etc.</li> <li>- Ensure hotel compliance with the Accor IT brand standards, policies, guidelines and audit requirements.</li> <li>- Ensure that technical system documentation (SOPs) is available, up to date and accessible and give feedback if and when SOPs are reviewed by SOP champions.</li> </ul> | <ul style="list-style-type: none"> <li>- Ensure compliance with Regional office and industry standards guidelines and requirements e.g. PCI DSS, IT Audit, GDPR etc.</li> <li>- Ensure that all Accor IT Policies and Guidelines are being applied in the hotel such as user rights, security policy, backup policy, preventive maintenance, contingency plan etc.</li> <li>- Ensure that technical system documentation (SOPs) is created and kept up to date.</li> </ul> |
|  | <ul style="list-style-type: none"> <li>- Identify IT related risks and issues and escalate them to hotel management and IT Cluster Director.</li> <li>- Escalate IT issues to IT Cluster Director.</li> </ul>   | <ul style="list-style-type: none"> <li>- Identify IT related risks and issues and implement risk mitigation strategies together with hotel management and Country IT Director.</li> <li>- Manage follow-up reviews and escalated IT issues from clustered hotels.</li> </ul>   | <ul style="list-style-type: none"> <li>- Identify IT related risks and issues and implement risk mitigation strategies together with hotel management and Executive Director of IT MEAIT.</li> <li>- Follow-up reviews and management of IT issues escalated by hotels.</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>- Travel as required by the business.</li> </ul>   | <ul style="list-style-type: none"> <li>- Travel as required by the business and ensure presence in each hotel at least once monthly</li> </ul>   | <ul style="list-style-type: none"> <li>- Travel as required by the business and to hotels in his / her region.</li> </ul>  |
|  |   |  |  |

| <i>Competency</i>   | <i>IT Coordinator (or Assistant Manager)</i>  | <i>IT Cluster Director (or Cluster Manager)</i>   | <i>IT Country Director</i>  |
|---|---|---|---|
|   | <b>Emerging/Professional Leader</b>   | <b>Executive Leader</b>   | <b>Strategic Leader</b>   |
| <i>Financial Requirements</i><br>The ability to understand the financial data and operations of the department. | - Prepare IT budget in coordination with the IT Cluster Director.   | - Manage / plan hotels P&L, business plans, budget and future technology investments.                   | - Support Cluster Director with managing / planning hotel P&L, business plans, budget and future technology investments as required.      |
|   | - Review monthly IT P&L with IT Cluster Director and identify possible cost optimization plans for the hotel. | - Review monthly IT P&L with management & those responsible for cost optimization plans for the hotels. | - Support Cluster Director with IT P&L review with hotel management & assistance with cost optimization plans for the hotels as required. |
|   | - Review SLAs for systems and services, in consultation with the IT Cluster Director, at least yearly.        | - Manage SLAs for systems and services and review annually.   | - Support Cluster Director with management and review of SLAs for systems and services as required.                                       |
|   |   | - Negotiate vendor contracts to take advantage of economies of scale.                                   | - Support Cluster Director with contracts negotiation to take advantage of economies of scale as required.                                |



