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# FROM THE PUBLISHER



Sharon Scott Wilson, RRP  
Publisher Resort Trades

## Resort Nation News

The 2018 ARDA WORLD, The Global Timeshare Event, will take place in Caesars Palace, May 6-10. Among the many events, educational sessions and receptions, there are two we wished to highlight: Robert Stevenson, a global speaker, author and expert at “building a high-performance culture” will deliver a keynote speech on Monday, May 7. On Wednesday afternoon, there will be a forum on Disaster Preparedness Wednesday afternoon, which is particularly timely these days.

Despite the continual challenges we face in this industry, the association continues to work like the dickens! For example, ARDA’s team continues to make great strides in developing effective messaging and materials aimed at elevating the image of vacation ownership. “ARDA consistently works with the ARDA International Foundation to produce content that tells the whole story of the timeshare industry as well as the benefits of vacation ownership,” said **Peter Roth**, Vice President of Marketing, Communications and Industry Relations at ARDA. “And the Vacation Better brand is the perfect way to share with consumers the many benefits of timeshare supported by hard facts and research.”

We found ARDA’s consumer site, VacationBetter.org, replete with positive articles about every aspect of resort vacations, from preparing meals to tips on international travel. ARDA’s communications staff manages the website, plus several social media platforms. You might wish to use the hashtag #DiscoverTimeshare in your Twitter posts to get more mileage out of your own success stories.

**C.A.R.E., the Cooperative Association of Resort Exchangers** is holding its inaugural annual conference (the association previously held semi-annual conferences) in Austin, Texas from April 7-10, 2018 at the Renaissance Austin Hotel. It



will be C.A.R.E.’s 66th Conference since the association was established in 1985. There will be two keynote speakers. First, the conference will feature Grammy and Emmy-nominated, CMA Award-winning, hit songwriter Billy Kirsch and Kidbilly Music presenting, “Teambuilding Through Song.” Attendees will have the unique opportunity to co-write their own song as an exercise. Next, Jim Comer with Comer Communications presents “The Message is You!”

Mexico’s resort trade association, **AMDETUR**, holds its annual conference June 12-14, 2018

at the Hotel Westin Santa Fe, in Mexico City. To read **J. Michael Martinez’s** interview with AMDETUR’s director, **Carlos Trujillo**, visit <http://resort-trades.com/mexico-tourism-associations>.

The **Canadian Vacation Ownership Association (CVOA)** has announced plans for VO-Con 2018, the only event of its kind in Canada. Scheduled for September 25-27, VO-Con 2018 will be held at the Westin Trillium House Resort in Blue Mountain, Ontario. About a 75-minute drive from Toronto’s Pearson International Airport, Blue Mountain, a year-round resort nestled between the shores of Georgian Bay and the heights of the Niagara Escarpment will be the setting where VO-CON attendees will learn, network and participate in the future of the vacation ownership industry in Canada. According to **Jon Zwickel**, President and CEO of CVOA, “Last year’s conference proved that our casual format, with plenty of time for networking and professional relationship building, was enthusiastically welcomed by attendees, who are predominantly stakeholders in the vacation ownership industry. The resort environment enhances our goals to encourage out-of-the-box thinking among our constituents.”

### People We Know

**Robert “Bob” Kobek**, President of **Mobius VP, LLC**, the developer of Customer Count online cus-



tom feedback management system, and PACE (Professional Association of Consumer Engagement) Board Member, was selected to moderate a panel of experts at the TCPA (Telephone

Consumer Compliance Act) Summit, held March 12-13, 2018 in Scottsdale, AZ. Kobek led a panel of legal experts discussing challenges in the field of telephone regulation. (Be sure to read Bob’s article, “Real Deal or Fake News?” on page 28.)

**BBX Capital Corporation** (NYSE: BBX)(OTCQX: BBXTB) (“BBX Capital” or the “Company”), recently announced **Raymond S. Lopez** was named the 2018 Chief Financial Officer of the Year by the South Florida Business Journal. “Ray joined Bluegreen Vacations in 2004 and joined BBX Capital, Bluegreen’s parent company, in 2015. In addition to his thorough knowledge of the timeshare and hospitality sector, Ray has a drive and deep understanding of BBX Capital’s goal of value creation and is focused on building long-term shareholder value,” commented **Alan B. Levan**, Chairman and CEO of BBX Capital Corporation





and Chairman of Bluegreen Vacations Corporation. "We applaud Ray for his accomplishments and recognition as the 2018 CFO of the Year."

**Vengreso** announced today that best-selling author, speaker and sales influencer, **Shari Levitin**, has been appointed to the company's emerging Advisory Board. Shari joins marketing and sales strategist **David Meerman Scott** as Vengreso's second Advisory Board member and will work closely with Chief Learning Officer **Brynne Tillman**. Shari was chosen as the first adjunct professor at the University of Utah David Eccles School of Business to teach a course in sales, she's an Advisory Board member of the Sundance Institute, a designated Women's Sales Pro, and was featured as an expert in the new Salesforce documentary film "The Story of Sales."

**Gordon Gurnik**, president of **RCI**, the global leader in vacation exchange and part of the **Wyndham Worldwide** family of brands (NYSE: WYN), announced they had welcomed more than 135 newly affiliated resorts to its exchange network in 2017. "Over the past year, we've added some exceptional properties to the RCI® exchange network," he said. "Through strategic partnerships with both new and existing affiliates, our 3.8 million subscribing members have thousands of options to choose from in sought-after destinations around the world when planning their next vacation."

**Equiant**, a Scottsdale, Ariz.-based accounts receivable servicing provider, announced the promotion of **Peter Moody** to be senior vice president of sales and service and **Don Kim** to chief product visionary.

"Our organization move has one objective, and that is to exceed our clients' expectations and to proactively define the client experience," says Frank Morrisroe, president of Equiant. "To achieve this we have to perform with speed; speed in client communications, speed in product development and implementation, and speed in improving operational efficiencies."

## News From The Corporate Corner

**ResortCom**, the pioneer in providing servicing solutions for the Vacation Ownership Industry, has updated its branding imagery. The changes are evident in its new logo and revamped web site, which Google already ranks #1 in three coveted search terms. ResortCom provides timeshare management software, financial services, and contact center solutions to the hospitality industry. According to ResortCom's CEO **Scott Bahr**, "A quality website that ranks well in search engine results is a business development asset, but our site goes beyond that to showcase the amazing company we are to prospective clients and employees. During our company rebranding in 2017, our website became the most visible element of an extended branding effort."

**Wellington Financial**, the exclusive Resort Finance lending correspondent for the Connecticut-based **Liberty Bank**, announced the Bank recently renewed its \$30MM commitment for PHI Redevelopment, LLC ("PHI"). Liberty Bank, a major lender participating in the timeshare resort development industry, originally underwrote Phase I of the **Bluegreen Patrick Henry Square™** project in 2014 and provided a \$7.5MM Construction Loan for Phase II. Bluegreen Corporation ("Bluegreen") provides sales and marketing, project management, and loan servicing for PHI on a fee-for-service basis. "Liberty Bank is very pleased with our relationship with PHI and Bluegreen," said **Jay Gordon**, VP of Liberty Bank, Resort Finance. "Liberty Bank, Wellington Financial and Bluegreen have enjoyed a working relationship together since 2008," said Wellington Financial EVP **Shawn Brydger**. (See page 8 to read Shawn's article, "Show Me The Money.")




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## Show Me The Money

by Shawn N. Brydge, RRP

New and seasoned developers of timeshare, fractional, and travel clubs all have one thing in common: they need to borrow money eventually. Whether it's a development loan to get your idea out of the ground, working capital to finance growth, or a receivables loan to monetize consumer receivables, our industry is capital intensive, and working with a strong lending partner often makes the difference between smooth sailing or rough waters.

Being a vacation ownership developer is a complex endeavor. You have to be a construction expert, an operations guru, a financial whiz, and a sales and marketing genius. Few individuals possess all of those skills, so assembling a great team is critical to your success. This team-oriented focus should extend to your professional partnerships, as well. Lawyers, accountants, and bankers with industry experience and expertise are paramount to getting started on the right track and making sure you stay there.

Vacation ownership is a niche industry with a unique business model, so it's unlikely your local commercial lender will adequately under-



stand your needs and how to underwrite your business. However, there are industry lenders with the necessary expertise to finance your company. Full-service industry lenders offer timeshare finance options including receivables hypothecation loans, receivables purchase facilities, HOA amenity and refurbishment loans, and multiple forms of development financing, including land acquisition, infrastructure, vertical

construction, and inventory acquisition. Here's how to find those lenders, and what they want to see from you when you're asking for a loan.

Although there are less than 10 industry lenders, finding one of them isn't hard. Look for their advertisements in industry publications like *Resort Trades* and *Developments* magazine, attend an industry conference or convention,





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or simply search the internet. Lenders differ in the size of loans they'll consider, the location of the resort, and the types of loans they make, so it's important to find a lender that meets your needs.

When seeking the right lender, developers need to understand that the relationship must serve both parties. Ideally, it's a marriage that meets the long-term interests of the financier, as well as those of the developer. Over the last decade alone, there has been a great deal of volatility and change in the marketplace, with several major lenders withdrawing and leaving no safety net for their clients. It's important to choose a lender with a strong history in the industry through the economic ups and downs.

