

CONTACT

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TARGET ROLES

Chief of Staff

Head of Strategy & Growth

Executive Operations Leader

CORE SKILLS

Vision to Results

Growth Architecture

Startup Scaling & Turnaround

Enterprise Transformation

Complex Program Leadership

M&A Integration & Alignment

Commercial & Financial Acuity

Macro Trend & Futures
Analysis

Customer-Centric Innovation

Consensus Building

Data-Driven Decision Making

Talent Development & Culture

Crisis Leadership & Resilience

Strategic Partnerships &
Alliances

Public-Private Cooperations

Deborah Pierrel

Vision to Execution • Travel & Hospitality • Technology • Startup to Scale

I find what's broken, build what's missing, and grow what matters - mid-flight.

Executive Profile

Visionary operator and growth strategist with a proven record of building businesses from the ground up, turning around struggling enterprises, and scaling complex organizations across travel, hospitality, and technology. Known for diving in completely; learning it, fixing it, teaching it, and leaving it better than it was found. Thrives in fast-moving, passionate environments where vision meets execution, and the work actually matters. Conversant across technology platforms with a natural instinct for where operational data becomes competitive advantage. Known for building the kind of trust, at every level, that makes hard things possible.

Career Highlights

- **\$8M Revenue in 48 Hours:** Conceived and executed a community-wide initiative at VR; owner and partner buy-in secured in 24 hours on trust and relationship capital.
- **1,350% Revenue Growth:** Grew Mammoth Creek Inn annual revenue from \$90K to \$1.3M in three years through full renovation and operational repositioning
- **Turnaround & Exit:** Founded Clé Hospitality; navigated 4-year California drought and near-bankruptcy through debt restructuring and dramatic operational changes. Restored profitability; eventually chose to sell hotel and vacation rental portfolio at significant capital gains.
- **4x YoY Revenue Growth:** Drove contact center sales transformation, customer conversion redesign, and service elevation at Vail Resorts
- **Parallel Execution at Scale:** Managed 34 concurrent IT projects at AltaOne Federal Credit Union; ATM transitions, branch startups, and operating system implementations; all delivered on time and under budget
- **\$23M Budget Managed:** Directed highly scalable reservations and travel operation, Vail Resorts
- **Airport Leadership:** Commercial air service development and advocacy. Mammoth Lakes, Steamboat Springs, Eagle-Vail
- **\$2.5M Saved:** Consolidated 6 enterprise platforms across 4 acquisitions at Cendyn; three Salesforce instances, HubSpot, Zendesk, and others; in 18 months

Experience

Senior Project Manager / Business Systems Analyst | *City of Palm Springs* 2023 – Present

- Manages concurrent portfolio of enterprise technology and operational projects across all city departments; from infrastructure to permitting to HR systems
- Conducted independent analysis of all city revenue and payment processing systems; identified \$1.5M in projected savings through fee renegotiation, vendor consolidation, and human capital efficiency; formally submitted and currently being implemented
- Developed independent realignment frameworks for both municipality IT operations and IT-airport interdepartmental alignment; recommendations informed subsequent organizational consulting engagement
- Member of airport technology leadership team; manages vendor relationships, administrative coordination, and technology strategy across all IT components of airport projects and operations

Head of Strategic Projects | *Cendyn* | *Global Hospitality SaaS*

2020 – 2022

- Led enterprise-wide M&A integration across four acquisitions; owned platform consolidation, technology rationalization, and operational alignment across competing systems and teams
- Consolidated 6 enterprise platforms; three Salesforce instances, HubSpot, Zendesk, and others; saving \$2.5M in 18 months
- Tracked and made strategic recommendations on all applications across full acquisition portfolio
- Surfaced and escalated post-acquisition customer attrition risk to C-suite; relationship-driven intervention retained major accounts including Rosewood Hotels and triggered restructuring of VP-level client leadership
- Spearheaded DE&I initiatives and organizational culture programs at executive level