| <i>Competency</i>   | <i>IT Coordinator (or Assistant Manager)</i>  | <i>IT Cluster Director (or Cluster Manager)</i>   | <i>IT Country Director</i>  |
|---|---|---|---|
|   | <b>Emerging/Professional Leader</b>   | <b>Executive Leader</b>   | <b>Strategic Leader</b>   |
| <i>Relationship Management</i><br>The process of maintaining an ongoing level of engagement with key stakeholders | - Maintain good relationships with hotel GM, HODs, users, guests, vendors and other business stakeholders.  | - Maintain good relationships with hotel GM, HODs, users, guests, vendors and other business stakeholders.  | - Manage relationships with hotel GMs, VPO's, IT EXCOM, Owners, vendors and other key business stakeholders.  |
|   | - Liaise and communicate directly with Cluster Director on a regular basis as required. This includes submitting monthly reports, complying with new standards, following up on new projects etc. | - Liaise and communicate directly with Regional IT team on a regular basis as required. This includes submitting monthly reports, complying with new standards, following up on new projects etc. | - Liaise and communicate with different functions at Accor Regional office on a regular basis.  |
|   | - Attend meetings in the hotels whenever requested by GM or IT Cluster Director.  | - Attend key meetings in the hotels such as HOD meetings, budget meetings or whenever requested by the GM.  | - Attend key meetings in the hotels such as owner meetings, project meetings or whenever requested from GM, VPO or Executive Director of IT MEAIT.    |
|   | - Attend Accor key regional meetings and workshops such as AH weekly call, Budget meetings etc.   | - Attend Accor key regional meetings and workshops such as AH weekly call, Annual IT conference, IT Ingenuity quarterly meeting, Budget meetings etc.   | - Attend Accor key regional meetings and workshops such as AH weekly call, Annual IT conference, IT Ingenuity quarterly meeting, Budget meetings etc. |
|   | - Liaise with vendors to ensure support provided to hotel is in line with Accor standards.  | - Manage relationships with vendors, ensuring that support provided to hotels is in line with Accor standards.  | - Support the Cluster Director with vendor relationship management, ensuring that support provided to hotels is in line with Accor standards.         |
|   |   |   | Provide recommendation to the Regional office for changes.  |

| <i>Competency</i>   | <i>IT Coordinator (or Assistant Manager)</i>   | <i>IT Cluster Director (or Cluster Manager)</i>   | <i>IT Country Director</i>  |
|---|--|---|---|
|   | <b>Emerging/Professional Leader</b>  | <b>Executive Leader</b>   | <b>Strategic Leader</b>   |
| <p><i>Teamwork and Team Leadership</i></p> <p>The ability to collaborate with the team, build and enable the team to achieve the department's goals and to establish and shape the culture within the department.</p> | <ul style="list-style-type: none"> <li>- Manage day-to-day IT operations and ensure smooth running of all computer systems in the hotel for users and guests.</li> <li>- Provide technical support and training on systems and networks.</li> <li>- Participate in Accor regional eLearning platform.</li> </ul> | <ul style="list-style-type: none"> <li>- Manage the local IT team (direct reports) to ensure effective and reliable day-to-day operations.</li> <li>- Conduct yearly &amp; mid yearly performance reviews for direct reports.</li> <li>- Encourage team members to participate in Accor regional eLearning platform.</li> <li>- Carry out IT recruitment, talent development and performance management of the cluster IT teams, in coordination with GMs.</li> </ul> | <ul style="list-style-type: none"> <li>- Work with the IT Cluster Directors to ensure day-to-day operations are covered and systems are functioning effectively.</li> <li>- Conduct yearly &amp; mid-yearly performance reviews for Cluster IT Directors.</li> <li>- Encourage team members to participate in Accor regional eLearning platform.</li> <li>- Carry out IT recruitment, talent development and performance management of the cluster IT teams, in coordination with the IT Cluster Directors and GMs.</li> <li>- Manage champion groups as per expertise and experience.</li> </ul> |

| <i>Competency</i>  | <i>IT Coordinator (or Assistant Manager)</i>   | <i>IT Cluster Director (or Cluster Manager)</i>  | <i>IT Country Director</i>   |
|--|--|--|--|
|  | <b>Emerging/Professional Leader</b>  | <b>Executive Leader</b>  | <b>Strategic Leader</b>  |
| <i>Personal Development</i><br>The process of improving skills and talent in pursuit of personal growth. | - Stay up-to-date with industry trends and on how IT can help to improve operational efficiencies, enhance revenue and optimise the cost of doing business.<br>- Enrol in Accor regional eLearning platform and upskill regularly. | - Stay up-to-date with industry trends and on how IT can help to improve operational efficiencies, enhance revenue and optimise the cost of doing business.<br>- Enrol in Accor regional eLearning platform and upskill regularly. | - Stay up-to-date with industry trends and on how IT can help to improve operational efficiencies, enhance revenue and optimise the cost of doing business.<br>- Enrol in Accor regional eLearning platform and upskill regularly. |

