



LIAMOL
HOSPITALITY INTELLIGENCE

CHECKLIST

Hotel Technology Due Diligence Checklist

A practical guide for evaluating technology capability,
risk and investment readiness across a hotel portfolio.





DUE DILIGENCE WORKSTREAM 01

Start with a shared evidence base

Use this checklist to assess a hotel, asset or portfolio. Build an evidence-led view of capability, risk, operating effectiveness and investment readiness.

- ☐ Confirm the decision this review supports.
- ☐ Identify accountable owners and evidence sources.
- ☐ Record material gaps, risks and recommended action.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 02

Scoring and decision criteria

Score capability and control maturity consistently. Assess evidence quality, operating effectiveness and fitness for the intended transaction, renewal or transformation.

- ☐ Define the scoring scale before interviews.
- ☐ Separate evidence from opinion.
- ☐ Agree decision thresholds and escalation.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 03

Executive mandate and scope

Confirm what decision the due diligence supports and what is in or out of scope. Align the review period to acquisition, renewal or transformation timing.

- ☐ Document scope, assumptions and exclusions.
- ☐ Set the decision date and required outputs.
- ☐ Confirm executive sponsor and authority.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 04

Technology governance and accountability

A strong operating model makes ownership, decision rights and control cadence visible across corporate and property teams.

- ☐ Name accountable leaders for critical platforms.
- ☐ Review decision forums and escalation paths.
- ☐ Test the governance cadence in practice.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 05

Estate inventory and lifecycle

The estate register should support decisions, not be a disconnected asset list. Test completeness against finance, procurement and operations.

- ☐ Confirm applications, devices and contracts.
- ☐ Identify end-of-life and unsupported components.
- ☐ Map ownership, cost and replacement dates.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 06

Architecture and cloud foundations

Assess whether the estate is coherent, supportable and capable of change. The target state should be practical for the portfolio.

- ☐ Review architecture principles and dependencies.
- ☐ Assess cloud, identity and resilience foundations.
- ☐ Identify duplication and technical debt.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 07

Core hotel systems

Review the systems that run the hotel day-to-day. Validate operational fit through a property walkthrough, not vendor slides alone.

- ☐ Test PMS, POS, CRS and finance scenarios.
- ☐ Validate night audit and exception handling.
- ☐ Confirm service, support and recovery.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 08

Guest, revenue and smart property technology

Prioritise technology that improves guest experience or commercial performance while remaining usable for hotel teams.

- ☐ Assess booking, CRM and upsell capability.
- ☐ Review room, access and smart-building controls.
- ☐ Test frontline usability and adoption.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 09

Integration, APIs and orchestration

Hotel technology often fails at the seams. Map interfaces and test ownership, monitoring and recovery across critical journeys.

- ☐ Document integrations and system-of-record roles.
- ☐ Test interface monitoring and failure handling.
- ☐ Assess API standards and supplier dependencies.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 10

Cybersecurity and access control

Establish whether controls are real, measured and appropriate to guest, payment and operational risk.

- ☐ Review identity, MFA and privileged access.
- ☐ Assess patching, segmentation and monitoring.
- ☐ Test response and recovery evidence.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 11

Data, privacy and insight

Data quality and governance determine whether personalisation, reporting and AI-enabled decisions can be trusted.

- ☐ Confirm data owners, purpose and retention.
- ☐ Assess consent, privacy and access controls.
- ☐ Validate reporting quality and lineage.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 12

Resilience, continuity and service operations

A credible resilience plan addresses the realities of a live hotel: arrivals, payments, safety, local systems and time-critical recovery.

- ☐ Review recovery objectives and dependencies.
- ☐ Test continuity playbooks and failover.
- ☐ Confirm support coverage and escalation.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 13

Vendors, contracts and commercial exposure

Determine whether the supplier landscape is commercially sustainable and contractually aligned with the operating model.

- ☐ Review service levels and remedies.
- ☐ Confirm data ownership and exit rights.
- ☐ Identify renewals, price risks and lock-in.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 14

Delivery capability and change adoption

Technology value is realised through delivery discipline and adoption. Inspect the change pipeline as closely as the target architecture.

- ☐ Review programme controls and capacity.
- ☐ Assess training, communications and adoption.
- ☐ Confirm benefits ownership and measurement.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 15

Financial position and investment roadmap

Build a transparent picture of technology spend and future obligation so investment decisions are not distorted by hidden costs.

- ☐ Separate run, change and mandatory costs.
- ☐ Identify deferred maintenance and commitments.
- ☐ Create a ranked investment roadmap.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 16

Payments, compliance and assurance

Validate the controls that protect regulated activity and prove obligations are being met in a way that can withstand scrutiny.

- ☐ Review payment security and compliance evidence.
- ☐ Test audit trails and supplier assurances.
- ☐ Confirm remediation ownership and dates.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____



DUE DILIGENCE WORKSTREAM 17

Final assessment and action plan

Convert findings into a concise investment recommendation. Record what can proceed, what needs funded remediation and what requires an explicit risk decision.

- ☐ Score the overall readiness.
- ☐ Agree 90-day remediation priorities.
- ☐ Confirm executive decision and owners.

Evidence, owner and action

Evidence: _____ Owner: _____ Action: _____