



LIAMOL
HOSPITALITY INTELLIGENCE

EXECUTIVE GUIDE

Digital Transformation Roadmap

A practical roadmap for planning, prioritising and delivering digital transformation across your hospitality organisation.





ROADMAP STEP 01

Roadmap structure

This roadmap is organised from strategic direction and baseline assessment through architecture, delivery, governance and continuous optimisation. Use the sequence to make dependencies visible before investment decisions are made.

EXECUTIVE FOCUS

A shared structure helps leadership move from ambition to a practical, owned programme.

Leadership actions

- Confirm an accountable owner and decision forum.
- Set the measurable outcome and evidence baseline.
- Expose dependencies, risks and adoption needs early.

Use this page to align owners, priorities and practical next actions.



ROADMAP STEP 02

How to use this roadmap

Digital transformation is the deliberate redesign of how a hospitality organisation operates, serves guests, uses data and makes decisions. Use this roadmap to move from ambition to measurable outcomes.

EXECUTIVE FOCUS

Keep ownership clear and link every initiative to measurable business outcomes.

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ROADMAP STEP 03

Transformation principles

Start with business outcomes. Design the operating model. Simplify before connecting. Build for interoperability. Measure value continuously.

EXECUTIVE FOCUS

Principles make difficult choices consistent as the programme grows.

Leadership actions

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ROADMAP STEP 04

Establish the baseline

Document applications, infrastructure, integrations, data, vendors, costs, contracts, risks and manual workarounds. A fact-based baseline prevents technology guesswork.

EXECUTIVE FOCUS

A credible baseline is the starting point for a credible transformation case.

Leadership actions

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ROADMAP STEP 05

Define the transformation vision

Create a concise vision covering connected operations, digital guest journeys, trusted data, secure cloud platforms, practical AI and intelligent buildings.

EXECUTIVE FOCUS

The vision should describe the future operating experience, not a list of systems.

Leadership actions

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ROADMAP STEP 06

Map the guest and operational journey

Map discovery, booking, pre-arrival, arrival, stay, service, payment, departure and post-stay. Map operational journeys alongside them and identify every handoff.

EXECUTIVE FOCUS

Design the guest and employee journeys together, then remove the friction.

Leadership actions

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ROADMAP STEP 07

Build the technology landscape

Use clear architecture layers: experience, applications, integration, data, infrastructure and physical systems. Give every strategic platform a purpose, owner and retirement logic.

EXECUTIVE FOCUS

A clear landscape makes duplication, dependency and technical debt visible.

Leadership actions

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ROADMAP STEP 08

Data and integration strategy

Define systems of record, common identifiers, API contracts, data quality rules and observability. Use event-driven integration where near-real-time reactions create value.

EXECUTIVE FOCUS

Integration and trusted data are foundations for both experience and intelligence.

Leadership actions

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ROADMAP STEP 09

Cloud and platform modernisation

Assess workloads for retain, rehost, replatform, refactor, replace or retire. Focus on availability, resilience, integration, identity, observability and predictable cost.

EXECUTIVE FOCUS

Modernisation should simplify the estate while improving resilience and pace of change.

Leadership actions

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ROADMAP STEP 10

Cybersecurity and resilience

Design identity-first access, MFA, segmentation, vulnerability management, secure APIs, secrets management, backup, recovery, supplier security and incident response into the programme.

EXECUTIVE FOCUS

Cybersecurity and resilience are delivery requirements, not final-stage reviews.

Leadership actions

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ROADMAP STEP 11

Smart buildings and IoT

Link BMS and IoT data with occupancy, service, asset and commercial information. Prioritise energy, HVAC, predictive maintenance, water, room controls and asset performance.

EXECUTIVE FOCUS

Smart-building investment should solve operational problems with clear ownership.

Leadership actions

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ROADMAP STEP 12

AI and intelligent automation

Select AI use cases against real operational or commercial problems. Govern data boundaries, human oversight, acceptable use, monitoring and escalation before production.

EXECUTIVE FOCUS

Start with valuable, bounded and auditable use cases.

Leadership actions

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ROADMAP STEP 13

Digital guest experience

Design one coherent guest journey across booking, pre-arrival, identity, access, room controls, messaging, service, checkout and feedback rather than disconnected experiences.