Discussions with your lender should start early in the process to allow adequate time for due diligence, underwriting, and legal documentation

of your loan. Although each lender is different, the following list is relatively universal when you're ready to ask for a loan.

**Project Description/Development Plan** – A general overview of the project, including unit types, amenities, phasing, construction budget and schedule. Engineering studies, architectural plans, contractor price estimates, and any rezoning or entitlements should be underway before a lender can seriously review the development plan.

**Owner/Developer Background** – A summary of the qualifications of the majority owners and key management staff. Vacation ownership is a complex business requiring many varied skill-sets. This overview should profile those who lead the key departments.

**Sales Plan** – The old timeshare adage is, "you can sell your way out of any problem." Selling your timeshare, fractional, or club intervals is the primary way the development loan will get paid back, so your lender will be very focused on your sales plan, experience, and process. Since loan repayment is so strongly linked to sales, the vast majority of timeshare development loans are provided by timeshare industry lenders.

**Financial Statements / Projections** – Balance sheets will vary greatly depending on the developer, but in general, lenders want to see a disciplined company with minimal debt, and a commitment from ownership to the reinvestment of profits. Cash flow projections should be re-

alistic and show that the company's operations can support the development of the project and the repayment of the loan.

**Personal Guarantee / Personal Financial Statement** – Unless you're a well-established developer with a sizeable balance sheet, lenders typically expect a personal guarantee by the borrower's principal owner(s). Not only does this supplement a young development company's balance sheet, but it provides extra incentive for the owner(s) to keep focused on the repayment of the loan(s).

**Proof of Equity** – For a development loan, lenders typically want to see at least 25% of the total project cost contributed by the borrower. This could be in the form of land, cash, or both, but it will always need to be contributed to the project before the lender begins development loan advances.

Ultimately, a lender wants to see that you're fully committed to the project and have the key pieces in place to execute your plan. A prepared developer and an experienced lender is a strong foundation for success.



Shawn Brydger, RRP is Executive Vice President of Wellington Financial. Since 1981, Wellington Financial has been a lender and lender's correspondent for the timeshare industry. Wellington Financial is the exclusive Resort Finance correspondent for Liberty Bank. For more information, email [sbrydger@wellington-financial.com](mailto:sbrydger@wellington-financial.com), call 434-422-4952, or visit [www.wellington-financial.com](http://www.wellington-financial.com).



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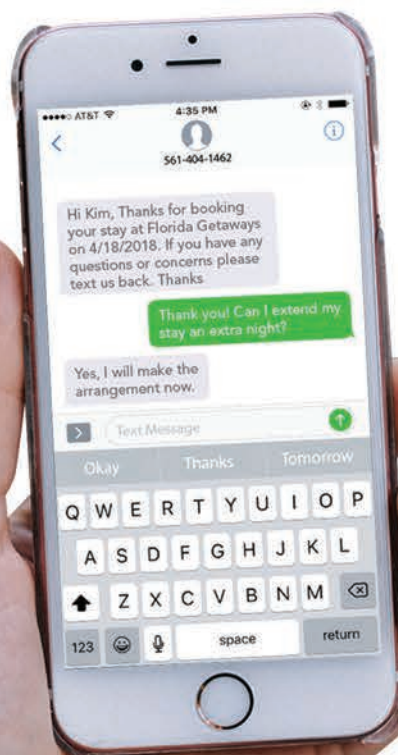


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# C.A.R.E. Association

por J. Michael Martinez

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The C.A.R.E. Association representa la Cooperative Association of Resort Exchangers y fue establecida en 1985. La misión de C.A.R.E. es promover servicios de vacaciones éticos y excepcionales brindando oportunidades de educación y oportunidades de formar redes de comunicación. La asociación fue originalmente establecida por representantes de resorts de tiempo compartido quienes realizaron que intercambiando inventarios entre ellos, eran capaces de satisfacer mejor a sus propietarios con mayores opciones de vacaciones. Hoy las compañías que son miembros de C.A.R.E. también pueden utilizar los inventarios y generar ingresos a través de alquileres al por mayor mientras continúan ofreciendo expansiones en intercambio y cumplimiento de opciones. La asociación ahora

ofrece el nuevo C.A.R.E. Supplier Search System (Sistema de Búsqueda de Proveedores). El sistema provee un medio eficiente y de confianza para conectar compradores, vendedores, e intercambios rápidos y profesionales. Este sistema facilita ENCONTRAR y SER ENCONTRADO.

C.A.R.E. es una asociación sin fines de lucro y uno de sus principales objetivos es promover los intereses de la industria de dueños de vacaciones y fortalecer a los profesionales trabajando dentro de la industria. C.A.R.E. tiene un estricto Código de Estándar y Etica que sirve para proteger la experiencia de las vacaciones. Cada miembro de la compañía debe leer y firmar el Código de Estándar y Etica como parte del proceso de aplicación

antes que ellos sean aprobados miembros de la asociación.

La Asociación C.A.R.E. también ofrece un Programa de Acreditación para fomentar educación, alentar participación, y aumentar la retención de miembros. El programa es ofrecido a no costo adicional a los miembros representativos y esta basado en tres niveles de competencia. Se acumula un número predeterminado de puntos para retener el reconocimiento de cada nivel.

C.A.R.E. también tiene una conferencia anual y continua su larga tradición de ofrecer a los miembros representativos y a los asistentes a la conferencia los mecanismos e información esencial para mantenerse al día en la industria de vacaciones. Su 66th Conference será en Austin, Texas del 7 al 10 de Abril, 2018. La agenda de la conferencia incluye secciones educacionales, oradores profesionales, eventos de redes profesionales, y eventos sociales para continuar formando redes y relaciones profesionales.

Yo he participado en la Asociación de C.A.R.E. desde 2013 y fui elegido vice presidente por la base de miembros de C.A.R.E. en Mayo de 2017. Como un VP en la junta directiva yo soy responsable de muchas funciones diferentes de la asociación. Yo



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actualmente sirvo en varios de los comités de la asociación tales como el comité de beneficios, comité de reclutamiento de nuevos miembros, y el comité de los discursos. Como un miembro de la junta directiva también soy responsable de atender todas las conferencias anuales, atender una junta anual de directores, contribuir al plan de estrategias de la asociación y ayudar a mejorar todas las funciones de la asociación. Como un miembro de la Junta Directiva de C.A.R.E. se espera especialmente que defienda el código de Estándar y Etica.

Yo recientemente he tenido la oportunidad de entrevistar a Linda Mayhugh, Presidenta de la Asociación de C.A.R.E. Linda ha pertenecido activamente en C.A.R.E. por cerca de 15 años, ha

estado en la junta directiva de desde 2009 y ha servido como su presidenta desde el 2015. Los representantes de C.A.R.E. atenderán la 2018 ARDA World Conference en Las Vegas, Nevada. Yo le pregunté sobre la participación de C.A.R.E. y ella dijo, “C.A.R.E. está orgullosa de participar y soportar ARDA World todos los años. Como presidenta de C.A.R.E. atenderé la conferencia de ARDA World este año, yo estaré tratando de hacer conexiones con nuevos miembros, solidificando y fortaleciendo nuestras relaciones con la asociación/media y estaré disponible a reunirme con nuestros miembros actuales para ayudar en la maximización de los muchos valiosos beneficios que la membresía in C.A.R.E provee.”

También le pregunté a Mayhugh sobre las relaciones con otras asociaciones de la industria. Ella me contestó, “Uno de mis mayores logros en mi primer término como presidenta de C.A.R.E, ha sido la exitosa expansión de relaciones de nuestra asociación/media. C.A.R.E. orgullosamente esta asociada con todas las otras asociaciones de la industria: AMDATUR, ARDA, ARDA WIN Advantage, CVOA, and NTOA. Estas relaciones están maximizadas aún más con el soporte de nuestros media asociados Perspective Group y Resort Trades. Cada una de estas asociaciones grande-



Linda Mayhugh

mente fortalece nuestra presencia en la industria y elimina las barreras globales que de lo contrario podrían impedir la misión de unificación de nuestras asociaciones colectivas.”

Linda comentó más, “Estoy muy satisfecha de representar a ARDA World con varios de nuestros miembros de la junta de directivos, especialmente Jesus. El ha sido un gran embajador para C.A.R.E. por muchos años y es uno de nuestros más nuevos miembros de la junta. Jesus ha traído una nueva fresca perspectiva y una cantidad extrema de energía al futuro de C.A.R.E. y todos nosotros colectivamente estamos felices esperando ansiosamente las oportunidades en frente de nosotros.”

Yo estoy orgulloso de ser miembro de la asociación de C.A.R.E. y aún mas orgulloso de haber sido electo para servir como un VP. Estoy seguro de que puedo emular la confianza de Mayhugh en mí, como también creo completamente en los valores que la asociación ofrece a sus miembros y a la industria de vacaciones. Espero muchos años más de participación en la asociación y contribuir en cualquier manera que pueda para mejorar la salud general de nuestra industria. Para más información sobre la Asociación de C.A.R.E. visite su website [www.care-online.org](http://www.care-online.org)



J. Michael Martinez is Resort Trades' emissary in Mexico and contributes a monthly column. He is the executive vice president of Cyria Group, a marketing and sales support company, and serves on the Board of Directors for C.A.R.E. (Cooperative Association of Resort Exchangers).



