EXECUTIVE RESOURCE

PRIORITIZE & PLAN → HOSPITALITY TECHNOLOGY CAPITAL PLANNING GUIDE

An owner-side framework for translating identified technology needs, dependencies, lifecycle requirements, and modernization priorities into disciplined multiyear capital direction.

THE KEYSTONE DECISION-SUPPORT SERIES™
DISCOVER → EVALUATE → PRIORITIZE & PLAN

THE KEYSTONE METHOD™

SECURE THE ASSET. PROTECT THE CAPITAL.

01 - ALIGN TECHNOLOGY WITH OWNERSHIP STRATEGY

Begin With Ownership Objectives

Connect business need, technology lifecycle, operational dependency, brand requirements, timing, and ownership strategy.

THE OWNERSHIP QUESTION Given the technology needs and risks we understand, what should ownership address, when should it act, what depends on the work, and what capital direction is appropriate?

- Ownership strategy, hold period, target positioning, operating model, renovation or conversion thesis, and disposition assumptions.
- Known technology risks, lifecycle findings, operational dependencies, capacity constraints, and modernization requirements.
- Brand technology standards, PIP obligations, deadlines, guest expectations, and planned initiatives.
- Operating priorities, revenue dependencies, continuity concerns, transition requirements, and known workarounds.

02 - BUILD THE TECHNOLOGY CAPITAL UNIVERSE

Create a Complete Planning Baseline

Bring identified needs into one ownership view before prioritizing.

- Lifecycle - aging, unsupported, end-of-support, end-of-life, unreliable, or difficult-to-replace technology.
- Capacity & resiliency - racks, pathways, backbone, fiber, wireless, power, cooling, redundancy, recovery, or expansion constraints.
- Operational dependency - technology whose failure could interrupt guest service, revenue, access, communications, security, or operations.
- Brand & modernization - standards, guest-technology initiatives, PIP work, conversions, renovations, and repositioning.

PROJECT / NEED	SOURCE / EVIDENCE	BUSINESS DRIVER	VALIDATION LEVEL

03 - PRIORITIZE BY CONSEQUENCE

Technology Capital Decision Matrix

Prioritize by business consequence, lifecycle exposure, dependencies, ownership timing, and readiness.

- Business continuity - what happens if work is deferred?
- Lifecycle exposure - how close is technology to end-of-support or forced modernization?
- Capital escalation - could delay increase cost, disruption, or enabling work?
- Dependency - does another project, system, brand initiative, transition, carrier, or vendor rely on this work?
- Investment alignment - does timing support ownership strategy?
- Implementation readiness - are scope, validation, approvals, procurement, access, vendors, interfaces, and accountability developed?

PROJECT / NEED	TIMING	RISK / VALUE DRIVER	CAPITAL DIRECTION

04 - SET MULTIYEAR DIRECTION

Three-Year Technology Capital Plan

Sequence enabling work and distinguish immediate action from near-term modernization and longer-term lifecycle direction.

- Stabilize critical technology exposure first.
- Enable later scopes with validation, pathways, fiber, rack space, power/cooling coordination, carriers, licensing, and credentials.
- Coordinate ownership, operator, brand, vendors, technology providers, procurement, guest-impact planning, interfaces, and schedules.
- Commission and transition with documentation, credentials, licenses, training, support, warranty, and operating readiness.

PROJECT / PROGRAM	YEAR 1	YEAR 2	YEAR 3+ / FUTURE

IMPORTANT SCOPE LIMITATION This guide is an owner-side hospitality technology planning framework. It is not an engineering assessment, project estimate, approved budget, accounting determination, financial model, or substitute for asset-specific legal, tax, insurance, design, construction, financing, cybersecurity, or other specialized professional advice.