| <i>Competency</i>   | <i>IT Coordinator (or Assistant Manager)</i>   | <i>IT Cluster Director (or Cluster Manager)</i>   | <i>IT Country Director</i>   |
|---|--|---|--|
|   | <b>Emerging/Professional Leader</b>  | <b>Executive Leader</b>   | <b>Strategic Leader</b>  |
| <i>Data Security Management</i><br>The process of setting, implementing, and updating data security strategies and plans to ensure responding to vulnerabilities and retrieval of data in timely manner | <ul style="list-style-type: none"> <li>- Implement up to date systems versions/patches.</li> <li>- Identify, respond, and report data security vulnerabilities (e.g. intrusions and attacks), as well as proposes rectifying measures.</li> <li>- Follow all Regional office and industry standard guidelines and requirements e.g. PCI, IT Audit, GDPR etc.</li> <li>- Follow set of guidelines related to archiving back-ups, accessing records, and transferring records via different channels.</li> <li>- Ensure backup of all relevant user generated data.</li> </ul> | <ul style="list-style-type: none"> <li>- Ensure systems versions/patches are up to date.</li> <li>- Respond to complex data security vulnerabilities in a timely manner.</li> <li>- Contribute to the establishment of a comprehensive plan for data recovery as part of contingency plan.</li> <li>- Monitor and assess the information security compliance practices of all employees in accordance with Accor's standard policies and procedure.</li> <li>- Ensure implementation of data security policies, procedures, and processes.</li> </ul> | <ul style="list-style-type: none"> <li>- Oversee the use of up to date systems versions/patches.</li> <li>- Support IT teams with any complex data security vulnerabilities in a timely manner.</li> <li>- Implement the Corporate IT security strategy to minimize security risks based on Accor's policies and procedures.</li> <li>- Oversee implementation of data security policies, procedures, and processes.</li> <li>- Set data recovery strategies and contingency plans.</li> </ul> |

| <i>Competency</i>  | <i>IT Coordinator (or Assistant Manager)</i>                                       | <i>IT Cluster Director (or Cluster Manager)</i>   | <i>IT Country Director</i>   |
|--|--|---|--|
|  | <b>Emerging/Professional Leader</b>  | <b>Executive Leader</b>   | <b>Strategic Leader</b>  |
| <i>IT Databases</i><br>The process of developing, updating and monitoring databases in order to ensure security and integrity of information | - Troubleshoot and carry out repairs and data backup / restoration when necessary. | - Identify, rectify, and report database performance issues to enhance its capabilities.<br><br>- Prepare and implement test plans and procedures (e.g. unit tests, end users' acceptance tests, etc.) to assess the effectiveness of the databases.<br>- Conduct regular and ad hoc database related audits to ensure integrity. | - Ensure database optimization.<br><br>- Communicate Accor policies and expectations to secure, back-up, restore and repair database information.<br>- Establish and ensure the implementation of Accor standard methods for sharing database information. |

