

 **HFTP** PRESENTS



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WOMEN

IN HOSPITALITY FINANCE

A comprehensive, data-driven profile



Survey Results

Professional level, education,
years in industry, career start

Business Trends

Current tools improving operations

Interview with Stephanie Anderson

2023-2024 HFTP Global President

Perspectives

Quotes on getting ahead,
leadership and career training

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HFTP®

2024 EVENTS

Mid-South Atlantic Regional Conference

February 19–21
Pinehurst Resort
Pinehurst, North Carolina

NEW! Digital Horizons 360 Symposium

February 20–21
Palau de Congressos de Palma
Palma de Mallorca, Spain

NEW! Entrepreneur 20X Europe

February 20
Palau de Congressos de Palma
Palma de Mallorca, Spain
Application deadline: December 15

HFTP Club Summit

March 25–26
The Desoto Hotel
Savannah, Georgia

HITEC® Dubai at The Hotel Show

June 4–5
Co-located with The Hotel Show Dubai
Dubai World Trade Centre
Dubai, UAE

Entrepreneur 20X Dubai

June 4
Co-located with The Hotel Show Dubai
Dubai World Trade Centre
Dubai, UAE

Application deadline: March 15

HITEC® Charlotte

June 24–27
Charlotte Convention Center
Charlotte, North Carolina

Entrepreneur 20X North America

June 26
Charlotte Convention Center
Charlotte, North Carolina
Application deadline: March 15

Annual Convention

October 23–25
Mohegan Sun Resort and Casino
Uncasville, Connecticut



Virtual Education

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Gain valuable knowledge and earn official continuing education credits from the comfort of your own space. Take advantage of this complimentary opportunity for HFTP members.

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Celebrating the Women Leading and Influencing the Hospitality Finance Space

When we examine our own career journey, we can see it is shaped by all manner of life events (whether intentional or even sometimes accidental) to get us where we are today: when we work our first summer job on a golf course or set out to earn our hospitality degree, when we find ourselves taken under the wing of an accomplished mentor or offer to take on that first big project. And our experiences are also greatly influenced by the individual characteristics and attributes that make us who we are.

Having chronicled the career trajectory of many HFTP members and stakeholders for 24 years, I have come to understand that the true value of an international association like HFTP lies in the sharing of these individual experiences — as well as the knowledge and expertise gained along the way — for the betterment of a global, interconnected hospitality industry. With this in mind, our association has continuously sought ways to amplify the voices, share and celebrate the distinctive experiences of individual hospitality professionals, especially women: through editorials, leadership opportunities and valuable relationship- and knowledge-building events.

Earlier this year in conjunction with HITEC Toronto 2023, we recognized women in the hospitality technology field with

a special reception and a comprehensive, data-driven survey report. Now, we are featuring their HFTP counterparts, women who are finance professionals. The goal of this profile is to help women at all stages of their career in this profession gain valuable insights and boost their own career trajectory by learning from the industry's top female executives. Where should they start? What positions can they aspire to? Which companies have demonstrated employment of women in high-level, decision-making positions? What life lessons can they glean from the women who have already seen it all?

It is a powerful asset to learn from those who come before us. We hope you find yourself empowered by the information, advice and guidance provided by the women who participated in this profile.



Eliza R. Selig

Eliza Selig is the staff vice president of marketing and communications for HFTP.

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WOMEN IN HOSPITALITY FINANCE

This Summer, HFTP distributed a survey to women working in the hospitality industry who oversee financial and accounting as part of their roles. The premise was to build a comprehensive, data-driven profile of the women leading hospitality finance in 2023. Respondents include professionals who a majority occupy C-level and managerial positions. The survey received 140 responses, from professionals working in clubs, hotels, hotel management companies, consulting and accounting firms.

Briefly, 50 percent of the respondents are high-level professionals and 44 percent hold managerial positions. Their years in the industry only slightly vary but lean to long-term, with the highest range at 21–25 years at 21 percent and the lowest range at 0–5 years at 10 percent. The largest segments represented were hotels at 42 percent and clubs at 40 percent. What follows is an illustration of the responses, providing a snapshot to illustrate the careers of women leading, influencing and employing hospitality finance today.

