

EXECUTIVE RESOURCE

EVALUATE → HOSPITALITY TECHNOLOGY RISK SCORECARD

An owner-side framework for evaluating known technology conditions through business impact, urgency, operational dependency, lifecycle exposure, and potential capital consequences.

THE KEYSTONE DECISION-SUPPORT SERIES™

DISCOVER → EVALUATE → PRIORITIZE & PLAN

THE KEYSTONE METHOD™

SECURE THE ASSET. PROTECT THE CAPITAL.

01 - START WITH A KNOWN CONDITION

How to Use This Scorecard

Begin after a technology condition has been identified; interpret significance and establish ownership priority.

THE OWNERSHIP QUESTION Given what we know, how significant is this technology risk, what business consequence could it create, and what should ownership do next?

- Critical - Immediate or transaction-level exposure requiring escalation.
- Material - Could materially affect operations, modernization, near-term capital, brand delivery, or asset strategy.
- Advisory - Manageable condition requiring monitoring, documentation, or planned modernization.

02 - DEFINE THE FINDING

Condition & Evidence Record

State the condition, evidence, affected systems, limitations, and validation required before scoring.

CONDITION / OBSERVATION	OBJECTIVE EVIDENCE	AFFECTED SYSTEM	VALIDATION NEEDED

03 - EVALUATE THE CONSEQUENCE

Six-Factor Risk Evaluation

Evaluate known conditions consistently; scores support discussion but do not replace judgment.

• Condition - severity, reliability, supportability, documentation, and capacity.
• Business Impact - effect on guests, revenue, operations, brand delivery, security, or value.
• Urgency - how soon ownership must investigate, stabilize, remediate, modernize, or replace.
• Dependency - critical operations, projects, systems, vendors, or stakeholders relying on the condition.
• Lifecycle Exposure - proximity to end-of-support, end-of-life, capacity exhaustion, or forced modernization.
• Capital Exposure - likelihood of unbudgeted spend, escalation, disruption, enabling work, or transaction consequence.

FINDING	C / BI / U	D / L / CAP	OVERALL PRIORITY

04 - ASSIGN OWNERSHIP PRIORITY

Executive Risk Register

Translate evaluations into a concise ownership record of what matters, why, and the next action.

CONDITION / EVIDENCE	BUSINESS CONSEQUENCE	PRIORITY	OWNERSHIP ACTION

IMPORTANT SCOPE LIMITATION This scorecard is an owner-side hospitality technology screening and decision-support tool. It is not a property-condition assessment, engineering report, cybersecurity audit, code inspection, capital estimate, or substitute for specialized professional advice.