

# 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

### 4-6 weeks

Full staff integration & productivity



### 2.5x output

Outsourced staff **delivering higher output** vs. in-house



### 2 weeks

Reduced hiring time from **6+ months**



### 2 weeks

Comprehensive process documentation



## 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.



**\$20M to \$40M**

ANNUAL REVENUE



INDUSTRY  
**Hospitality**



PROPERTIES MANAGED  
**130+**



SOLUTION

**Flex Resources**  
(Enhanced Staff Augmentation)



FULL-TIME EMPLOYEES  
**15+**

## 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 higher-value 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**:

1



### Comprehensive Documentation

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

2



### Internal Management Support

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

3



### Skills Matching

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

4



### System Integration

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

5



### 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



### Rapid Acclimation

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



### Focus Improvement

In-house team concentrating on higher-value customer service



### Reduced Management Overhead

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



### Knowledge Transfer

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



### Documentation

Consero developed comprehensive process documentation for Crestline



### Reduced Disruption

Continuous service despite personnel changes



“

*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



### Customer Satisfaction

More attention for external owners and customers



### Management Focus

Reduced HR burden for leadership team



### 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



### VP-Level Management

Weekly touchpoints with Consero VP of Finance



### Utilization Reporting

Regular productivity tracking and optimization



### 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:

<b>Team Integration</b> Consero staff fully integrated as remote team members	<b>Reduced Turnover Stress</b> Management relieved of constant recruiting burden	<b>Enhanced Customer Service</b> More resources for owner-facing activities	<b>Cost-Effective Scaling</b> Growth without corresponding cost increases
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## 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:

<https://conseroglobal.com/request-a-consultation/>