Professional Level



Top-Level: 6%

Positions include:
Founder, President,
Owner, Partner, CEO

C-Level: 44%

Positions include:
CFO, Vice President,
Sr. Level Director

Manager: 44%

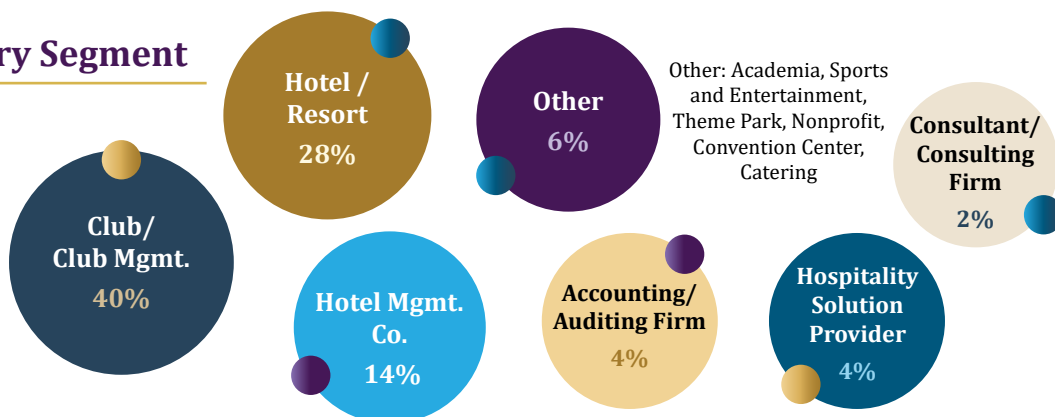
Positions include:
Finance Manager, Controller,
Accounting Manager

Other: 6%

Positions include:
Professor, Assistant
Controller, staff accountant



Industry Segment



Why did you make a career in hospitality finance?

“Love the hospitality industry and fell in love with the numbers! Hospitality finance became not only about reporting the numbers, but also the story about the successes and opportunities overcome by the team during that reporting period.”

Genevieve Kelley • Director of Finance • Davidson Hospitality Group, Margaritaville Hollywood Beach Resort



Years in Industry

0–5 years	10%
6–10 years	17%
11–15 years	12%
16–20 years	12%
21–25 years	21%
26–30 years	13%
30+ years	15%

*Some individual respondents indicated more than one certification/degree, affecting the overall percentage.

Degrees and Certifications*

Highest level of education indicated.

Bachelor’s degree — 57%
MBA/Masters — 23.2%
Other — 18%
Associates, doctorate, degree unspecified
CHAE® — 23%
Certified Hospitality Accountant Professional
CPA — 14%
Certified Public Accountant
Other, Financial — 9%
CEIC, CA, APM, FCCA, FCA, FCMA, CGMA, QBO
Other, Non-financial — 9%
CHTP, SHRM-CP, CCM, CSCA, CPRW, CJSS, CHIA, CAHTA, CPM, PMP, CHA, CHO, CHE, CMP, CAM, Six Sigma

First Hospitality Finance Roles

Sample of responses.



Controller

CFO Staff Accountant

Night Auditor **Educator**

Accounts Payable Clerk

Accounting Manager

Accounting Assistant

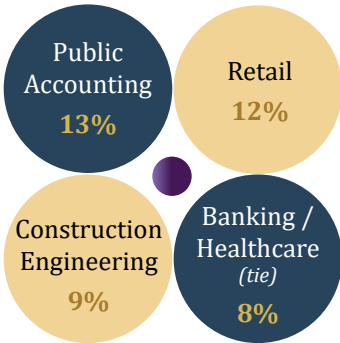
Payroll Clerk **Trainee/ Intern**

Assistant Controller **Finance Manager**

Bookkeeper **Audit Associate** **Auditor**

Other Industries

Respondents name where they have worked outside of hospitality.



Others Named
Manufacturing
Education
Real estate
Food & Beverage/
Grocery/Restaurant
Media/Advertising
Entertainment
Legal
Insurance
Military/Civil Service
Technology