EDUCATION

B.A. Business Admin: WGU
PMP Trained
Sierra Leadership Institute

LANGUAGES

English, Native
French, Conversational

MEMBERSHIPS

AAAE
HSMIA
ACI
MISAC

BOARDS & COMMISSIONS

Airport Commissions:
Mammoth Lakes, Steamboat
Springs, Eagle-Vail

Palm Springs Sister Cities

Multiple HOA Boards

SERVICE & VOLUNTEERISM

Grand Jury; Mono County

Tech2Empower

Wake International

Cerro Coso College

Hospitality Advisor

Altrusa International

AWARDS & ACCOLADES

Intrawest Excellence Award

Innovation & Finance

Town of Mammoth Lakes

Commendations:
Budget Consulting

PUBLISHED AUTHOR

Founder & CEO | *Clé Hospitality, LLC* | *Multi-Property, Multi-State* 2010 – 2019 (Sold)

- Founded, built, and scaled multi-property boutique hospitality group; full P&L ownership from acquisition through profitable exit
- Acquired and sold hotel and vacation rental portfolio at significant capital gains. Combined investment of \$1.5M yielded \$3.5M in sales across Avalon Lodge, Historian Inn, and vacation rentals.
- Navigated 4-year California drought and near-bankruptcy; personally led debt restructuring, renegotiated mortgages, secured SBA and disaster loans; emerged profitable
- Peak operation of 53 employees across multiple properties and states
- Demonstrated full COO-level accountability: budgeting, staffing, vendor management, revenue strategy, crisis leadership, and profitable exit across a multi-entity, multi-state operation

Principal Consultant | *Intellectual Equity Resort Consulting (IERC)* 2009 – 2013

- Boutique consultancy serving hospitality groups, municipalities, and tourism boards; turnaround strategy, growth planning, and capital advisory
- Served public and private clients globally. US municipalities, federal agencies, and international hospitality groups in Switzerland and beyond

IT Development Director | *AltaOne Federal Credit Union* 2007 – 2010

- Joined as community liaison; rapidly advanced to IT Development Director upon demonstrating operational and technology leadership
- Led 34 concurrent IT development projects; all delivered on time and under budget
- Improved member center net margin 157% annualized as interim turnaround branch manager

Owner / General Manager | *Mammoth Creek Inn* 2002 – 2007 (Sold)

- Acquired, fully renovated, and repositioned Mammoth Creek Inn; grew annual revenue from \$90K to \$1.3M within three years
- Sold at profit; transition led directly to founding of Clé Hospitality

Regional General Manager | *Mammoth Mountain Ski Area / Intrawest* 2001 – 2003

- Oversaw multiple properties across Mammoth Mountain portfolio
- Tasked with modernizing operations by ownership; navigated privately held organizational dynamics while driving process and technology improvements

Director of Operations | *ASC: Steamboat Grand Hotel* | *Steamboat Springs, CO* 2000 – 2001

- Oversaw final phase construction, pre-opening operations, and full hotel launch
- Stood up entire operational infrastructure from ground up; rooms, spa, dining, guest services

Call/Contact Center Manager | *Vail Resorts* | *Vail, Beaver Creek & Keystone, CO* 1994 – 2000

- Led 200+ person operation spanning reservations, sales, international wholesale, owner relations, training, and community outreach. VR's primary revenue conversion engine across 2,800 rooms and rentals for four resorts
- Drove 4x YoY revenue growth within \$23M operating budget during company's transition from private ownership through Ralston Purina merger and NYSE IPO
- Created training department from scratch alongside a strong team; methodology featured as published case study in High Impact Hiring; transformed workforce and drove turnover from 90%+ to under 10%
- Pioneered early adoption of GDS and third-party distribution channels; led technology transformation at the birth of Amadeus and OTA platforms as the industry reinvented itself
- Retained through Ralston Purina merger and subsequent IPO as one of few senior leaders; remained integral through full ownership transition