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*-Kay Maye, Resort Board Member*

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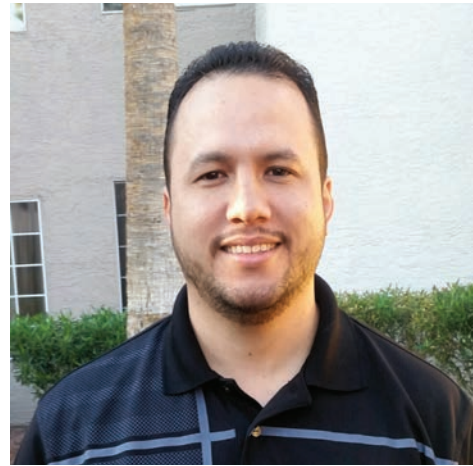


# Top Team Members

Meet the People Who Make the Resort Industry Great!

by Marge Lennon

## Jorge Cruz Quinones General Manager, Williamsburg Resort Holiday Inn Club Vacations



Before beginning his hospitality career, Jorge Cruz Quinones proudly served two tours in Iraq and one in Egypt as an Infantry soldier during his six years in the U.S. Army. The Army recognized his leadership skills early, promoting him from private first class to Staff Sergeant. During his second tour, Jorge met fellow soldier, Louvane, from the Philippines and together they now have three children.

Working in an industry where people dedicate their time to take care of others (paid or not) is something that Jorge loves being part of. "When I first joined the timeshare industry" he recalls, "I had no idea what it really was about. As I adjusted from military to civilian life, working in this environment was initially hard since the structure that had been ingrained in me did not exist in the civilian world. Here, we have an entirely different set of rules with a more passionate approach and understanding."

Today, Jorge is responsible for managing and overseeing the overall guest experience as General Manager of the 120-unit Holiday Inn Club Vacations (HICV) Williamsburg Resort in Virginia, a position he has held since April 2017. He supervises a team of 25 and manages a housekeeping contract with MasterCorp. In March, his resort began construction of a new building with an additional 24 new units. The property is located 8.5 miles from Colonial Williamsburg and about 13 miles from Bush Gardens Williamsburg.

Prior to joining HICV, Jorge worked for Hilton Grand Vacations in Las Vegas for four years, starting as security officer and ultimately promoted to assistant security manager before leaving Hilton in 2011 to work with HICV in a similar role. Two quick promotions followed and he was

named Resort Operations Manager in January 2014. After ten years of work on the West Coast, Jorge faced an immediate challenge with the change of pace from the 24/7 Vegas speed and culture to the more relaxed East Coast.

Over the years, he has learned that daily struggles provide opportunity to major wins. "One person's success is everyone's success and we celebrate those accomplishments together. Our team has a true understanding and feel for what it is to be hospitable which makes it easier to ensure that our guests are cared for properly," Jorge says.

Born and raised in Mayaguez, Puerto Rico and fluent in English and Spanish, Jorge earned multiple certifications in electronic technology, professional development, safety and his Associate of Arts from the University of Phoenix. He has been an ARDA Awards Security Manager winner in 2013 and Assistant General Manager finalist in 2017. At the Williamsburg Resort, Jorge and his staff are committed to helping the community and company charitable efforts, partnering with the sales team to help United Way Day of Caring, the Center for Child & Family Services, Christel House, the Little Creek Reservoir Park and Toys for Tots.

Adds Jorge, "I take pride in the commitment that I have to the team and the company I work for. Since day one, my mindset has been to work like I own the resort myself. I believe that people who look at things as their own take better care of them. This personal sense of ownership motivates me to make the best possible decisions for my team and our owners."

"In this industry, we create memorable experiences," he concludes. "We help others during times of celebration, as they move on from past problems, challenges or issues, and to get away or disconnect from their day-to-day life. We create an environment where they can reenergize as individuals or the family as whole. When you think about it, we have a huge responsibility in this business and everyone we interact with wants to feel that magic in their home away from home. Employees who are truly passionate about this are rewarded with the joy and pleasure of making a difference for someone else. It's a great feeling!"

*Continued on page 27*

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## Who's The Best?

Recognizing Excellence through Awards Programs

by Judy Kenninger, RRP

**Best of the Best award from Grand Pacific  
Resort Management**



In January, CustomerCount and Resort Trades announced the recipient of the 2017 CustomerCount Customer Engagement Professional (CEP) Resort Trades Award. The award, which recognizes outstanding leaders who exemplify customer engagement within the resort/hospitality industry, went to Jeff Brock, general manager of Grand Pacific Resort's Carlsbad Seapointe Resort. On Wednesday, May 9, top talent from around the industry will gather at the ARDA Awards Gala to learn who will take home a 2018 ARDY award. For winners, this type of recognition is a highlight of their careers (and the subject of more than a few Facebook posts). And even though the majority of finalists don't take home a new piece of hardware, knowing that their employer nominated them is still an important recognition.

Awards programs like these are great for employees, but why do employers spend the time and effort to participate? "Participation in external award programs serves as an extension of our internal employee recognition strategy," explains Kimberly Mar-



**Kimberly Marshall**

shall, chief human resources officer at Wyndham Vacation Ownership. "As a key part of our associate engagement strategy, we are committed to recognizing employees for their achievements and dedication to bringing our service

culture to life while fulfilling the company's overall priorities. It is thanks to the outstanding work of our dedicated associates that we remain a respected, successful industry leader."

According to Maslow's hierarchy of needs, two of the most important psychological needs we have as human beings are the need to be appreciated and the need to "belong." In the workplace, an employee recognition program that includes awards can be a way to show appreciation and foster team spirit. Statistics show that companies with vibrant employee recognition programs





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Ready to begin or retool your own company's employee recognition program? Here are five ways to ensure success.

**1. Recognize people based on specific results and behaviors.** At Welk Resorts, awards recognize leadership skills, practicing the company's values (honesty, integrity, excellence, going above and beyond, being personally responsible, demonstrating trust and transparency, and team work), as well as reaching sales goals, tenure with the company, or for specific accomplishment. "This type of recognition goes a long way for them to feel rewarded for putting forth the effort," says Tracy Ward, vice president of corporate culture. "It also inspires others because they want to try harder if they see others being celebrated for those types of successes."



Tracy Ward

**2. Implement peer to peer recognition - not just top down.** Many employees value recognition from co-workers just as much as accolades from top management.

At Wyndam, all associates can nominate their peers for recognition. "Categories for recognition include Celebrate You and Count On Me!," Marshall says. "Celebrate You is an opportunity for associates to honor their peers during a moment of celebration such as a birthday or an anniversary. Associates who earn Count On Me! recognition have shown consistency in going above and beyond in their role, whether it be assisting our owners, guests or fellow associates."

**3. Share recognition stories.** Give details about why this particular employee is being recognized at this time. This can be during the awards ceremony, in an employee newsletter, on social media, or, if you're



Olivia Javier of Grand Pacific Palisades Resort & Hotel winner walking the red carpet at Grand Pacific's Best of the Best event.

Grand Pacific Resort Management, you can BE EPIC. Their "Best of the Best" annual event recognizes winners of its BE EPIC Champion of the Year award from each resort. BE EPIC is the acronym that brings to life each of the six core values at Grand Pacific (Balance, Empowerment, Enthusiasm, Passion, Integrity, and Consistency). Winners receive a trip to Carlsbad, Calif., along with their significant other, for a gala where they are celebrated for delivering excellence. Each winner gets to walk the red carpet with personal stories and examples shared with the audience about what makes the winners special. "It's really like a night at the Oscars," says Nigel Lobo, chief operating officer.



Nigel Lobo

**4. Make recognition easy and frequent.** There are many opportunities for recognizing employees in every department. Welk recognizes individuals who participate in philanthropy activities, hit goals in their well-being program, and provide random acts of kindness. "Our Chain of Kindness is a simple peer-to-peer recognition that could be for something as simple as thanking someone for being very friendly or welcom-



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The photo shoot would be amazing, too. One of the most difficult times during my breast cancer treatment was losing a man who I thought could love me through this. Unfortunately, the loss of my hair from chemo and scars from surgery were too much for him to handle. I was devastated, defeated and felt unattractive, unwanted, and alone. Through the generosity of your program and donors, I hope to be granted this opportunity to rediscover myself inside and out.

Send Me on Vacation's mission is "To Provide a much needed vacation to under served women with breast cancer who need a place to rejuvenate and heal their body, mind and spirit." The adverse effects of fighting cancer can leave women, their families and friends in shambles. We believe that an essential first step in surviving the effects of breast cancer is to provide survivors with a healing vacation to "take a break" from the fight. If interested in becoming a recipient, donor or sponsor please contact us at [backuscathy@gmail.com](mailto:backuscathy@gmail.com) [www.sendmeonvacation.org](http://www.sendmeonvacation.org)

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Associate recognition is valued at Wyndham Vacation Ownership, as evidenced by the participation of top leaders in annual recognition programs such as the 2017 Club Elite awards. From left to right: Michael Brown, CEO; Jeff Myers, Chief Sales and Marketing Officer; Bernadine Yanny, Top In-House Marketing Guest Guide of the Year; Tom Shelburne, SVP, Marketing; Geoff Richards, COO.

ing them to the department,” Ward says. Employees who have been nominated have their names entered into a drawing for gift cards. On anniversary dates, employees receive a personalized note and a gift from their manager. For sales, the Summit Society recognizes those who demonstrate consistent outstanding sales results.

