

EXECUTIVE RESOURCE

DISCOVER → HOTEL ACQUISITION INFRASTRUCTURE RISK CHECKLIST

A focused owner-side framework for identifying technology infrastructure conditions, operational dependencies, documentation gaps, modernization constraints, and potential capital exposure before closing.

THE KEYSTONE DECISION-SUPPORT SERIES™

DISCOVER → EVALUATE → PRIORITIZE & PLAN

THE KEYSTONE METHOD™

SECURE THE ASSET. PROTECT THE CAPITAL.

01 - START WITH THE TRANSACTION

How to Use This Checklist

Surface technology-related unknowns before assumptions become commitments.

THE OWNERSHIP QUESTION What technology conditions, dependencies, documentation gaps, transition requirements, or modernization needs could affect the transaction?

- Transaction stage, diligence deadline, closing date, access limitations, and decision milestones documented.
- Ownership strategy, hold period, repositioning or renovation assumptions, and target market position understood.
- Known PIP, change-of-ownership requirements, brand technology mandates, and planned modernization initiatives identified.
- Technology review scope, exclusions, access limitations, and specialist disciplines outside Keystone scope documented.

02 - ESTABLISH THE EVIDENCE BASE

Documents, Records & Ownership Boundaries

Missing records increase uncertainty and may conceal technology, transition, or capital exposure.

- Network diagrams, MDF/IDF inventories, pathway, fiber, and structured-cabling records are available.
- Carrier circuits, demarcation, account ownership, service terms, and transfer requirements are documented.
- Wireless records, licensing, cloud/controller dependencies, inventories, credentials, warranties, and support agreements are available.
- Technology contracts identify assignability, termination, change-of-control, renewal dates, and ownership responsibilities.

03 - UNDERSTAND WHAT EXISTS

Technology Infrastructure Environment

Establish what is installed, what supports it, and where further evidence is needed.

- MDFs, IDFs, racks, pathways, backbone, cabling, fiber, labeling, grounding, housekeeping, and physical security reviewed at a screening level.
- Rack, pathway, power, cooling, backbone, and wireless capacity considered against current operations and known initiatives.
- Legacy cabling, unsupported hardware, mixed-generation infrastructure, undocumented modifications, and weak recovery paths identified.
- Guest and operational systems and their owners, vendors, support paths, licenses, and critical integrations documented.

04 - CONVERT UNKNOWNNS INTO DILIGENCE ACTIONS

Acquisition Follow-Up Record

Record what remains unresolved, who must validate it, and how it could affect the transaction.

CONDITION / UNKNOWN	EVIDENCE NEEDED	OWNER / VALIDATOR	DECISION IMPACT

IMPORTANT SCOPE LIMITATION This publication addresses Keystone hospitality technology-infrastructure and related capital-risk workstream only. It is not a comprehensive acquisition checklist, engineering report, property-condition assessment, cybersecurity audit, or substitute for other professional diligence.