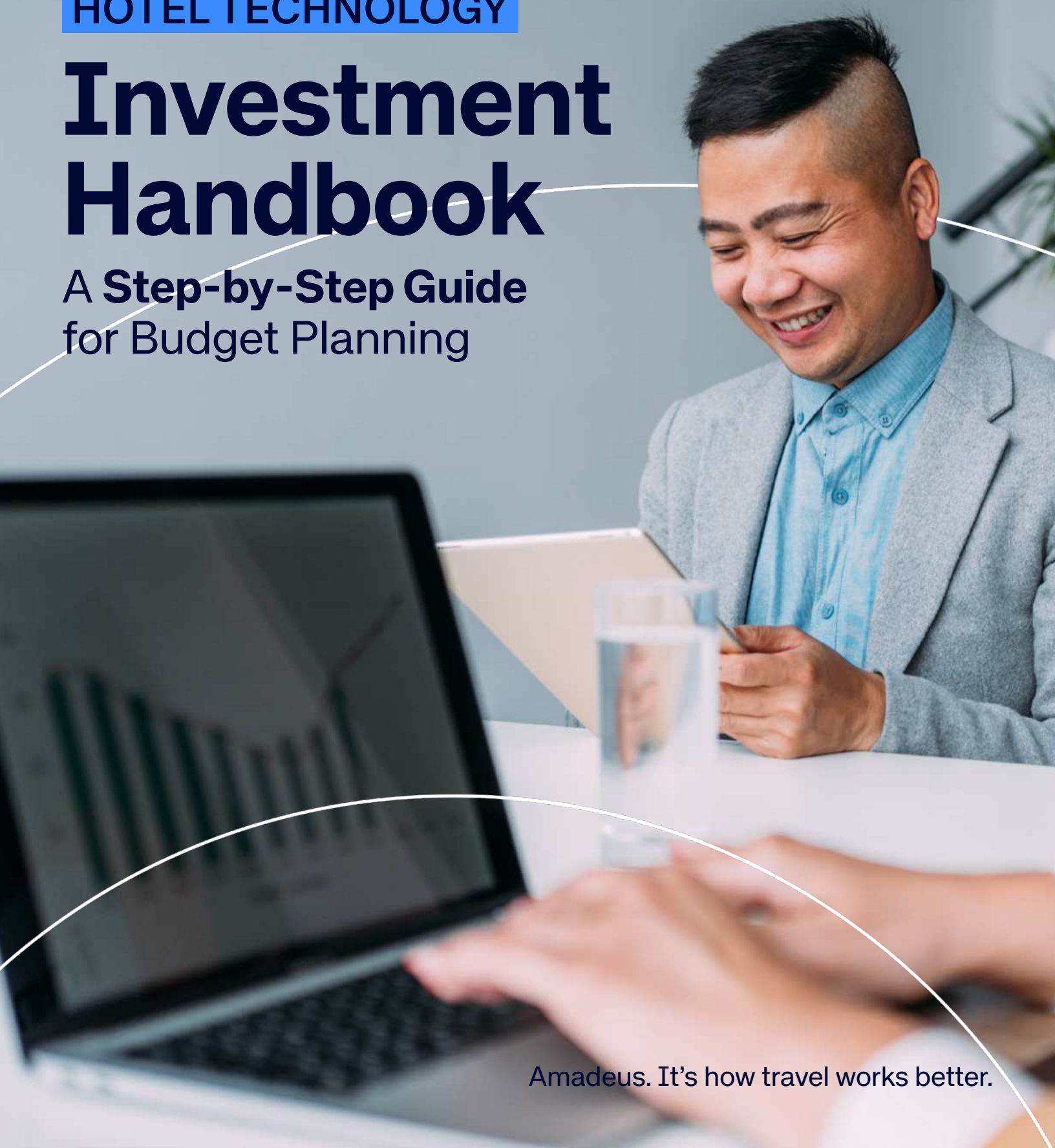
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HOTEL TECHNOLOGY

Investment Handbook

A **Step-by-Step Guide** for Budget Planning



Amadeus. It's how travel works better.