EXECUTIVE FOCUS

Technology should remove friction while preserving the choice of human service.

Leadership actions

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ROADMAP STEP 14

Commercial and revenue technology

Connect PMS, CRS, booking, revenue, marketing, segmentation and upsell data so commercial decisions reflect operational reality and profitability.

EXECUTIVE FOCUS

Commercial intelligence is stronger when guest, inventory and operations data agree.

Leadership actions

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ROADMAP STEP 15

People, process and change

Identify sponsors, owners, impacted roles, process changes, training and launch support. Measure adoption and retire old processes decisively.

EXECUTIVE FOCUS

New systems only create value when people confidently use new ways of working.

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ROADMAP STEP 16

Prioritisation framework

Score initiatives by business value, guest impact, operational impact, risk reduction, feasibility, dependency and time to value. Make prioritisation transparent.

EXECUTIVE FOCUS

Transparent scoring turns ambition into an agreed sequence of decisions.

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ROADMAP STEP 17

Business case and investment

Include implementation, run cost, internal capacity, integration, change, training, security and decommissioning. Model conservative, expected and upside benefits.

EXECUTIVE FOCUS

Fund transformation as an outcome-led portfolio, not a set of isolated projects.

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ROADMAP STEP 18

Target architecture

Define core platforms, APIs, identity, cloud, data, property connectivity, observability and security. Standardise where differentiation is low and invest where technology creates advantage.

EXECUTIVE FOCUS

Architecture should protect flexibility, security and future choices.

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ROADMAP STEP 19

Delivery roadmap

Sequence foundation, simplification, connection, experience, intelligence and optimisation. Prefer incremental releases that prove value and expose risk early.

EXECUTIVE FOCUS

Release in manageable increments with measurable decision gates.

Leadership actions

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ROADMAP STEP 20

Governance and programme controls

Maintain executive sponsorship, architecture review, cybersecurity oversight, benefits tracking, risk management and a single programme view of decisions, dependencies and costs.

EXECUTIVE FOCUS

Good governance accelerates delivery by making ownership and decisions visible.

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ROADMAP STEP 21

KPIs and benefits realisation

Measure guest, operational, commercial and technology outcomes. Every material initiative needs a baseline, target, owner and measurement date.

EXECUTIVE FOCUS

Value should be tracked from the start and reported after launch.

Leadership actions

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ROADMAP STEP 22

Supplier and partner strategy

Evaluate suppliers on capability, interoperability, security, roadmap, service quality, commercial model and exit options. Ask every strategic supplier what happens if you need to replace them.

EXECUTIVE FOCUS

Supplier decisions should preserve data portability and strategic options.

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ROADMAP STEP 23

Risk management

Track ownership, scope, legacy dependencies, data quality, integration complexity, change effort, cyber exposure, vendor lock-in, support and benefits risk.

EXECUTIVE FOCUS

A living risk register makes intervention possible before issues become failures.

Leadership actions

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ROADMAP STEP 24

Operating model

Define product, architecture, data, security, vendor, service and property technology ownership. Centralise common capabilities while allowing controlled local variation.

EXECUTIVE FOCUS

The operating model turns technology strategy into sustainable day-to-day management.

Leadership actions

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ROADMAP STEP 25

The optimisation cycle

Use a recurring cycle: measure, understand, prioritise, change and validate. Transformation continues after go-live through continuous improvement.

EXECUTIVE FOCUS

Go-live is a milestone; optimisation is the long-term discipline.

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ROADMAP STEP 26

90-day action plan

Days 1-30: baseline. Days 31-60: define target. Days 61-90: mobilise delivery. By day 90 leadership should know where it is, where it is going, what comes first and how success will be measured.

EXECUTIVE FOCUS

The first 90 days should build clarity, ownership and momentum.

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ROADMAP STEP 27

Closing perspective

The strongest hospitality technology strategies connect business ambition, guest experience, operational performance and architecture. Build a smarter, more connected and future-ready organisation.

EXECUTIVE FOCUS

Strategy, implementation and optimisation form one continuous leadership agenda.

Leadership actions

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