5. Tie recognition to your own company values or goals. At Grand Pacific Re-

sort Management, the recognition program stems from the organization’s core purpose, which was developed by team members and leaders. “It really is why we do what we do,” Lobo says, “which is enriching lives by creating experiences worth sharing. In addition to enriching the lives of our time-share owners and guests we really focus on enriching the lives of our team members and reward their personalized intentional acts of caring with a BE EPIC Moment Recognition Program at each resort.” Despite all the awards given by Grand Pacific, he says, “I wish we could do more. The resort business is a very demanding; our associates work long hours, and to achieve success, it’s all about developing our team and rewarding them for delivering excellence. So, in addition to our internal awards, we elevate that recognition to the next level, from the resort, to company-wide and then industry recognition at the ARDYs.”

**Bonus advice:** When you’re singling out certain employees for recognition, there’s always an opportunity for jealousy. Fair-

ness, clarity, and consistency reduce it. Having some awards that are available to anyone who hits a certain threshold can also help. “You really can capture a much larger number of people that way,” Ward says. “In those cases they’re great, because you’re recognizing the individual one on one or even in front of the team. There’s great value to more simple recognitions because you can do them more frequently.”

“With external award programs specifically, we face challenges of narrowing the scope of our nominees,” Marshall says. “With so many excellent associates and programs, deciding to move forward with sometimes just a handful of submissions can pose a daunting task. Internally, our recognition programs produce positive reinforcement for successful associates and instill a sense of pride throughout the company. The benefits of these programs outweigh any potential pitfalls.”

Judy Kenninger is principal of Kenninger Communication and has been covering the vacation real estate industry for nearly two decades.



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# What’s at the Top of Your Board’s Agenda?

by Sharon Scott Wilson, RRP

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Each decade seems to bring with it a new set of issues to keep resort Board members and managers up at night. What are the latest emerging threats that keep us on our toes?

We checked in with Evergreen Colorado-based Waller Law/Legal Aspirin’s Dave Waller for his read on the subject. He voiced concern over timeshare’s perpetual PR issues and how timeshare sales are promoted and sold. Waller’s concern is that the public’s perception of vacation ownership has been damaged.

“How you use the Overton window relates to how you understand it,” is how he puts it. Wikipedia defines the Overton window as “the range of ideas tolerated in public discourse.” At least for single-site ‘sold-out’ resorts, we have our work cut out for us when it comes to being tolerated in the realm of public discourse.

## Resort Management, Transparency & the Public Discourse

Clearly, management must make transparency a priority. Management must be watchful in the handling of HOA and owner information to avoid litigation and to preserve their reputations of responsible, ethical behavior.

Liberté Management President Dennis DiTinno tells us it’s obvious that using the power of the Internet is the best way – perhaps the only way – to maintain transparency and to remain in compliance with various Florida statutes. About this DiTinno adds, “...so much so that the state requires several specific types of Florida communities to maintain an HOA web site and lists over 14 documents and items that MUST be maintained on the site monthly. Plus, it comes with penalties if not implemented!”

Because his company manages multiple timeshare resorts, DiTinno says he directed a significant portion of Liberté Management’s budget



toward creating a generic, interactive website that is readily adaptable to serve any HOA while creating an additional stream of income sources. DiTinno and his partner in the effort, Marty Kandel, hope to promote use of the website to additional HOA-controlled timeshare resorts. (Kandel is a principal and General Counsel of Timeshare Advisory & Resolution Services LLC (“TARS”), based in Palmetto, Florida.)

“Dennis and I want to see this HOA site adopted by every HOA, particularly in Florida, to protect the reputation of well-managed timeshare resorts, if nothing else,” says Kandel. “For that reason, we’ve made the site essentially free to the HOA and a possible new source of income producing for the resorts. (We collect the first \$2,000.00 of transaction fees processed over the site as payment and the association receives everything after that.)”

Kandel and DiTinno add that the website is available at no cost for use by HOAs participating in a short-term product program they’ve created, known as ‘Back in 5.’

## Inventory Recapture & Resell

Waller remarks on another hot topic, particularly for legacy resorts. “Reacquiring inventory should be a priority. If you aren’t getting it, someone else is,” he says. With the negative ads and publicity that are becoming more and more prevalent, timeshare properties are finding it difficult, if not impossible, to promote the traditional deeded interest product. As they say, “something’s got to give”!

DiTinno believes he has just the answer. “We’ve created ‘Back in 5’ – a five-year Limited Term Deeded (LTD) Timeshare,” he explains. “Once a HOA recaptures a week, typically by offering a deed-in-lieu, the HOA sells it in the form of the LTD timeshare interest to a new owner. The price includes a form of maintenance fee pricing

in its sale pricing for resort tax reduction opportunities versus a high, leasing income-and-bed tax.”

“The program has successfully been in use at two resorts since October 2017 and tackles the problems of timeshare ownership for the Association, the owner wishing to sell and the usage aspect – all of them being three distinct points of view,” he says.

“The ‘Back in 5’ product gives all the rights and privileges of full interval ownership for their five years of ownership,” Kandel explains. “The new owner purchases for a price which includes the full cost of the product by paying the maintenance fees for all five years. The resort is relieved of the obligation to chase annual fees for those years and, after the ownership period is over, the customer can either purchase an extension of years, a ‘traditional’ timeshare, or simply walk away. It’s the perfect answer for how to market to millennials, as well as to those who aren’t willing to make a lifetime commitment, or who wish to vacation with parents and grandparents advancing in age.”

As Kandel and DiTinno explain, the short-term product is a win-win-win. It was designed to help the HOA of a single-site property physically and fiscally. First, once a threshold of 30 percent of sales of the product in an aging resort of 50 or more units is reached; the resort will have, in effect, saved more than \$100,000.00 annually in reduced or removed collection and attorney costs, bad debt and delinquent owner accounts. Now, the owners have an exit strategy if they no longer wish to retain their ownership interest and they are replaced by active, interested new owners who will help sustain the property for all those who wish to remain engaged.

“Exiting owners can get out of their timeshare contract honorably; the resort receives five years’ worth of annual fees **up front** and existing owners are joined by new ones who are





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“Exiting owners can get out of their timeshare contract honorably; the resort receives five years’ worth of annual fees **up front** and existing owners are joined by new ones who are excited to use all of the positives of timeshare ownership with no downsides,” says DiTinno.

This will help reduce bad debt and collection costs, and plan more effectively for repurposing or other plans for the future of the resort. Plus, DiTinno says they are offering an Owners Incentive Package whereby owners who successfully recommend a sale receive one year’s paid maintenance fees.

### What Will the Industry Look Like in 2028?

Each decade has been heralded with surprises for our industry, it would seem. At one time it was

fly-by-night scammers who took advantage of unsuspecting consumers, that is, until state and Federal regulators and lawmakers tightened protections for them. Next, came the ‘legacy resort’ dilemma, which lent a negative patina to the entire industry and which continues today. But the latest challenges could truly be the beginning of the end if not addressed, immediately.

“We’ve managed timeshare resorts here in Florida for 30 years,” says DiTinno. “We’ve seen the number of regulations affecting us multiply by the hundreds over the years. In many instances, we need to remain compliant with Florida State Statute 718 which governs condominiums; 720, which is concerned with co-ops; 721 governing timeshare communities and even, in some cases, with 723, which covers mobile homes.

“That’s a lot of rules and ‘regs’ to keep up with!” Few could disagree with that! Along with leaders like him, we’ll all need to be diligent to view looming issues before they become crises. The path to survival and success is to consider all we have experienced and think out of the proverbial box for new and creative solutions.



Sharon Scott Wilson is publisher of Resort Trades magazine and the digital publication, Resort Trades Weekly. She is CEO of PR/marketing firm SharonINK. Wilson is a registered resort professional (RRP) and Chairman’s League member of the American Resort Development Association (ARDA).

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THE DOGIPOT® PRODUCT LINE

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# Top Team Members

## Meet the People Who Make the Resort Industry Great!

continued from page 17

**Lauren Capone**  
**Director, Sustainability**  
**and Quality Assurance**  
**Bluegreen Corporation**



While not your every-day word to many involved in the operation of a timeshare resort, “sustainability” generally refers to long-term ecological balance, using strategies aimed at reducing energy, water usage, waste, and improving quality of life.

At Bluegreen Vacations, sustainability is this and much more. As the Director of Sustainability and Quality Assurance (QA), Lauren Capone’s job is never dull. She focuses on setting and delivering high sustainability, procurement and quality standards at the resort level that are aimed at improving the guest experience.

“Every day is different,” she says. “There are new opportunities presented almost daily because as the guests’ needs change, so does every aspect of our work.”

Before she joined the company three years ago, this Florida State University grad worked for SUBWAY’s Purchasing Division based in Miami, where she was leading their sustainability efforts. She measured the sustainability of the entire SUBWAY supply chain, which involved

collaboration with all vendor categories such as bread, protein, cheese, and produce.

She brought this experience to Bluegreen, starting by first analyzing the company’s existing sustainability program and then increasing the standards within it shortly thereafter. She spent the next year capturing all of those respective energy, water, waste and community engagement data to build the baseline.