Where We Work

Companies

Organizations represented by respondents, categorized by segment.*

Accounting/Auditing Firm

Cherry Bekaert Advisory LLC
Citrin Cooperman
LDB Bookkeeping
PBMares, LLP

Club

Army and Navy Club
Boca West Country Club
Bulls Bridge Golf Club
Country Club of Maryland
Crystal Downs Country Club
Daniel Island Club
Denver Country Club
Farmington Country Club
Frenchman's Creek Inc
Gibson Island Club & Corporation
Green Island Country Club
Grove XXIII Golf Club, Inc
Harbour Ridge Yacht & Country Club, Inc.
Herons Glen Recreation District
Hideaway Beach Club
Highlands Country Club
Hunters Run Country Club
L'Hirondelle Club of Ruxton
Mariner Sands Country Club, Inc.
Martis Camp Club
Medalist Golf Club
Olde Florida Golf Club
Pine Brook Country Club
Pocasset Golf Club Inc
Quail Valley Golf Club
River Bend Golf and Country Club
Royal Poinciana Golf Club
Seminole Golf Club
Shadow Wood Country Club
Stonebrae Country Club
The Army and Navy Club
The Club at Admirals Cove
The Club at Carlton Woods
The Country Club at Muirfield Village
The Country Club of Fairfax
The Country Club of Rochester
The Founders Golf Club, Inc
The Quechee Club
Timuquana Country Club
Valley Brook Country Club
Wianno Club
Wildcat Run Country Club Association



Consultant/Consulting Firm

Ascend
Kopplin, Kuebler & Wallace

Hospitality Solution Provider/Vendor

AMADEUS
HotStats
Inn-Flow
Planet
POST Integrations, Inc.
Professional Accounting Solutions, Inc. (PAS)

Hotel Management Company

Aqua-Aston Hospitality
Anpora Asset Management
Crescent Hotels and Resorts
Davidson Hospitality Group
Leonardo Hotel Group
Marriott International
Peachtree Hotel Group
Terramor Outdoor Resort
TPG Hotels & Resorts

Hotel/Resort

1 Hotels
Auberge Resorts Collection
Crystal Enterprises, Inc.
Davidson Hospitality
Davidson Hospitality Group, Margaritaville
Hollywood Beach Resort

HEI Hotels
Hilton LA Culver City
Hotel Zaza
Hyatt Regency Savannah
I'M Hotels
Inns of Monterey
Kolter Hospitality
Loews Hotels & Co
Loews Hotels at Universal Orlando
Loews Minneapolis
Los Poblanos Historic Inn and Organic Farm
Mandarin Oriental Hotel Group
Mandarin Oriental, Prague
Monterey Plaza Hotel & Spa
Pyramid global hospitality
Resorts World Las Vegas
Southall Farm & Inn
Stonewall Resort
The Union Station, Nashville Yards
Thompson Austin, Hyatt Hotels
Wequassett Resort & Golf Club

Other

Cafe Natalie Catering
Hay max capital
Levy Restaurants
Ronald McDonald House Charities (RMHC)
of Greater Houston/Galveston
Splash Island Water Park
The Faculty Club at UC Berkeley
Universal Orlando Resort

*This list does not represent all respondents, naming only responses given.



SPOTTING

BUSINESS TRENDS

Respondents name the trends and tools that impact how they operate.

“Having software with open access has allowed for the integration of more analytical tools that are easily accessible. Data analytics software, in general, makes the role of a business manager more effective in helping make decisions that can immediately impact the operation.”

Arlene Ramirez • Founder and Principal • Ascend



These business trends and issues were the top mentioned.

Artificial Intelligence

53%
Named AI as a top trend.

“AI to drive standard processes, freeing up employees’ time for deep thinking.”



Economics

Concerns include inflation, rising interest rates • rising costs of goods and services, operations, and labor • recession

23%



Staffing/Labor Market

Concerns center on the diminishing professionals who choose this profession, thus reducing the qualified labor pool.

14%

Remote / Hybrid Work



12%

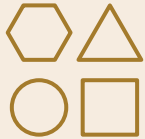
BI Tools / Dashboards

“Being able to slice and dice data in moments so I can analyze the results...”

5%

Others

Technology integration/ consolidated platforms, cloud-based software, sustainability, cybersecurity, mobile applications



How we work now

Game-changing tech tools that have made the accounting/ finance role more efficient.

Accounting Systems

Hotel- and club-focused applications.
Mentions: Beanworks, M3, Blackline, Jonas, ProfitSword, SAP, Inn-flow, Evention

Automation

Apps that make quick work of recurrent tasks.
Mentions: Datasnipper, Smartsheet

Integration

Synchronized systems support extensive and accurate reporting.

Still reigns...

Excel **24%** Name it as a key tool.

A World of Interests

Outside of their professions, respondents told us about their hobbies and how they spend their time.

