

SUPER-LUXURY HOTEL CHAIN — PMS/CRS STRATEGY & CLOUD READINESS ASSESSMENT

CASE
STUDY



Client Context

A global ultra-luxury hotel group operating on legacy, on-premises **PMS** and **CRS** sought clarity on whether to remain on current platforms or pivot to cloud.

Business Problem

Determine the viability and risk of **staying on existing on-prem PMS/CRS** versus preparing for cloud migration—balancing guest experience, brand standards, cost, and operational resilience.

Our Approach

1. Product Roadmap Assessment

Analyzed incumbent PMS and CRS vendors, published and field-validated roadmaps (features, deprecations, support horizons, and integration pathways).

2. Risk Assessment Framework (RAF)

Applied our structured RAF to enumerate and score risks across three categories:

- Contractual, Compliance & Regulatory (licensing terms, data residency, PCI/PII, audit exposure)
- Operational (availability, scalability, security posture, supportability, skills risk)
- Strategic Business (innovation velocity, total cost to serve, guest-experience impact, partner ecosystem)

3. End-of-Life (EoL) Component Analysis

Conducted data-driven inventory of platform components and interfaces approaching EoL or extended support, mapping hotel processes and third-party dependencies affected.

4. Options & Scenario Modeling

Compared Remain-as-Is, Life-Extension with Controls, and Cloud Migration scenarios—covering cost, timeline, risk residuals, and change impacts.

5. Cloud-Readiness Roadmap

Delivered a sequenced 24+ month plan detailing pre-migration activities: data hygiene, interface rationalization, Data migration, Test packs, Beta Pilots, Training, and RFP preparation.

Solution Highlights

- Clear view of **incumbent product roadmaps** and support trajectories
- **Risk register** with heatmap and mitigation actions across the three risk buckets
- **EoL impact matrix** linking components to brand, property, and integration risks
- **Decision brief** for the Executive Committee with scenario trade-offs and recommendations
- **Cloud migration readiness** playbook (people, process, technology, and data)

Business Outcome

- Executive leadership decision clarity on risk exposure and innovation constraints of staying on-prem
- Initiation of a competitive RFP for next-gen PMS and CRS vendors, anchored in the readiness roadmap and target architecture
- De-risked migration path with defined prerequisites, governance, and success measures

Deliverables

- Product Roadmap Assessment (PMS/CRS)
- RAF-based Risk Register and Heatmap (Contractual/Compliance, Operational, Strategic)
- EoL Component and Integration Impact Analysis
- Cloud-Readiness Roadmap (activities, owners, timelines)
- Executive Decision Brief and RFP Scoping Pack

Why it Matters

For a super-luxury brand, guest experience and brand protection are paramount. This engagement replaced platform ambiguity with evidence-based risk visibility and a practical, staged path to cloud—preserving service quality while unlocking future innovation.

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