Lauren began to review the resorts’ procurement standards, vendor partners and in-unit product offerings, along with the already strong quality assurance program. She did a lot of listening and began to see a correlation between the overall sustainability of the products being used and the respective impact on a resort’s QA audit. It was clear there was an opportunity to support high quality assurance requirements, reduce costs and embed sustainability along the way through smarter purchasing.

All of this data capture paid off because with the unending support of her team, she has facilitated growth within each of those respective areas – all with a focus on the guest.

In March 2018, she launched a brand-new sustainability dashboard, complete with more than 100 Key Performance Indicators (KPI’s). The program is collaborative in nature, with each resort having their own log-in to track performance on intricate, but meaningful data points: carbon footprint, waste diverted from the landfill and water reductions, and more.

“It is so exciting to launch this tool because it will aid us in better telling our story and reporting our accomplishments. Our resorts have been practicing sustainability in the way they operate and engage with their



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in all the towns,  
in all the world,  
she walks into mine.”

“Of all the Timeshare conferences,  
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stream to your community. Completed to date 2018 (8) Why FLORIDA? All HOA's over 150 units will be required by May 1, 2018 to have an HOA site – Resorts will be next.

See our “Four Seasons Resort” sample at [www.TIMESHAREDREAM.COM](http://www.TIMESHAREDREAM.COM)

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communities for years, they deserve to be recognized,” says Capone.

Within the same timeframe, she also launched an evolved platform-based Quality Assurance audit system that allows audits to be completed on a smart device and reports to be generated seamlessly, a previously manual process.

As for procurement, today, Bluegreen is partnering with strategic companies in line with their sustainability vision. In managing these relationships, Lauren helped to create a new proprietary bathroom amenity line “Ayo” through partner, Alaffia. Ayo is responsible for improving the health, education, environment and infrastructure of Togo, Africa, one of the world’s most impoverished nations. Lauren is also launching a new fully organic coffee program through partner Christel House, which directly benefits the lives of impoverished children in and outside of US borders.

“Using these amenities helps us meet sustainability standards while giving back to the causes we believe in and improving guest experiences. These are the types of strategic partnerships we thrive on and want to grow. Our guests do, too,” adds Lauren.

Lauren has set personal goals of reducing Bluegreen’s carbon footprint 20% by 2020, waste to landfill 30% by 2020, water usage by 20% by 2020, sustainable product offering 40% by 2020. Under her guidance and highly energized efforts, they are well on their way.

Added Ada Soriano-Grzywna, Senior VP of Resort Operations for Bluegreen Corporation, “Lauren is an energetic, collaborative leader who has deployed important initiatives within our company that have resulted in a positive impact on our guests, associates and the community. She is well respected for her creativity and passion and has been a great addition to our team.”

Continued on page 31



# Real or Fake News?

ARDA World 2018 Annual Convention & Expo is in Orlando this year in April

by Robert Kobek, RRP

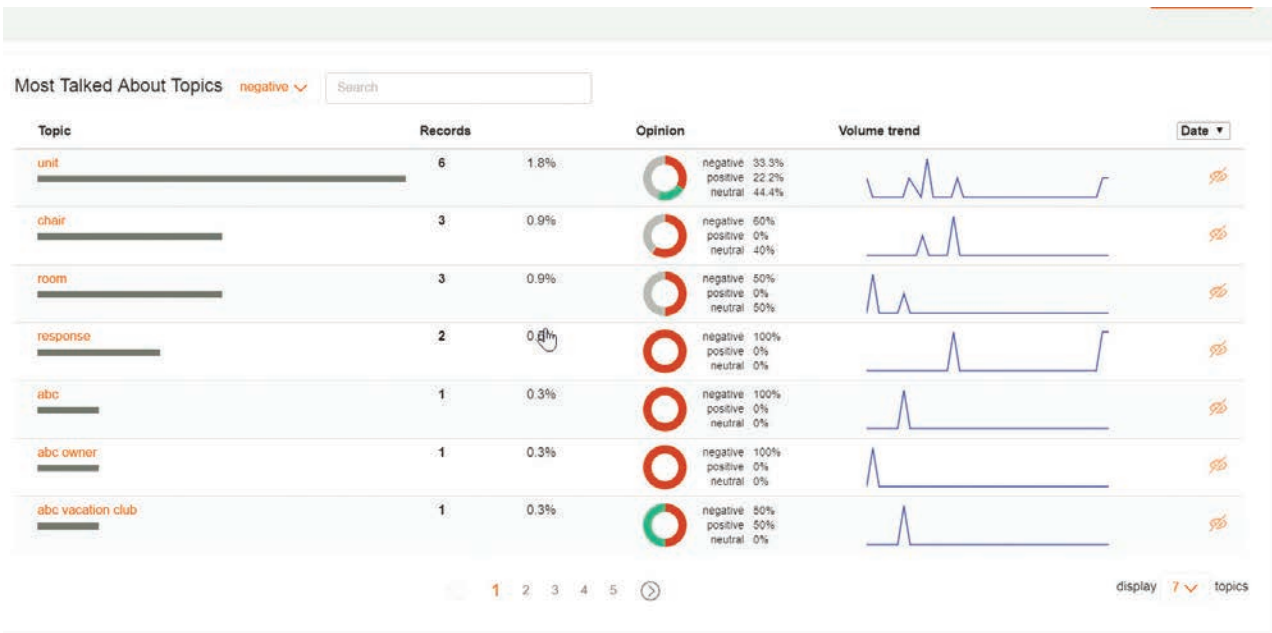
Recently (assuming you are a current events buff) we learned about Russian “bots” being deployed to influence our election using the volume of certain social media sites, like Facebook and Twitter. Those bots may or may not have been intended to sway anything, but they certainly did influence the content of social posts, and in some occasions, real events.

And, there are social media listening solutions that will scrape the Internet for any mention of your resort. They will even tell you what the sentiment is behind the posting. In addition, there are public relations companies that will take those mentions and tell or show you how to use that information to enhance your online image.

They both use the same technology. One of them is pure evil while the other is designed to increase the pleasantness of your guests’ experience. I will let your mind wander as to which one is evil!

**Bold Question #1:** if feedback, in any form, is delivered to you by your customers it is real. But, how do you know? How do you determine the “Fake News” from the “Real Deal”?

**Bold Solution #1:** As President Ronald Reagan pointed out when talking about his relation-



Text Analytics sample: The most common word used in comments made is “Unit” and only 22.2% expressed a positive sentiment. This directly from the guest to you.

services, and chat lines are but a few of these avenues where your guests have all the opportunity they need to let you know how they feel.

So, if left to their own devices, our guests will come at us in a myriad of ways. And, they even rate us on sites like Trip Advisor, Yelp, or Expedia. If they had the greatest experience of their life they may tell you in your survey but

**Bold Question # 2:** How viral is viral?

That may sound like a dumb one, but it is not so dumb when you don’t have a quantitative answer. In other words, exactly how many times in the course of a day, week, month and year has my property been mentioned on social media sites (Facebook, Twitter, Snapchat, etc.) and most important, what is the sentiment behind them.

**Bold Solution # 2:** With the amazing power of artificial intelligence widely available today, it is not a far cry to determine sentiment – whether what is being said is positive, negative or neutral. And, it is quantifiable. Interpreting unstructured data (verbatim comments) into structured reporting used to be a very bulky process. It required somehow building a library of thousands of words the software would then look for and report on.

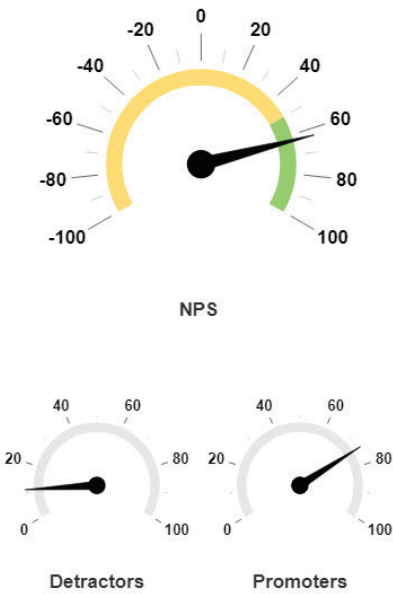
The ability to quantify guest sentiments posted on social media sites or in surveys used to be very difficult.

According to Line Atallah, Vice President of Marketing for Keatext, a Canadian artificial intelligence text analytics company “The ability to quantify unstructured data is difficult. Although today’s technology is quite complex and very tricky, its’ evolution has proven it to be very trainable. With Artificial Intelligence, the more it learns, the more effective the technology becomes to determine exactly what is being said, by whom and about what - and ranks results so the priorities are more obvious. When you combine text analytics with quantitative and qualitative survey data, you are drilling down on sentiment in a very complex manner and providing your operational teams with actionable data they can use to immediately improve upon service and experience delivery.