Sports

Fishing, Rollerblading,
Mountain Biking, Running,
Health and Fitness, Surfing,
Volleyball, Scuba Diving, Hiking,
Paddleboarding, Skiing,
Figure Skating, Skydiving,
Ballroom Dancing,
Swimming

Music & Arts

Dance, Karaoke,
Ukelele, Acrylic Painting,
Clarinet, Concert Band,
Piano, Sewing, Pottery,
Podcast

Interests

Puzzles, Travel, Movies,
Scrapbooking, Volunteering,
Board Games/Trivia Competitions,
Book Club, Fostering Animals,
Baking, Beekeeping,
Theme Parks,
Cruises, Pilot

A Little About Me...

"I have caught a 400 pound blue marlin (I love to fish!!) ... [and] hooked onto a great white shark while fishing."

"It took me 20 years to finish college by working in the daytime and going to school at night."

"I make it a point to skydive in each city I live."

"I have a Master of Arts in Theology and am an active pastor."

"I swam the English Channel."

"I went from hotel night auditor to Americas CFO in the same company."

"My first job in high school was working at Wendy's. I was Wendy (red bloomers, wig and all)."

"One of my hobbies is acrylic painting. I enter a few paintings each in the Field Club's annual member/staff arts festival each year."

"[I lead a team] to fundraise for a new library for my community."

"Used to drag race sport bikes in Iowa."

"I have visited 25 countries and my favorite was Japan."

"I was a top ranked collegiate volleyball player."

"I was a figure skater and was on the precision skating team in college."

"I participated in the Miss Teen of Texas pageant."

Stephanie Anderson

2023-2024

HFTP Global President



Through her decades of experience in hospitality finance and close ties to the association, Anderson has cultivated a strong appreciation for building relationships and sharing knowledge. She also uniquely understands the impact mentorship can have on making career decisions and the importance of inviting more women and young professionals to both the hospitality industry and accounting profession.

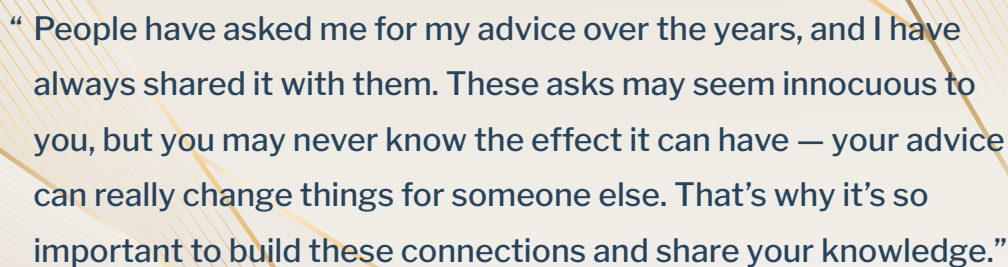
By Briana Gilmore

Stephanie Anderson, CHAE, CPA, CGMA has found her place at the River Bend Golf & Country Club in Great Falls, Virginia, where she currently serves as chief financial officer. But she didn't always have plans to work in the hospitality club industry when she first started out on her career path. Anderson originally planned to pursue a career in the Air Force by participating in ROTC and studying civil engineering at the University of Texas in Austin. At the end of her sophomore year, she realized that while she loved numbers, engineering was not the right path and began to explore other courses at a community college.

Anderson began working for a CPA who introduced her to accounting, and she aced her first accounting class. She worked in accounting during the day for Trammell Crow, a real estate development company, and at night completed her bachelor's degree in accounting from Concordia University, where she graduated magna cum laude. She then went to work for Faske Lay to pursue her CPA. In 2000, she moved to Virginia and worked for a CPA firm, passed the CPA exam on the first try, and then went to work for PKF — her official introduction to the hospitality industry.

"What I love most about working in hospitality is that it is about people's experiences," Anderson says. "When you're in hospitality, you are working with and for people who want to have a good time. Your goal is to make sure they have a memorable experience. What we do brings people joy and gives people something they look forward to."

During her time at PKF, Anderson worked with many clubs and in 2005 decided to find more work-life balance by going to work for River Bend Golf & Country Club. This opportunity presented unique challenges — working to implement much-needed financial reporting controls and processes, building cash flow modeling for many strategic initiatives, new amenities and essential club renovations, as well as fostering a strong understanding of operational tasks that drive results to improve budgeting and forecasting, which helps build a strong balance sheet.



“ People have asked me for my advice over the years, and I have always shared it with them. These asks may seem innocuous to you, but you may never know the effect it can have — your advice can really change things for someone else. That’s why it’s so important to build these connections and share your knowledge.”

