

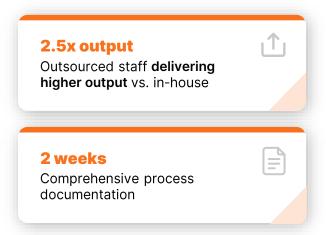


# Crestline Hotels & Resorts Fully Staffs F&A Department in 6 Weeks with Flex Resources

Consero's Flex Resources helps one of the United States' largest independent hotel management businesses overcome significant finance and accounting staffing challenges to reach full F&A productivity.

#### **Consero Impact**





#### **Company Background**

Crestline Hotels & Resorts manages 134 hotels, resorts, conference and convention centers with more than 18,200 rooms in 29 states and the District of Columbia.





#### Challenge: Finance Hiring and Turnover Creating Operational Strain

Crestline was facing significant challenges with their finance and accounting staffing. As a management company whose fees represent revenue, maintaining cost-effective accounting operations was crucial to their business model.

## Market Challenges in Accounting Talent

- Accounting talent costs rising at rates outpacing other industries.
- Candidates demanding \$20,000-\$40,000 above Crestline's base pay.
- Difficulty finding qualified candidates despite numerous applications.
- Senior accountant positions taking up to six months to fill.

#### Internal Operational Impact

- High Turnover: Staff accountants frequently leaving for higher-paying opportunities.
- Management Burnout: Hiring managers exhausted by revolving door of employees.
- Training Inefficiency: Significant time invested in onboarding often lost to turnover.
- Limited Bandwidth: Accounting staff unable to focus on highervalue activities.



We had a lot of lead time on having to hire. Sometimes it would take six months just to hire a senior accountant, sometimes longer. And then you have the training and onboarding. It was a huge challenge."

Laura Mack,

SVP of Finance, Crestline Hotels & Resorts



#### Solution: Consero's Flex Resources Model

Crestline partnered with Consero to implement a Flex Resources model, what Chris Hartenstein, VP of Client Services at Consero, describes as "staff augmentation on steroids."

#### What Makes Flex Resources Different

Unlike traditional staff augmentation that simply provides resources without support, Consero's approach ensures quality, continuity, and seamless integration:



#### **Comprehensive Documentation**

A specialized team documents all processes and workflows, creating a knowledge foundation that ensures consistency and allows for continuous improvement.



#### Internal Management Support

Resources receive dedicated management oversight, providing accountability, quality control, and strategic guidance throughout the engagement.



#### **Skills Matching**

Carefully selected talent with vertical-specific accounting experience ensures your unique industry challenges are met with specialized expertise.



#### **System Integration**

Staff trained to work within clients' existing accounting software and general ledgers, minimizing disruption and maximizing efficiency from day one.



#### **Continuity Planning**

Structured processes to maintain operations during transitions, ensuring business continuity and protecting your organization from knowledge gaps.



#### **Implementation Process**

Consero began with a phased implementation approach:

Phase 1

**Documentation and Onboarding** 

2 weeks

#### **VP-Level Guidance**



VP-level professionals guided the documentation process

#### **Daily Meetings**



One-hour meetings to capture processes and workflows

#### **Training Materials**



Creation of comprehensive training materials

#### **Team Involvement**



Involvement of in-house team in the documentation process

Phase 2

**Initial Staff Integration** 

2-4 weeks

#### **Team Onboarding**



Onboarding of initial Consero team members

#### **Side-by-Side Training**



Consero team members training with Crestline staff

#### Communication



Integration into team meetings and communication channels

#### **Responsibility Transfer**



Gradual transfer of responsibilities to Consero team members

Phase 3

**Full Operational Integration** 

4-6 weeks

#### **Full Productivity**



Consero staff reaching full productivity

#### **Tracking & Reporting**



Regular productivity tracking and utilization reports

#### **Weekly Touchpoints**



Weekly touchpoints with Consero management

#### **Strategic Planning**



Quarterly strategic planning sessions



#### **Results: Enhanced Efficiency and Strategic Focus**

The implementation of Consero's Flex Resources model delivered significant benefits to Crestline:

#### **Operational Efficiencies**

#### **Productivity Gains**

Two Consero employees delivering work equivalent to 2.5 traditional employees



#### **Focus Improvement**

In-house team concentrating on higher-value customer service



#### **Rapid Acclimation**

Consero staff quickly working in multiple accounting systems: GL/payroll/AP/expense management





Less time spent on recruiting and onboarding

"The comments I got from my managers that were working directly—they're like, Wow, this team member is doing more than someone who's been working with us for 6 months as far as their ability to pick up and move forward," said Mack.

#### **Resource Continuity**

#### Rapid Replacement

When a Consero employee left, replacement within 2 weeks



#### **Documentation**

Consero developed comprehensive process documentation for Crestline



#### **Knowledge Transfer**

6-week side-by-side training with departing and incoming staff



#### **Reduced Disruption**

Continuous service despite personnel changes





66

We had a replacement within two weeks, and they're doing a six-week side-by-side training. I mean, I just do not get that going out to the open market and trying to get a senior accountant in."

Laura Mack

#### **Strategic Business Impact**

#### **Cost Control**

Ability to grow without exponential cost increases

#### **Management Focus**

Reduced HR burden for leadership team



#### **Customer Satisfaction**

More attention for external owners and customers

#### **Scaling Capability**

Organizational structure optimized for growth



"We are able to streamline not only processes but our organizational chart and try to be more thoughtful about it," explained Mack. "It is allowing us to grow without seeing that exponential cost just explode."

#### **Ongoing Support Structure**

Consero's comprehensive support structure continues to provide value:

## **Direct Team Supervision**

Consero supervisors in India overseeing day-to-day work

#### **Utilization Reporting**

Regular productivity tracking and optimization



#### **VP-Level Management**

Weekly touchpoints with Consero VP of Finance



### **Quarterly Strategic Reviews**

High-level planning and evaluation sessions



#### **Long-Term Partnership Success**

What began as a limited engagement with two Consero team members has expanded significantly. The success of the initial implementation created enthusiasm across other departments at Crestline:

"Once we saw the success of the work that was alleviated for the team that got it, when we started adding, the other teams were actually excited. They're like, 'Oh, I get one too,'" Mack shared.

The partnership continues to deliver value through:

burden

## Team Integration sero staff fully

Consero staff fully integrated as remote team members

## Reduced Turnover Stress Management relieved of constant recruiting

Enhanced
Customer Service
More resources for owner-facing activities

Cost-Effective Scaling Growth without corresponding cost increases

#### **About Consero**

Consero's Flex Resources provide enhanced finance and accounting staff augmentation that delivers significant advantages over traditional models:

The partnership continues to deliver value through:

- Rapid Deployment: Resources available within weeks, not months
- Comprehensive Documentation: Professional process documentation team
- Management Oversight: Dedicated supervision and leadership
- Seamless Integration: One-team approach to resource management
- Continuity Planning: Structured transitions when resources change
- **Utilization Optimization:** Regular reporting and resource management

For companies facing hiring challenges, turnover issues, or strategic repositioning of finance functions, Consero's Flex Resources offer a proven solution that delivers immediate results while building long-term operational excellence.

Request a consultation for more information on how we can augment your staff: <a href="https://conseroglobal.com/request-a-consultation/">https://conseroglobal.com/request-a-consultation/</a>

