



CHECKLIST

Hotel Digital Transformation Checklist

A practical step-by-step checklist to plan and implement successful digital transformation.





STEP 01

How to use this checklist

Use this resource to create a shared, evidence-led view of your transformation readiness. Work through each statement with the accountable owner and mark the status that best reflects today.

- ☐ Set a transformation sponsor with authority to unblock decisions.
- ☐ Agree the scope: property, portfolio or enterprise.
- ☐ Use the status key: Not started, In progress, Established.
- ☐ Record evidence, owners and target dates alongside each item.
- ☐ Prioritise gaps that affect guests, revenue, resilience or compliance.
- ☐ Review the checklist monthly through programme delivery.
- ☐ Treat this as a decision tool, not a one-off audit.



STEP 02

Digital vision & business objectives

Transformation succeeds when it is a business agenda with clear choices - not a collection of technology projects.

- ☐ Define the guest, commercial and operational outcomes to improve.
- ☐ Translate strategy into 3-5 measurable transformation objectives.
- ☐ Align brand, owner and operator priorities.
- ☐ Set a planning horizon and decision principles.
- ☐ Identify the experiences that will differentiate the hotel.
- ☐ Assign executive accountability for each objective.
- ☐ Document the trade-offs you are prepared to make.



STEP 03

Current-state assessment

Build a fact base before selecting solutions. Assess capability, pain points, cost and risk across the estate.

- ☐ Map current applications, integrations, contracts and owners.
- ☐ Capture staff workarounds and recurring service failures.
- ☐ Assess process maturity by function and property.
- ☐ Benchmark technology spend and cost-to-serve.
- ☐ Identify duplicated data, manual rekeying and shadow tools.
- ☐ Review technical debt, end-of-life and unsupported systems.
- ☐ Create a ranked gap register with supporting evidence.



STEP 04

Guest journey & experience

Design around the moments that matter to guests, from discovery through loyalty and return.

- ☐ Map pre-stay, arrival, stay, departure and post-stay journeys.
- ☐ Define guest segments, needs and consent preferences.
- ☐ Identify friction in booking, payment, check-in and service.
- ☐ Set service standards for digital and human handoffs.
- ☐ Personalise communications using permissioned guest data.
- ☐ Make accessibility and multilingual needs part of design.
- ☐ Test journeys with guests and frontline colleagues.



STEP 05

Operating model & processes

A digital operating model clarifies how people, processes and platforms work together every day.

- ☐ Define decision rights across corporate, brand and property teams.
- ☐ Standardise processes before automating them.
- ☐ Assign process owners for key guest and back-office flows.
- ☐ Design exception handling and service recovery paths.
- ☐ Set shared-service and local-delivery responsibilities.
- ☐ Identify skills, capacity and partner dependencies.
- ☐ Document operating procedures in a usable knowledge base.



STEP 06

Technology architecture

Create a resilient target architecture that is modular, secure and straightforward to evolve.

- ☐ Publish target-state principles and reference architecture.
- ☐ Separate experience, core transaction, data and integration layers.
- ☐ Reduce point-to-point dependencies and duplicate capabilities.
- ☐ Define standards for identity, observability and resilience.
- ☐ Select systems that support open APIs and exportable data.
- ☐ Document architecture decisions and technical guardrails.
- ☐ Review future scalability for portfolio growth and new brands.



STEP 07

PMS & core systems

Core systems should form a reliable operational backbone, not constrain service or innovation.

- ☐ Assess PMS fit for the operating model and property type.
- ☐ Validate CRS, booking engine, POS, CRM and revenue-management alignment.
- ☐ Confirm inventory, rates, profiles and financial data ownership.
- ☐ Review mobile, kiosk and contactless service requirements.
- ☐ Test night audit, groups, events and multi-property scenarios.
- ☐ Plan upgrade, migration and coexistence requirements.
- ☐ Define support, availability and escalation expectations.



STEP 08

Integrations & APIs

Integration is a strategic capability. Manage it as a product with standards, ownership and monitoring.

- ☐ Create an integration inventory with business criticality.
- ☐ Adopt API-first standards for new capabilities.
- ☐ Define canonical data objects and event conventions.
- ☐ Use an integration platform where scale justifies it.
- ☐ Monitor interfaces, retries, failures and data latency.
- ☐ Test API limits, versioning and vendor change notices.
- ☐ Eliminate brittle file transfers where practical.



STEP 09

Cloud & infrastructure

Modern infrastructure should be secure, observable and proportionate to the service it supports.