Other challenges Anderson has experienced in her position have been recruiting and training staff members, working through changing regulations, staying relevant and attractive to members and customers, implementing new technology, facility updates, and doing all that while staying within budget. And of course, there are the challenges she acknowledges that face every financial professional today.

“Things that worry me right now are the things that would worry most financial people — the economy and where it’s going, rising interest rates — because those are things that affect the spending power of not only our organization but also our members. I do a lot of strategic planning and modeling in my job, and the uncertainty of your assumptions is always going to be one of the biggest worries.”

At the same time, Anderson enjoys the challenge that this brings to her role. “Accounting is really one algebraic equation that you perform over and over again,” she explains. “It can be solved; you just have to make everything balance every single time. It’s that simple, and that hard, all at the same time. The information is always different, but the goal remains the same, to make everything balance. And there is always an answer.”

Her position as CFO has also shown her how to implement a board’s vision and shape decisions that serve the best interests of a membership as a whole. These capabilities will serve Anderson well as she steps into the next chapter of her professional life story: President of

the Global Board at Hospitality Financial and Technology Professionals (HFTP). Following her induction at the October 2023 HFTP Annual Convention, Anderson takes the helm of the HFTP Global Board, bringing her club industry experience to lead a diverse group of hospitality executives from a variety of other segments that also include hotels, casinos, academia and consulting.

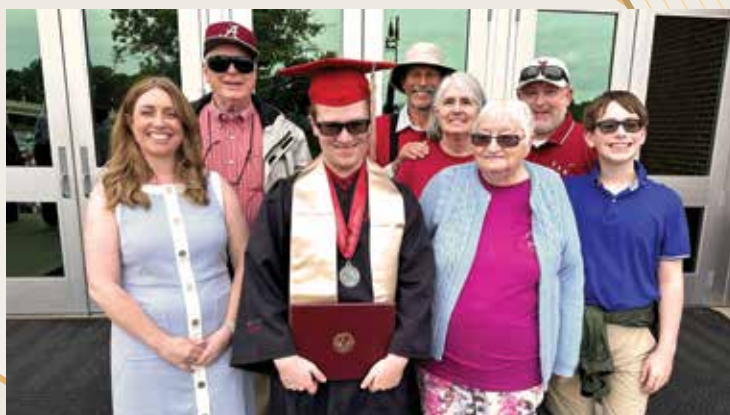
Prior to her installation at the head of the HFTP Global Board, Anderson greatly contributed to the association. In addition to her many council positions, she has served as an executive on the HFTP Greater DC,

Maryland, Virginia Club Chapter, including as president one year. She is also the recipient of the HFTP President’s Award, which is presented annually by the outgoing president at the HFTP Annual Convention to honor an individual that has stood out during the president’s year in service. In 2015, HFTP Global President Daniel N. Conti, Jr.,

CHAE, CAM selected Anderson, who had been active as chair of the HFTP Chapter Task Force and vice chair of the CHAE Advisory Council. One other thing, the award is a surprise, and receiving the recognition was a moment Anderson will always remember.

“As Daniel spoke, I had no idea who he was talking about,” she says. “I was so dumbfounded when he called my name that I had a hard time getting out of my seat. I was really touched and humbled to be recognized with the honor. But the funny thing was that they had HFTP staff members situated at the door so that I wouldn’t leave and miss out on getting the award, as I had been working on finishing my budget and I was getting updates to work on during the conference.”

One of HFTP’s main goals is to support the next generation of industry leaders, something that Anderson understands deeply as she strives to support her own children in their future endeavors. Her son just graduated with his undergraduate degree in accounting and has started studying for his master’s degree. As an accounting professional herself, Anderson’s advice to her son, as well as to all students and up-and-coming young professionals, is to “make sure it’s something that you really want to do. To become a person who is higher up in finance, hospitality, any industry: the amount of work is going to be more than you think. Accounting is a very specialized field; it’s going to take a great amount of dedication to your education. And the higher you go, the less it becomes about numbers — it



Pictured left — Anderson receiving the 2015 President's Award from Daniel Conti. Top-right — Anderson with 2022–2023 HFTP Global Board (left to right): Neil Foster, Justin Taillon, James Bina, Anderson, Eileen Sarris, Mark Pate, Kelly Brennan, Jill Burnett, Fitzroy Walker, Toni Bau, Art Burger (full board not pictured). Bottom-right — Anderson and family at her son's college graduation.

becomes about who you know, and building relationships. In hospitality especially, you have to like working with people, not just sitting in your office working on the numbers."