You're thinking about **investing in technology.**



Pause a moment and take a deep breath.

With today's hospitality industry constantly evolving, it's more important than ever to make informed decisions. As market performance fluctuates and traveler preferences may seem to shift practically overnight, it's easy to feel overwhelmed. Your brain's immediate response when faced with too many decisions is to either run and avoid the decision entirely or act impulsively. In a world defined by rising costs, evolving guest expectations, changing booking behaviors, and increasing competition, it's essential you don't just pick up old habits and assume that previous decisions are the way forward. By breaking down your thoughts and identifying what's important, you are one step closer to making smarter, informed decisions.

This handbook will help you align technology investments with your business objectives, prioritize the challenges that matter most, and build a stronger case for future technology initiatives.

Let's get started.

1. Share a copy of this guide with the key decision makers in your business. This might include your General Manager, Revenue Manager, Sales and Marketing, Operations, and IT Managers. Ask each of them to complete the guide independently and then come together to compare results. You'll find an exercise for this later on.
2. If possible, print this guide out or come prepared with additional colored pens, paper, and sticky notes. If you're looking to save paper, tools like Lucidspark are a great way to brainstorm or get your ideas out virtually for free.



Exercise 1: Brain Dump

Sometimes it can be hard to know where to begin. Science shows that simply writing down what's on your mind can have a positive impact on mental health. Think about the current challenges impacting your hotel(s) and list them below. It doesn't matter how big or small they may seem; **this is your activity!**

Before you start, consider bringing your data into the conversation. Most hotels already capture valuable insights across their systems. Now it's about connecting the dots. By combining operational, commercial, and market data, you can turn a simple "brain dump" into a more structured, evidence-based diagnosis of what's really impacting your performance.

We've provided some blank space below for you to get started, but feel free to go beyond these pages.

Department-specific examples

Revenue Management

- → Occupancy trends
- → ADR performance
- → RevPAR growth
- → Forecast accuracy
- → Channel profitability

Sales & Marketing

- → Website conversion rates
- → Direct booking share
- → Campaign ROI
- → Lead-to-booking conversion
- → Group business pace

Guest Experience

- → Review scores
- → Net Promoter Score (NPS)
- → Guest satisfaction trends
- → Repeat guest rates

Food & Beverage

- → Outlet profitability
- → Average spend per guest
- → Inventory waste
- → Labor efficiency
- → Menu performance

Operations

- → Labor costs
- → Staff productivity
- → Guest service response times
- → Maintenance requests
- → Housekeeping efficiency





Stronger budget outcomes start with:

Internal Systems*

+ External Market Intelligence

+ Advertising Performance Data

+ AI-powered insights

* *Property Management Systems; Revenue Management Systems; Central Reservation Systems; Group Sales & Event Management*

PMS (Property Management System)

Provides a clear view of operational performance: occupancy trends, guest behaviors, and on-property inefficiencies that impact profitability.

Group Sales & Event Management

Provides end-to-end visibility into group and event demand, from inquiry and pipeline management to booking, planning, and on-site execution.

RMS (Revenue Management System)

Transforms your internal data into pricing and forecasting decisions, highlighting where revenue opportunities can be maximized.

CRS (Central Reservation System)

Offers visibility into distribution performance, revealing channel mix, booking sources, and reliance on direct vs indirect channels.

External Market Intelligence

Brings essential context by benchmarking your performance against the market - helping you understand demand shifts, ADR positioning, and competitive dynamics.

Advertising / Media Platforms

Provide visibility into campaign performance and ROI, helping you understand which channels, audiences, and investments are driving demand and revenue.

AI-powered insights

Simplify access to information by surfacing key performance trends and highlighting what matters most, so teams can move faster from insight to action.