NPS Report Group

TOTALS:

| NPS             |               |              |  |
|-----------------|---------------|--------------|--|
|                 | Total Surveys | % of Answers |  |
| 0               | 14            | 2.3%         |  |
| 1               | 4             | 0.7%         |  |
| 2               | 14            | 2.3%         |  |
| 3               | 0             |              |  |
| 4               | 6             | 1.0%         |  |
| 5               | 12            | 2.0%         |  |
| 6               | 16            | 2.7%         |  |
| 7               | 36            | 6.0%         |  |
| 8               | 54            | 9.0%         |  |
| 9               | 102           | 17.1%        |  |
| 10              | 340           | 56.9%        |  |
| Total & Average | 598           | 8.71         |  |
| Net Promoter    |               | 62.88%       |  |



The Harvard Business Review cited Bain Company in a very precise definition of NPS: Net promotor score is calculated by subtracting the percentage of detractors (Customers scoring a firm 6 or below on a 0-10 scale) from the percentage of promoters (Customers scoring it 9 or 10).

ship with the Russians, his now famous words “trust yet verify” ring truer today than ever. With the proliferation of the omni channel armed consumer, you can gain feedback from all sorts of vehicles. Social media, surveys, listening

ding you on Yelp because they saw a dead tree outside of their window. (PS, if you are tracking your NPS (net promoter score), for example these people will show up in the 7-8 category).





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**Zaida Smith**, vice president, international sales, at 866.294.7120, extension 6747; [ZSmith@merid.com](mailto:ZSmith@merid.com)

**Bold Question # 3:** How do I ensure I am getting a true and accurate picture of the perception of my brand?

**Bold Solution # 3:** The solution to that is as wide and varied as the methods of measuring the perception. The big guys - Hyatt, Marriott, Wyndham, among others - work first and foremost to protect their brands. "Brand Management" is what it is called. The brands have been measuring customer/guest experience and sentiment for a very long time. They are the earliest adopters of measurement like Net Promotor Score (NPS).

Peter Drucker management consultant, educator, and author, whose writings contributed to the philosophical and practical foundations of the modern business corporation said it best, "you can't manage what you don't measure".

**Bold Question # 4:** How much data is enough?

**Bold Solution # 4:** To put it simply; more than you have. You can never have too much data and customers/guests leave plenty of exhaust to measure and report. Howard Bendell, RRP - an independent advisor and affiliate partner of CustomerCount - has been providing qualitative analysis to the resort industry for more than 30 years. His take on data is that it be both measurable and actionable. Being able to separate information that is 'nice to know about' from that which lends strategic and

tactical application to your resort is paramount. Applying qualitative analysis techniques to measurable and actionable raw data provides the insight that will drive your operational teams to improve upon service and experience delivery."

**Bold Question # 5:** We know that accessibility and credibility are attached at the hip. With social media offering such accessibility, how do we ensure the credibility of the information?

**Bold Answer # 5:** The easiest way, not necessarily the least expensive way, is to outsource to individuals whose job it is to validate just how credible the information is, and therefore, offer your own credibility statements. Or, depending on your company's penchant for keeping everything in house, hire individuals that are accountable for the results, which generally mean responding to measurable information.

**Bold Statement:** Watch out for the Hooey Slingers!

There is a significant dark side of online reputation management. There are companies that will claim they can take all of your data and make an argument to the public that you are somehow different than what you really are. They purchase hundreds of URL's and post negative and fake information about your company, then, for a handsome fee offer to "clean them up". Reputation management and brand management are not the same and it is

very difficult to engage a customer if there is no cohesive method of integrating all of your data points with all of your touch points.

That is where the validate and verify comes from - it may sound complicated but if your process for measurement is one customer journey - you can separate the fact from the fiction.

**Answer to the question at the top: Fake. ARDA World 2018 Annual Convention & Expo is in Las Vegas, May 6-10th**



Bob Kobek is President of CustomerCount and Mobius VP, LLC





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# Top Team Members

Meet the People Who Make the Resort Industry Great!

**Anne McCauley, VP of Travel Sales and Service International Cruise & Excursions, Inc. (ICE)**



Founded 20 years ago and based in Scottsdale, Arizona, International Cruise & Excursions, Inc. (ICE) creates and manages private-branded vacation loyalty programs and benefits for corporate brands – including many major timeshare development and exchange companies. With a network of premier corporate, leisure, and affinity-based alliance partners around the globe, 2,200 ICE employees service more than 55 million consumers worldwide, in over 12 different languages, from its nine global offices across the US, Mexico, UK, Portugal, Australia/New Zealand and India. ([www.iceenterprise.com](http://www.iceenterprise.com))

Anne McCauley joined ICE after 20 years of sales management with Entertainment Publications, a coupon book-type fundraiser for schools and other organizations. She came to ICE eight years ago as a sales agent to sell cruise packages to RCI members and other timeshare company's members. Today, she is Vice President of Travel Sales & Service, and is responsible for providing exclusive values on travel and leisure experiences to the owners and members of ICE's many "white label" loyalty programs. Her department has 600 employees in global locations, including Mexico City (with a team of 500), Portugal and India, plus the home base in Scottsdale, Arizona.

Anne started with the company when the travel department was small, unprofitable, and had only one global office in Mexico. Her first step was to serve an internship with the marketing department to learn what the business was about. Always self-motivated with experience in large team management, she dug in to implement procedures that increased employee engagement and corporate profitability. Within three years, her department was highly profitable and enjoyed increased global presence and respect for its world-class customer service teams.

"We are not a hotel company, airline, cruise line or resort," Anne explains. "We don't own the products we sell. Instead, we are the travel agent putting

the package together and providing the value for our partners' loyalty programs. Because we are working for companies as a 'private label', our main challenges come when there are weather issues, disasters or general travel interruptions. Then we are responsible for re-routing people and performing as the advocate for the member."

How does she work with 600 direct reports in global locations? For starters, she established separate teams and restricted how they handle different lines of business. She selected leaders at each location and implements weekly group meetings, utilizing virtual mediums such as Skype and Zoom to discuss issues. Anne travels an estimated 8-10 weeks a year to meet with her team, working strategically with business partners to provide high value vacation-based incentive, loyalty and member benefits programs that drive their unique business objectives and enhance brand appeal. Customers include Marriott Vacation Ownership RCI, El Cid, Pueblo Bonito, Diamond Resorts and non-timeshare companies like USAA and American Express.

"Instead of just taking orders," Anne says, "our objective is to ensure that our agents are good at selling the vacation experience; but they must also be great at delivering customer service. We are the people at the end of the line and function much like 'silent heroes'. Often we have to put out fires, but our primary job is to have agents engaged in the customer experience and focused on creating lasting memories."

Because of her work in crisis management, ICE nominated Anne for an ARDA award in this category. She has also earned her company's Executive of the Year award for two consecutive years, nominated by her peers. Anne is deeply involved in many community charities, and has seen first-hand people coming forth to volunteer after a recent disaster, an amazing testament to the human spirit, she says.

Anne loves leading, mentoring and inspiring people ... especially women in crisis. "I believe in investing in people," she says. Born in Tennessee, she spent most of her life in Philadelphia and holds a B.A. degree from Eastern University in St. David, PA. This classically trained singer lives in Scottsdale, Arizona with her attorney husband and their daughter Gillian, now 17 years old.



Marge Lennon has been a publicist and writer for the timeshare industry for over three decades. Her byline appears frequently in industry publications. She most enjoys writing articles that are "interview driven" and writing ARDA award nominations, with an impressive track record of wins over the years.

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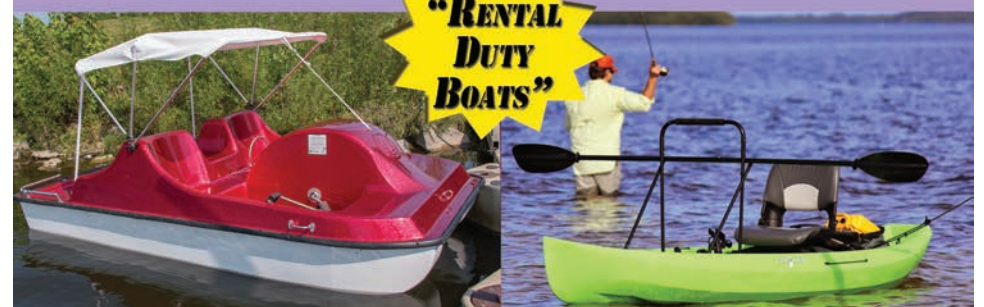
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De Cliente...A Miembro... A Familia

por David Llibre

Did you know you can  
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Una de las cosas que me atrajo a la Industria de Propiedades de Vacaciones fue la habilidad de crear recuerdos duraderos en los clientes y hacer relaciones que se expandan más allá del límite normal de un cliente regular. Cuando un cliente se convierte en miembro, ellos le están diciendo que están dispuesto a darle el más apreciado tiempo, su tiempo de vacaciones, así que usted pueda crearles grandes experiencias para ellos por 30 a 50 años.

Para mí, las memorias que tengo de mi infancia son los tiempos que fui de vacaciones con mi familia. Yo recuerdo la primera vez que mis padres me llevaron a Walt Disney World, cuando nosotros íbamos en "escapes de fin de semana" y cuando íbamos a un resort de todo-incluido como es ahora. Esas son las memorias que nos dan el poder de crear memorias para nuestros miembros y sus familias. Estas me-

morias durarán por toda la vida y harán que su base de miembros aumente continuamente y continúe de generación en generación.

Para poder crear estos recuerdos, es importante que Vacaciones de Tiempo Compartido y Clubs de Vacaciones tengan en cuenta algunos puntos clave.