- ☐ Define cloud strategy, hosting patterns and approved providers.
- ☐ Assess network resilience across guest, operational and IoT zones.
- ☐ Set recovery objectives for every critical service.
- ☐ Implement backup, restore and failover testing.
- ☐ Standardise device lifecycle and endpoint management.
- ☐ Monitor performance, availability, capacity and cost.
- ☐ Design connectivity for property outages and degraded modes.



STEP 10

Data & analytics

Make trusted data available to the people who need it, with the context to make better decisions.

- ☐ Define a data strategy linked to priority decisions.
- ☐ Establish a common guest, property and commercial data model.
- ☐ Assign data owners and measurable quality thresholds.
- ☐ Create governed self-service reporting and dashboards.
- ☐ Combine operational, financial and guest-experience signals.
- ☐ Document lineage for board and regulatory reporting.
- ☐ Retire duplicate reports and conflicting metrics.



STEP 11

AI & automation

Use AI and automation where they improve judgement, speed, consistency or guest value - with controls by design.

- ☐ Prioritise use cases by value, feasibility and risk.
- ☐ Automate repetitive work before adding complex AI.
- ☐ Set human review points for high-impact decisions.
- ☐ Validate model inputs, outputs, bias and drift.
- ☐ Protect confidential guest and commercial information.
- ☐ Measure adoption, quality and realised time savings.
- ☐ Maintain an approved AI-tool register and usage policy.



STEP 12

Cybersecurity & privacy

Safeguard guest trust through practical, continuous protection of systems, data and people.

- ☐ Maintain asset inventory, ownership and security classification.
- ☐ Apply least-privilege access and multi-factor authentication.
- ☐ Segment networks and protect privileged accounts.
- ☐ Test incident response, ransomware and supplier scenarios.
- ☐ Embed privacy-by-design and consent management.
- ☐ Maintain retention, deletion and data-subject request procedures.
- ☐ Train colleagues to recognise social engineering and fraud.



STEP 13

Vendor & technology strategy

Build a vendor portfolio that supports your roadmap, protects optionality and delivers accountable outcomes.

- ☐ Segment strategic, critical and commodity suppliers.
- ☐ Use outcome-based requirements and evaluation criteria.
- ☐ Assess financial stability, roadmap fit and reference customers.
- ☐ Confirm data ownership, portability and exit rights.
- ☐ Define service levels, remedies and escalation routes.
- ☐ Track vendor performance through regular business reviews.
- ☐ Avoid lock-in where open standards or modularity are viable.



STEP 14

Implementation roadmap

Sequence delivery to produce value early while protecting operational continuity.

- ☐ Build initiatives around outcomes, dependencies and capacity.
- ☐ Prioritise foundational capabilities before front-end complexity.
- ☐ Define pilots, decision gates and measurable exit criteria.
- ☐ Plan data migration, testing, cutover and rollback.
- ☐ Balance quick wins with durable platform investment.
- ☐ Publish a roadmap with owners, milestones and investment cases.
- ☐ Refresh priorities as evidence and conditions change.



STEP 15

Change management & adoption

Transformation becomes real when people understand, practise and improve the new way of working.

- ☐ Identify impacted roles, behaviours and confidence gaps.
- ☐ Create a tailored communications and engagement plan.
- ☐ Involve frontline champions in design and testing.
- ☐ Provide role-based training close to go-live.
- ☐ Measure adoption, proficiency and support demand.
- ☐ Recognise teams that model the desired behaviours.
- ☐ Embed continuous feedback and improvement loops.



STEP 16

KPIs, governance & value measurement

Measure value from the start, and govern the programme with enough discipline to keep decisions moving.

- ☐ Set baselines for guest, commercial, operational and risk outcomes.
- ☐ Define a benefits register with owners and timing.
- ☐ Track leading and lagging KPIs through a single dashboard.
- ☐ Hold a regular steering forum with clear escalation paths.
- ☐ Review investment, scope, dependencies and delivery risks.
- ☐ Report realised value - not just project activity.
- ☐ Use lessons learned to improve future initiatives.



STEP 17

Transformation readiness scorecard

Use this final page to create a concise, shared view of readiness. Score each area from 1 (ad hoc) to 5 (optimised), then agree the three most important actions for the next 90 days.

- ☐ Digital vision & objectives ____ / 5
- ☐ Current state & operating model ____ / 5
- ☐ Guest journey & experience ____ / 5
- ☐ Architecture, core systems & integration ____ / 5
- ☐ Cloud, data, AI & automation ____ / 5
- ☐ Cybersecurity, privacy & vendor strategy ____ / 5
- ☐ Roadmap, adoption, governance & value ____ / 5

90-day priority actions

1. _____ 2. _____
3. _____ Executive owner: _____