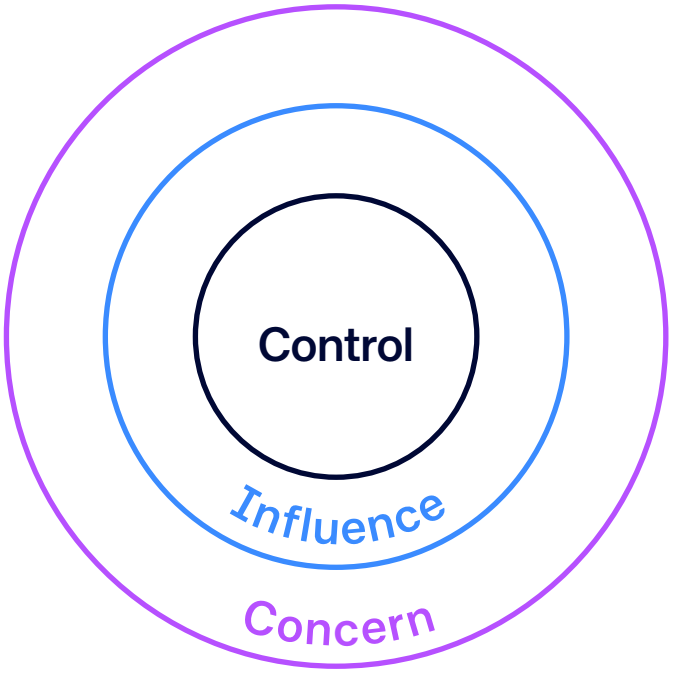
Exercise 2: Understanding Your Circles

First discussed by Stephen R. Covey, the Circles of Control, Influence, and Concern are an effective tool to understand your current challenges and stressors. To help you decide on your investment, you can take this methodology and apply it to your business.

The **circle of control** holds the things that you and your business directly have control over. Regardless of others, the choices you make here can have a direct impact. A good example could be your hotel's messaging, promotion strategy, or housekeeping program.

The **circle of influence** holds the things you or your business can influence. This might be something that less directly relates to you, but you can do something about it. Brand perception is a good example.

Finally, the **circle of concern** holds those things that concern you, but you cannot necessarily control Think rising costs or broader economic uncertainty.



Take the list of challenges you identified in exercise 1, and group them into one of the three circles.

Circle of control

Circle of influence

Circle of concern

If you've got paper and sticky notes at hand, it can be especially helpful to do this activity with those. If not, we've provided three boxes below to write down your groups.

Exercise 3: Share & Compare

If you're doing this exercise as part of a team, now is the time to come together and share the different factors you identified in each of your circles. Enjoy some discussion around this. For example:

→ What are you aligned on?

→ Does anything surprise you?



Effective technology planning requires alignment across departments. However, collaboration becomes more difficult when teams rely on separate systems, disconnected reports, or inconsistent data sources.

When everyone is working from different information, identifying priorities and agreeing on investment decisions can become challenging. Access to centralized, reliable data helps teams align around the same business objectives and creates a clearer picture of where technology investments can deliver the greatest impact.

Now that you have everything mapped out, it's time to compare these stressors with the strategic priorities in place at your property or company. You'll find some space below to list these out. If they are short, medium, or long-term, make sure to identify this as well. If you don't already have goals for your business, don't go any further until you figure these out.

Remember that they should be S.M.A.R.T. (specific, measurable, attainable, realistic, and time-bound), and the optimal number is about three goals.

If you're working alone on this one, it's still a good time to pause and reflect on what you wrote down.

1. _____

_____

2. _____

_____

3. _____

_____

With these goals in mind, go back to your stressors. The ones we care about most are the ones you can directly impact first. Consider which of these could inhibit the ability of your business to meet any of these goals. If you're working as a group, do this activity together to come up with the top challenges that you as a team have control over.