Primeramente, usted tiene que invertir para conocer a sus miembros. Cuando digo conocer a sus miembros, esto tiene que ser más que saber sus edades, de donde son y el número de veces que ellos lo han visitado. Toda esta información que se pudo obtener durante la fase de descubrimiento debe ser puesta en su Sistema de Administración de Relaciones de Clientes (CRM). Esto incluye los lugares a que sus clientes deseen viajar, el número de veces que les gustaría ir de vacaciones, sus aficiones y que les gustaría hacer durante sus vacaciones. Nosotros actuamos muy bien usando toda esta información en los procesos de ventas, pero la mayoría de nosotros fallamos en el uso de esta información para construir relaciones con nuestros clientes. Esta información le ayudará a producir ideas específicas y sugerencias con sus miembros basadas en sus intereses, ayudándolos a que obtengan esas experiencias que ellos han compartido con usted. Con esta infor-



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mación usted puede crear correos electrónicos con específico objetivo y personalizados para ellos, lo cual inmediatamente generará interés en ellos y mantendrá el reconocimiento de la necesidad de usar sus membresías.

Segundo, establecer un área de Servicios para Miembros en su resort que anticipe las necesidades de sus clientes. Ahora que usted ha identificado todos los intereses de sus miembros, antes que ellos lleguen a su resort el personal de su Servicio para Miembros creará una lista de sugerencias de actividades para la estancia de sus miembros. Asigne un miembro del equipo de su Servicio para Miembros a ellos y esté seguro que pueda llamarlos antes que lleguen, que les diga que los están esperando y que

quisieran saber que pueden hacer por ellos para que puedan obtener todos sus planes de vacaciones. Una vez que lleguen, trate de darles un regalo personalizado. Por ejemplo, si a ellos les gusta el café, tenga para ellos una taza de café con el nombre de ellos en sus tazas, bata de baños con sus nombres o quizás una foto de ellos o un álbum de su última vacación en su resort. Asegúrese de hacer contacto con ellos durante sus vacaciones sin ser muy persistente, y esté seguro de despedirlos cuando se vayan. Es muy importante hacer todo esto en un nivel personalizado. Al final sus miembros continuarán visitándolo cuando ellos puedan crear y compartir estas experiencias con usted y cuando usted pueda crear memorias para ellos

Por ultimo, si bien no menos importante, esté seguro de llamarlos después de sus vacaciones en el resort. No haga una encuesta, solo llámelos para saber como les va, como les fue en sus experiencias con usted y que ellos piensan que usted pudiera hacer mejor por ellos en las próximas vacaciones. Pregúnteles a donde y cuando ellos quisieran ir en su próximo viaje. Use esta información para una carta informativa personalizada por correo postal y electrónico. Programe una alerta para recordar llamarlos para sus próximas vacaciones así que usted pueda ayudarlos en sus planes de viaje.

Cuando su miembro decida ser parte de su Club de Vacaciones, ellos le están diciendo que ellos quieren ser parte de su familia. Esto es porque es tan importante tratarlos como familia, recordando que usted es responsable para crear para ellos esas memorias por vida. La belleza de nuestra industria es que nosotros no tenemos clientes, nosotros tenemos miembros, nosotros tenemos "fans," nosotros tenemos una familia.



David Llibre es el Vice Presidente de International Vacation Club (IVC), una compañía basada en La República Dominicana que provee Ventas, Marketing y Servicio para Miembros a resorts en México y La República Dominicana



## SUPPLIER PROFILE



# The Allied Group Builds on Its Rich History in the Hospitality Market



Founded in 1984 by brothers Richard and Robert Smith, The Allied Group has evolved from its humble beginnings as a commercial painting, wall covering and decorating firm into a multidisciplinary team of commercial renovation experts specializing in hospitality.

Under the leadership of CEO Robert Smith, The Allied Group has differentiated itself by working synergistically with its project teams, sub-contractors and clients to deliver upscale renovation projects on-time and on-budget, without disrupting their clients' ongoing business operations. Keeping facilities operational for the duration of the project is a hallmark of the firm, which specializes in working in occupied spaces.

"Our objective is to ensure that throughout a renovation, the hotel and resort properties can continue to check in guests and keep operations running smoothly at all times," said Smith. "This effort requires close coordination with everyone involved, from the architect and design firms, suppliers and sub-contractors to general management and ownership."

## Commitment to Client Satisfaction Fuels Steady Growth

The Allied Group is licensed in 41 states as a General Contractor and provides comprehensive renovation services in major markets, operating an office in the Dallas/Ft. Worth metropolitan area to serve the western region of the U.S. in addition to its New Jersey headquarters. The company's services range from facilitating major brand ap-



provals, design coordination, and project cost estimating to furniture, fixtures & equipment procurement, logistics management, and warehousing. It also offers ongoing maintenance and repair, turnkey renovations and environmentally/socially sustainable Sustainovation services.

Client satisfaction is of prime importance. In fact, Smith considers himself the firm's "Chief Satisfaction Officer". He developed a set of fundamental principles which serve not only to strengthen internal operations, but to forge alliances with clients resulting in recurring business and the ongoing expansion of the company's core customer base.

"Many firms say they provide stellar customer service, but it is truly the foundation on which our company is built," said Smith. "From the start, we identified six core values that every employee needs to embrace in order for us to deliver on this promise: Family first, serve others, be trustworthy, promote loyalty, persevere, and be socially responsible."

These principles are prominently displayed in The Allied Group's offices to keep them top-of-mind for the Allied team, as well as to let clients and prospects know how seriously the firm is committed to its service first mentality.

## Success Requires a Team Effort

In addition to utilizing these core values to guide decision-making, employing the most exceptional talent in the industry is vital to The Allied Group's continued growth.



"Our leadership team possesses unique and diversified backgrounds," said Pedro Lescaille, vice president and COO. "Combined with their focus on driving the company's collective goals and principles, this has contributed not only to securing high-profile brands, but to sustaining the long-term professional relationships that are critical to our success."

The firm is backed by a strong nationwide network of specialized construction professionals, each of whom is required to go through a meticulous pre-qualification process. In addition, every sub-contractor and vendor is monitored on a project-by-project basis to ensure they adhere to "The Allied Way" of doing business.

Each renovation project goes through a rigorous quality control process to ensure that it meets The Allied Group's 5-star seal of approval, which exceeds the highest industry standards.

"The importance of understanding our unique role in each project is one of the key ways we differentiate ourselves," said Smith. "Whether it is closely planning a high profile public space renovation, rebranding an on-site restaurant, a facelift to the exterior buildings of a property, renovating 500 rooms or a complete restoration, our entire project team gets laser-focused on exceeding customer expectations."

The industry-leading renovation company is poised for national growth, leveraging its three decades of success to continue to expand its services to major hotel brands and resort properties. "As we expand, we remain committed to the quality of our work, each client's satisfaction and to our company's culture and core values," said Smith.



To view more about The Allied Group visit them at [www.addastar.com](http://www.addastar.com). To discuss your next renovations project please call 732.751.2522, ext. 111 or ext. 139.



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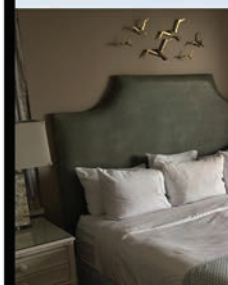


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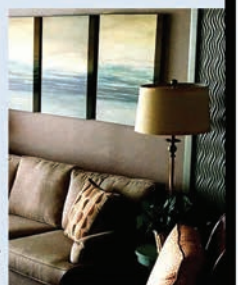


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# NEW LOOK

## NEW FEATURES

### MOBILE FRIENDLY



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# Financial Trends and Indicators of Timeshare Resorts

by Lena Combs, Partner – CPA, CGMA, RRP



As history repeats itself, since hind-sight is 20/20, and because, unfortunately, there is no crystal ball to tell us the events of the future, it is important to look toward historical financial information to assist in preparing for a resort's financial future. Since the Great Recession, the concept of "business as usual" has evaporated and each year brings new challenges and sets of facts that will shape the future. Planning for a resorts financial future – budgeting, forecasting, and financial planning – must take all of these in to account: the results of the past and the current changes that will reshape the future.

As part of an effort to provide historical financial trends to assist resorts, WithumSmith+Brown, PC (Withum), annually conducts a timeshare benchmarking study. This study summarizes and trends the financial information of 100 Florida



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PERSON OR THING  
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AND ONE'S POWERS  
OR ABILITIES, SELF  
CONFIDENCE,  
SELF RELIANCE:  
ASSURANCES

timeshare resorts for the prior year by logging, summarizing and concluding about certain financial factors taken from the budgets and audits for the resorts in the sample. The study is unique as it uses externally verified data from audits rather than self-reported data. The current year's trends that will be discussed are related to the 2016 year.

## Trends in Bad Debts

One of the largest and hardest to predict expenses at every resort is bad debt. The study reported that on average, resorts recorded an allowance for uncollectible assessments receivable of 82.2% of the end of year balance of assessments receivable. This is an increase from the prior year which reported 79.8% on average, which correlates to the trends in bad debt expense. Both actual and budgeted bad debt increased year over year. Actual bad debt expense as a percentage of operating assessments increased from 11% in 2015 to 12% in 2016. Further, the gap between budgeted bad debt expense and actual saw a dramatic increase. For 2016, budgeted bad debt represented only 85.7% of actual bad debt, which is down from the prior year of 89.4%. This means that in 2016, the budget for bad debts was almost 15% less than actual, which is substantial.