| Competency  | IT Coordinator (or Assistant Manager)   | IT Cluster Director (or Cluster Manager)   | IT Country Director  |
|---|---|--|--|
|   | <b>Emerging/Professional Leader</b>   | <b>Executive Leader</b>  | <b>Strategic Leader</b>  |
| <i>IT Infrastructure</i><br>The process of providing and managing IT infrastructure e.g. networks, server, software, hardware, etc. across the organization in order to fulfill business requirements and needs | <ul style="list-style-type: none"> <li>- Implement IT infrastructure related knowledge and principles in the hotel.</li> <li>- Resolve basic IT infrastructure related problems using standard diagnostic tools.</li> </ul> | <ul style="list-style-type: none"> <li>- Demonstrate expert knowledge in IT infrastructure-related principles, initiatives, and trends.</li> <li>- Resolve non-routine IT infrastructure related problems and make recommendations concerning improvements.</li> <li>- Oversee and participate in IT infrastructure design and upgrade initiatives.</li> </ul> | <ul style="list-style-type: none"> <li>- Ensure the application of well-proven practices such as ITIL (IT infrastructure library, SANS (SysAdmin, Audit, Network, and Security Institute), etc.</li> </ul> |
|   | <ul style="list-style-type: none"> <li>- Monitor systems and network performance on an ongoing, daily basis.</li> <li>- Install and configure software and hardware as per Accor standard.</li> </ul>                       | <ul style="list-style-type: none"> <li>- Monitor system logs and activity on all servers and make adequate recommendations to mitigate any potential risks.</li> </ul>   |  |
|   |   |  |  |
|   |   |  | <ul style="list-style-type: none"> <li>- Develop and ensure the implementation of relevant standards, guidelines, and control functions to ensure uninterrupted operations.</li> </ul>                     |

| Competency  | IT Coordinator (or Assistant Manager)   | IT Cluster Director (or Cluster Manager)   | IT Country Director  |
|---|---|--|--|
|   | <b>Emerging/Professional Leader</b>   | <b>Executive Leader</b>  | <b>Strategic Leader</b>  |
| <i>IT Programs and Applications</i><br>The process of adopting and integrating new and improved technology solutions to support the organizational objectives | <ul style="list-style-type: none"> <li>- Understand the applicability of new and improved IT developments and solutions.</li> <li>- Display ability to identify potential upgrades, enhancements, new products and their effects</li> </ul> | <ul style="list-style-type: none"> <li>- Monitor recent technology developments and recommends implementation as deemed appropriate.</li> <li>- Lead implementation of technology upgrades / enhancements.</li> <li>- Champion productive technology solutions to meet business needs.</li> <li>- Participate in the functional development and specifications of new IT solutions.</li> </ul> | <ul style="list-style-type: none"> <li>- Develop countrywide approach and best practices on the adoption of new technologies and solutions, in partnership with Regional office and Digital Transformation.</li> <li>- Lead and direct the development of new IT solutions to improve the efficiency of systems.</li> <li>- Recommend new systems to automate existing processes and ways to reengineer business processes to effectively</li> </ul> |
|   | - Conduct basic software training.  | <ul style="list-style-type: none"> <li>- Conduct basic software training.</li> <li>- Ensure effectiveness of the training on the technology and applications in place.</li> </ul>  |  |
|   |   |  | - Analyze external IT developments for data integrity and access control management.   |