For example, if one of your stressors is that you're seeing a decline in repeat guests, and one of your business objectives is to increase guest loyalty and satisfaction, then this is an area of focus. In comparison, if you are concerned that your property doesn't attract enough corporate business, but your goal is to grow your leisure business, then this is not as relevant a concern.

Exercise 4: Finding a Technological Fit

The objective here is to find a fit between your stressors and your objectives. Once you do this, you can begin to identify where to direct your investments. With this in mind, we've provided a few technology examples below that could help address some common challenges. You may not be able to explore all of them right now, so instead, focus on which ones could have the greatest impact on your business and your objectives.

Examples:

Stressor: **I'm struggling to retain staff.** Objective: Keep operational costs low.	We need technology that will help us better manage day-to-day operations - improving visibility across teams, streamlining communication, and reducing manual processes, freeing teams to focus on what matters most: the guest experience.	
Stressor: **We're losing business to OTAs.** Objective: Reach a profitable distribution mix.	A diverse channel mix is the key to driving greater profit. We need to optimize our distribution and reservations strategies to drive traffic to our booking engine while encouraging high value bookings across all critical channels.	
Stressor: **Our sales teams are losing group and event business to faster, better organized venues.** Objective: Increase efficiency and eliminate silos across the entire group and event sales lifecycle.	We need solutions that simplify event sourcing, automate proposal and RFP workflows, improve visibility across sales and operations teams, and create a more seamless booking experience for planners.	
Stressor: **We're unsure which demand opportunities to prioritize next year.** Objective: Focus budget on the markets, segments, and time periods most likely to drive profitable growth.	We need technology that helps us combine internal performance data with external market signals, demand trends, and competitive benchmarks, so teams can identify where demand is growing, where performance is lagging, and which opportunities deserve investment.	

Exercise 5: Vendor Assessment Checklist

By now, you should have a clearer picture of where your stressors, objectives, and technology needs align. The next step is finding the right vendor to suit your business.

To get started, we've created the vendor assessment checklist. You can use it before reaching out to vendors to help narrow down your choices or once you've initiated conversations to compare and contrast your options. If you're working as a team, have everyone complete the checklist together or divide and conquer based on what's most relevant to each person's area. Then come together to discuss!

We've provided three vendors in the checklist below, but remember this is your journey, so feel free to add and remove or do this for several different solutions. We've also left a couple of blank rows to add in your own criteria.

To complete the checklist, for each of the vendors, score them between 1 and 5, with 1 being poor and 5 being excellent. At the end, total up the scores for the vendors and the ones that come out top are the ones you might consider moving to the next stage with.

Criteria	**Vendor A:**	**Vendor B:**	**Vendor C:**
Understanding of your business objectives			
Quality of solution(s)			
Price			
Security & data protection			
Integration with current tech stack			
Future scalability			
Proposed implementation process			
Proposed post-implementation support and training			
AI & Innovation Roadmap*			
Total score			

Key: 5 = excellent, 1 = poor

** AI uses data to generate insights, predictions, or adaptive outputs, while automation executes predefined rules and workflows. Vendors should specify which capabilities are AI-powered and which are automated processes.*



Before evaluating vendors, ask:

- ✓ Does this investment solve a clearly defined business challenge?
- ✓ Is the challenge supported by data?
- ✓ Does it align with at least one strategic objective?
- ✓ Can success be measured?
- ✓ Will it integrate with existing systems?
- ✓ Will multiple departments benefit?
- ✓ Can it scale with future business needs?

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With 19,000 experts in 175+ countries, Amadeus helps hospitality teams of all sizes and service levels across the globe to drive more profitable demand, generate loyalty, and increase operational efficiency. We collaborate closely with customers on innovative solutions to grow their business.

Interested in learning more?
Speak to your Amadeus Account Manager or visit **amadeus-hospitality.com** today.

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