Hotel technology investment scorecard

22 Questions to validate your 2027 budget priorities

Tick “yes” or “no” on each question to calculate your final score at the end

Stage 1 Identify the signal

1	Are guests consistently reporting the same issue?	Yes ◯ No ◯
2	Are employees experiencing operational friction related to this area?	Yes ◯ No ◯
3	Is there evidence that the issue affects revenue, profitability, or productivity?	Yes ◯ No ◯
4	Is this challenge becoming more significant over time?	Yes ◯ No ◯

Stage 2 Diagnose the root cause

5	Have we identified the business process involved?	Yes ◯ No ◯
6	Do we understand what is causing the problem?	Yes ◯ No ◯
7	Have we ruled out training, workflow, or process-related issues?	Yes ◯ No ◯
8	Could this be caused by a larger infrastructure or integration challenge?	Yes ◯ No ◯

Stage 3 Define the capability gap

9	Have we clearly identified the capability the hotel needs?	Yes ◯	No ◯
10	Does this capability support our long-term business strategy?	Yes ◯	No ◯
11	Would an improvement deliver measurable value for guests and the business?	Yes ◯	No ◯
12	Is the capability important enough to warrant investment over competing priorities?	Yes ◯	No ◯

Stage 4 Validate the investment

13	Have we quantified the financial impact of the problem?	Yes ◯	No ◯
14	Do we understand the cost of doing nothing?	Yes ◯	No ◯
15	Is the proposed investment the best solution available?	Yes ◯	No ◯
16	Does the investment fit into a broader multi-year technology roadmap?	Yes ◯	No ◯

Stage 5 Protect what already works

17	Does this area consistently receive positive guest feedback?	Yes ◯	No ◯
18	Could budget reductions weaken an experience guests value?	Yes ◯	No ◯
19	Have we considered the long-term impact of cost-cutting in this area?	Yes ◯	No ◯

Stage 6 Measure success

20	Have we established a timeline before investing?	Yes ◯	No ◯
21	Have we defined how success will be measured?	Yes ◯	No ◯
22	Have we assigned ownership for tracking results after implementation?	Yes ◯	No ◯

Your score

YES: 20 - 22

Strong investment case. This initiative is supported by evidence, aligned to strategy, and linked to a defined capability gap.

YES: 15 - 19

Further validation recommended. Some assumptions need stronger evidence before approval.

YES: Below 15

Revisit the diagnosis. The underlying problem, capability gap, or expected outcome may not yet be fully understood or supported.

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