| Competency  | IT Coordinator (or Assistant Manager)   | IT Cluster Director (or Cluster Manager)   | IT Country Director  |
|---|---|--|--|
|   | <b>Emerging/Professional Leader</b>   | <b>Executive Leader</b>  | <b>Strategic Leader</b>  |
| <b>IT Hardware &amp; Software Maintenance</b><br>The process of performing regular and ad hoc maintenance of the hardware and software to ensure efficient and uninterrupted operations | <ul style="list-style-type: none"> <li>- Demonstrate good understanding of the hotel's software / hardware.</li> <li>- Conduct tests on hardware /software for maintenance purposes.</li> <li>- Perform diagnostic functions including replacing suspect components with other serviceable components and reloading of associated software.</li> <li>- Perform routine maintenance activities in order to identify and/or prevent events that might hinder operations.</li> </ul> | <ul style="list-style-type: none"> <li>- Ensure systems are utilized to their maximum capacity.</li> </ul>   | <ul style="list-style-type: none"> <li>- Communicate maintenance standards for the region's hardware / software and ensures compliance.</li> <li>- Establish and ensure the implementation of hardware / software preventive maintenance schedules.</li> </ul> |
|   |   | <ul style="list-style-type: none"> <li>- Simulate damage scenarios in order to conduct further analysis on damaged equipment and find comprehensive solutions for recurring problems.</li> </ul>   |  |
|   |   | <ul style="list-style-type: none"> <li>- Examine supported systems and makes recommendations for improvement.</li> </ul>   | <ul style="list-style-type: none"> <li>- Review, analyze and evaluate supported systems to determine improvements and / or to make adequate recommendations.</li> </ul>  |
|   | <ul style="list-style-type: none"> <li>- Install only the latest, original and properly licensed software is running on the hotel's systems and computers.</li> <li>- Maintain software licenses and follow recommended upgrade schedules.</li> </ul>   | <ul style="list-style-type: none"> <li>- Ensure only original and properly licensed software is running on the hotel's systems and computers.</li> <li>- Ensure no End of Life products are installed and/or connected to the hotel network.</li> </ul>  | <ul style="list-style-type: none"> <li>- Oversees that no End of Life products are installed and/or connected to the hotel network.</li> </ul>   |
|   |   | <ul style="list-style-type: none"> <li>- Review reports on security breaches and ensures the implementation of recovery measures in a timely manner.</li> <li>- Consult with hardware / software providers in order to ensure provision of specific maintenance services.</li> <li>- Establish, update, and ensure the implementation of a disaster recovery plan if deemed required.</li> </ul> |  |
|   |   |  |  |
|   |   |  |  |



| <i>Competency</i>   | <i>IT Coordinator (or Assistant Manager)</i>  | <i>IT Cluster Director (or Cluster Manager)</i>   | <i>IT Country Director</i>  |
|---|---|---|---|
|   | <b>Emerging/Professional Leader</b>   | <b>Executive Leader</b>   | <b>Strategic Leader</b>   |
| <i>Technical Support</i><br>The process of providing quality technical support services in a professional and timely manner | - Provide local first level technology, guest & employee end-user support.<br>- Troubleshoot issues on hotel's local network, computers, software and systems.<br>- Work as onsite hand-and-eyes function for remote support. | - Act as level 2 support for any escalation from the clustered hotels.<br>- Ensure the provision of prompt and quality technical support services to IT users across the organization.  | - Act as level 3 support for any escalation in the hotels.  |
|   |   | - Meet with IT Coordinators on a regular basis to discuss recurring IT problems and to find permanent solutions.<br>- Participates in Champions groups as per expertise and experience. | - Meet with Cluster Director on a regular basis to discuss recurring IT problems and to find permanent solutions. |
|   |   |   |   |
|   |   |   | - Create and update technical support guidelines and manuals.   |

| <i>Competency</i>  | <i>IT Coordinator (or Assistant Manager)</i>   | <i>IT Cluster Director (or Cluster Manager)</i>   | <i>IT Country Director</i>   |
|--|--|---|--|
|  | <b>Emerging/Professional Leader</b>  | <b>Executive Leader</b>   | <b>Strategic Leader</b>  |
| <i>Hotel Pre-opening Support</i><br>The process of providing quality support services to the opening and transition hotels in a professional and timely manner | - Assist the IT New Developments team with new hotel developments and hotel integration projects as required.<br>- Work closely with senior CSM team to execute the pre-opening tasks locally. | - Assist the IT New Developments team with new hotel developments and hotel integration projects as required.<br>- Assist with hardware configuration and application set up, training and go live. | - Assist as required for new hotel developments and hotel integration projects.<br>- Work with the IT New Developments team to ensure hotel connectivity to Accor network. |
|  |  | Assist with the pre-opening office set up.  | - Provide support for pre-opening office implementation, IT procurement process and coordination of hardware and software, and applications implementation.                |