For Anderson, it's an even more significant undertaking because of the current staffing challenges facing clubs, and the hospitality industry as a whole. "There's a mass shortage of people coming into hospitality accounting," she notes. "While people say technology will help, technology can't make human judgment calls that are necessary in accounting. There is a definite need for more people in the industry and the profession."

Building connections can be one key to successful integration and escalation within the ranks of the industry. Anderson recalls having benefited greatly from HFTP's vast, interconnected membership network of hospitality professionals. Her first introduction to HFTP came when she worked for long-time HFTP supporter Philip Newman when he was a partner at PKF, and he encouraged her to attend a chapter meeting for their local HFTP chapter. "My first HFTP meeting was the chapter elections," Anderson recalls, "and I was elected to vice president. I remember thinking, 'this is a little intense.'"

"Phil knew this was a good way to interact with other professionals on a more personal level. And he was

right. What has made me stay with HFTP this long are all of the people I have met and have had the privilege of learning from."

Anderson has experienced significant moments in her career while attending HFTP events where her connections really came in handy: for example, she was at the 2008 Annual Convention when the stock market crashed. At the time, her club was undergoing millions in renovations.

"My president called me urgently and told me that I needed to diversify our funds and get everything insured for these renovations. I remember sitting in the final closing session at the time with Daniel Conti and Chris Koepper. I mentioned my dilemma to them, and they gave me the answer I needed to solve this problem. My president was ecstatic that I was able to make sure that the money was secure. They probably didn't think anything of it at the time, but they made me a hero and I will never not commend both of them for helping me out.

"People have asked me for my advice over the years, and I have always shared it with them. These asks may seem innocuous to you, but you may never know the effect it can have — your advice can really change things for someone else. That's why it's so important to build these connections and share your knowledge." ●

Navigating a Professional Path

Respondents' best professional advice and how they got to where they are today.

Getting Ahead

"You have to put yourself out there, even if it means taking on new and unknown challenges."



Natalie Tsaturyan • Financial Controller
Pine Brook Country Club

"You can learn from each experience, even the ones you do not want to experience."



Karen Tongberg • Controller
The Club at Carlton Woods

"Everything you do should build your personal brand in a positive way."



Laura Resco • Director of Hotel Intelligence — Americas
HotStats

"Never stop learning. Read the books, attend the conferences, listen to the podcasts, and connect with others who know what you want to know."



Lisa Martin • Regional Director Hotel Finance
Davidson Hospitality Group

"In any endeavor, go into it as though you are aiming for the top. That means playing that role when engaging with others in every task and learning as much as possible."



Arlene Ramirez • Founder and Principal
Ascend

"Be strong willed, be confident, maintain eye contact, wear high heels, stand erect. Presentation of oneself is paramount to instilling confidence in others."



Lori Reynolds • CFO
Hideaway Beach Association



Achieve more with the CHAE[®]

Certified Hospitality Accountant Executive

**The next career step for committed
hospitality finance professionals.**

Show your hospitality finance expertise by
achieving the only accounting certification
specific to the hospitality industry.



Scan for details.

HFTP honors women leaders excelling in hospitality finance.
CHAEs of the Year, in their own words...

"When I took the CFO position at The Field Club, I had never worked in hospitality. I saw the CHAE certification as a way to demonstrate to the club's board of directors that I was committed to this new career path and learning the ins and outs of the hospitality industry."

Eileen Sarris, CPA, CHAE
CFO • The Field Club



"I think earning my CHAE was a demonstration to my team that you should never quit learning and growing in your chosen field."

Kelly Montgomery, CHAE
VP, Hotel Finance • Loews Hotels at Universal Orlando



"I chose to pursue the CHAE designation as a way of showcasing the work I have put in over the years learning about the club industry. The CHAE is a valuable marker of expertise."

Michelle Engle, CHAE
Controller • Illini Country Club



Contact: Robin Bogdon • HFTP Director of Career Development • certification@hftp.org

Leadership

"Seek to understand before making changes."



Paula Hunt • CFO • The Club at Admirals Cove

"Always try to see outside the box of financials [and] how they affect operations and the member experience."



Kerri Milan • CFO
Grove XXIII Golf Club, Inc.

"Learn something new every day, take risks and walk through the door when opportunity knocks. Even if you think you made a mistake, keep trying as there are always more doors waiting to be explored. Stay curious!"



Nan Dawson • SVP, Payment Partners and FIs
Edenred Pay

"Hire people whose strengths are your weaknesses."



Andie Mue • Chief Financial Executive
Aqua-Aston Hospitality

"A good leader takes a little more than their share of the blame, [and] a little less than their share of the credit."



Kelly Montgomery • VP, Hotel Finance
Loews Hotels at Universal Orlando

"Find the best people possible to do the job, give them the tools they need, and then get out of the way. Periodically inspect what you expect."



Gayle Edwards • VP/Managing Director
Professional Accounting Solutions, Inc (PAS)

"Today's ceiling is tomorrow's floor that you'll stand on."



Rosa Tang • General Manager • Marriott

"Crazy=doing the same thing over and over again expecting different results. Take the initiative to make positive changes for better results."



Rosemarie Gearhart • CFO
The Country Club at Muirfield Village

Career Training

"I had a strong mentor in my first role and he taught me how to check and re-check my work, gave me the tools to be successful and the opportunity to make and learn from my mistakes."



Jessica Perrone • Director of Finance
HEI Hotels

"Learning many different roles within hospitality allowed me to understand how all departments are interconnected and to be successful they have to be cohesive and collaborative... Building strong relationships with other areas led me to greater success over the span of my career."



Shannon McCallum • Vice President, Hotel Operations
Resorts World Las Vegas

"My time as an auditor in a public accounting firm gave me the necessary foundation and technical knowledge of GAAP, greater attention to detail and approaching things with professional skepticism to drive stronger internal controls."



Amy Holmes • CFO
The Country Club of Rochester

"The education I received studying for the CPA exam helped me understand the skills I would need to audit multiple industries and companies which was a great foundation for my career."



Stephanie Anderson • CFO
River Bend Golf and Country Club

"[for young professionals, a diverse professional background] opens up a lot of future opportunities for them beyond finance and technology if they maintain an open mind and curiosity about how their job impacts other aspects of the operation."



Julianna Ward-Destang • Managing Director
Splash Island Water Park Saint Lucia

"Accounting manager position. I had already experienced entry level accounting and was knowledgeable of those practices, the management role allowed me to dive deeper into accounting and find out the 'whys'."

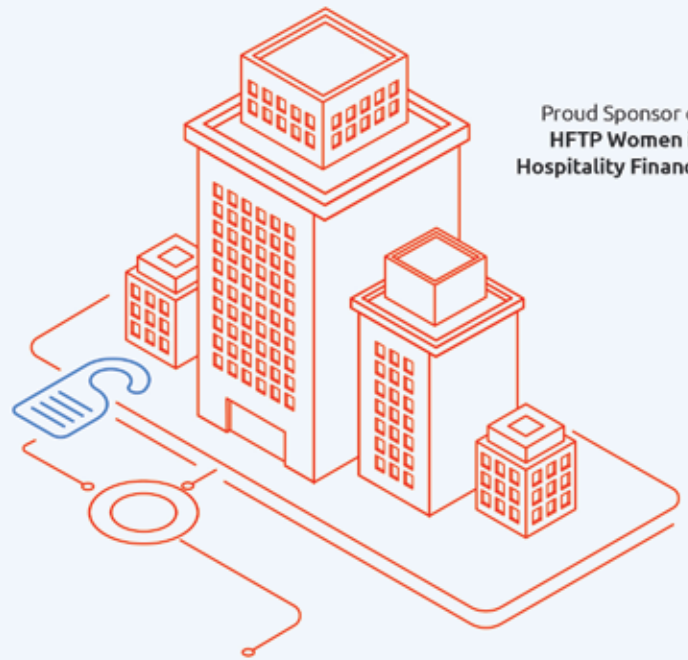


Amie Prather • Controller
Green Island Country Club



Optimize your Hospitality Invoice-to-Pay Process

Automate your multi-property general ledger coding and payables across hotel operations.



Proud Sponsor of
HFTP Women in
Hospitality Finance

Digitize hospitality invoice approvals and payments and optimize B2B payables end-to-end.



Strengthen supplier relationships



Post invoices touch-free to your ERP



Earn significant virtual card rebates



Mitigate risk of payment fraud

Automate and Optimize Your B2B Payments



Setting the standard for Hospitality invoice-to-pay automation