This indicates that resorts are not budgeting adequately for their collections experience, which is often due to one of two factors:

1. A change in the operating environment occurred that had an effect on collections and was



unplanned for, such as levying a special assessment, a natural disaster or a management change; or  
2. The board and management are unwilling to increase assessments for a variety of reasons.

## Trends in Liquidity

Another measure of a resort's budgeting is whether they have to spend "next year's money" in the current year. A staggering 47% of resorts have spent on average 38.4% of their prepaid assessments as of December 31, 2016. The prepaid assessments represent the amount of the next year's assessments that are collected prior to year-end. These funds are for the next budget year, but as is shown in the study, many resorts are having to spend these funds to pay the current year's bills. Again, the current year's budget

is not realistic to pay the current year's actual expenses in these cases. There was no notable change in this metric when compared to the prior year.

Another measure of liquidity is in regard to performance. Most resorts budget on the zero-based budget concept. The study reported that in 2016, 30% of the resorts sampled reported a net loss in the operating fund in the current year and 24% have an operating fund deficit at year end, which represents that accumulated annual results over the lifetime of the resort have resulted in negative equity. These metrics are improved from the prior year, which reported 35% of resorts having net operating losses and 27.6% of resort having operating fund deficits.

Lastly, the study addressed the number of re-



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## Financial Trends and Indicators of Timeshare Resorts *continued from page 37*



sorts who have borrowings from the replacement reserve fund. For 2016, 33% of resorts reported having a balance due to the replacement reserve fund on their balance sheet, which was down from 40% in the prior year. This is despite the fact that borrowing from reserves to fund operations is a violation of Florida Statutes. This means that in 33% of resorts, the operating assessments collected were not enough to pay the current operating expenses and the difference had to be “borrowed” from the savings accumulated for replacement reserves.

All of these indicators are driven by inadequate budgeting issues previously discussed. When resorts have operating deficits, there is a greater need to finance current year operations with

prepaid assessments, borrow from accumulated replacements reserve funds or potentially levy a special assessment to owners.

### Trends in Inventory and Developer Involvement

In the study for 2016, it was noted that, on average, 11% of resorts have developer guarantees or subsidies in place, which is consistent with the prior year. Also, developers owned, on average, 16% of the intervals in a resort, which is up from 10% in the prior year.

Associations and developers acquire inventory through various means, typically from owners

defaulting on payments. Approximately 23% of resorts in the 2016 sample owned at least one interval. Of those owning at least one, on average the association owned 5% of its own inventory. This is an increase over the prior year which reported 4%.

One significant point to note in these metrics is that there was no association-owned inventory noted for brand resorts. This highlights a vulnerability faced by mature and non-branded resorts – the necessity of a viable resale program.

### Trends in Assessments and Expenses

Not surprisingly, throughout the life of the study (14 years), assessments have increased consistently year over year. Average total assessments for a weekly interval (or equivalent), inclusive of replacement reserve assessments but excluding real estate taxes, were \$846 for 2016. This represents an \$11 increase over the prior year’s average. Conversely, average expenses (excluding real estate taxes) were reported at \$949. This is a staggering difference and can be attributed to many of the metrics discussed previously.

Operating expenses are reported in mainly 8 categories, as noted below with their average relative percentages of total expenses:

- Housekeeping – 23%
- Administrative and General – 18%





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- Repairs and Maintenance – 15%
- Management Fees – 12%
- Bad Debts – 11%
- Other – 10%
- Utilities – 8%
- Insurance – 3%

Many resorts include payroll in the functional expense category rather than as a separate line item, but these expenses are by far the largest expense in any resort, representing on average approximately 25% to 40% of total expenses.

For replacement reserves, 2016 average expenses were reported as follows:

- Unit Furnishings and Fixtures – 60%
- Building Improvements and Common Amenities – 25%
- Building Painting – 8%
- Pavement Resurfacing – 4%
- Roof Replacement – 3%

The accumulation of funds for replacement reserves and capital improvements is critical in legacy resorts. The study has shown that

over the last 5 years, these expenditures have increased approximately 44%, while the related assessments have increased only 28%.

### Conclusion

This historical analysis is intended to assist resorts in identifying potential problem areas and indicate areas of concern to assist boards and managers in improving resort financial health. It begins with realistic budgeting and keeping an eye on the past while planning for the future.

The summary information presented in this report represents for the aggregate of the resorts, not as stratified by age, size, location or other factor. For more information and stratified trends, please visit [www.withum.com](http://www.withum.com) to see a copy of the current report in detail. Further, more information can be requested on the website.



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Website: www.legacysolutionsinternational.com  
Contact: Ronald J Roberts  
Specialty: LEGACY SOLUTIONS INTERNATIONAL, LLC, founded by Ron Roberts, a 40-year timeshare industry veteran, delivers custom solutions that generate revenues for resort HOA’s and managers facing threatening “legacy” issues. Most programs are ZERO out of pocket cost! Bring a smile back to your bottom line with effective and proven strategies for maintenance fee delinquencies, asset recapture, standing inventory sales, points programs, webinars, property management, legal & trust services, and even energy efficiency rebates! Contact: 802-862-0637 Ron@legacysolutionsinternational.com.

## LENDING INSTITUTIONS



**CapitalSource**  
5404 Wisconsin Avenue  
Chevy Chase, MD 20815 USA  
Phone 1: 301-841-2717  
Phone 2: 800-699-7085  
FAX: 301-841-2370  
Email: jgalle@capitalsource.com  
Website: www.capitalsource.com  
Contact: Jeff Galle  
Specialty: CapitalSource, a division of Pacific Western Bank is a commercial bank headquartered in Los Angeles, California. We lend to Resort Developers and Operators throughout the United States and Canada. With a resort portfolio of more than \$1 Billion, we are the leading lender in the resort industry. We provide \$5-\$30 MM inventory loans and \$10-\$60 MM hypothecation loans. Knowledge of the industry and demonstrated financial strength differentiate us from our competition

## LENDING INSTITUTIONS



**Colebrook Financial Company, LLC**  
100 Riverview Center Ste 203  
Middletown, CT 06457 USA  
Phone 1: (860)344-9396  
FAX: (860)344-9638  
Email: bryczek@colebrookfinancial.com  
Website: www.colebrookfinancial.com  
Contact: Bill Ryzcek  
Specialty: Colebrook Financial Company, focusing on timeshare lending, provides hypothecation and other financing products for small and mid-sized developers and can offer loans in amounts ranging from \$100,000 to \$30 million or more. We have an innovative approach to financing with rapid turnaround, personal service and no committees. You’ll always talk to a principal: Bill Ryzcek, Jim Bishop, Fred Dauch, Mark Raunika and Tom Petrisko, each of whom has extensive timeshare lending experience.



**Wellington Financial**  
1706 Emmet St N Ste 2  
Charlottesville, VA 22901 USA  
Phone 1: 434-295-2033 ext. 117  
Email: sbrydge@wellington-financial.com  
Website: www.wellington-financial.com  
Specialty: Wellington Financial has financed the timeshare industry without interruption since 1981. Specializing in receivables hypothecation, inventory and development loans of \$10,000,000 and up, we’ve funded over \$5 Billion with our group of lenders. Focused solely on lending to resort developers, we are the exclusive Resort Finance correspondent for Liberty Bank. With over 35 years of expertise in the vacation ownership industry, we lend to credit-worthy borrowers at attractive banks rates.



**Whitebriar Financial Corporation**  
575 Mystic Drive PO Box 764  
Marstons Mills, MA 02648  
Phone: (508)428-3458  
Fax: (508)428-0607  
Email: hvswwhitebriar@aol.com  
Website: www.whitebriar.com  
Contact: Harry Van Sciver  
Specialty: Timeshare and Vacation Receivables Financing. We will Lend money on your Receivables, or we will Buy them if you prefer. Either way, you retain access to your customers. Fast fundings up to \$3 million, including low “FICO” scores. We also finance HOA’s, and assist in workouts & restructures.

## MINIATURE GOLF



**Cost of Wisconsin, Inc.**  
3400 Harbor Ave SW Ste 242  
Seattle, WA 98126  
Phone: (800)221-7625  
Fax: (206)223-0566  
Email: cfoster@costofwisconsin.com  
Website: www.costofwisconsin.com  
Contact: Chris Foster  
Specialty: Since 1957, COST has been an industry leader in theme construction services. Our highly specialized team works collaboratively with resort owners and developers to deliver customized miniature golf courses that will turn unused, or underutilized, resort space into a profit center. Whether interests include prefabricated miniature golf kits, such as our Micro-Golf® system, or our on-site constructed Adventure Golf, our courses can be developed to fit nearly any space and any realistic budget. Please contact us for more information

## NON-JUDICIAL FORECLOSURES



**Cunningham Asset Recovery Services**  
1030 Seaside Drive  
Sarasota, FL 34242 USA  
Phone 1: 844-342-1196  
Email: kmattoni@msn.com  
Website: www.timesharenonjudicialforeclosure.com  
Contact: Kevin Mattoni  
Specialty: Since 1987, Cunningham Property Management has specialized in vacation ownership. Our newest service, C.A.R.S., offers lowest cost, fastest, non-judicial foreclosure to associations, lenders, developers in several states. Resolve delinquency, probate, divorce, no name or address, in 5-6 months. Title insurance available. Large and Small accounts welcome. Large accounts \$265, less than 100 accounts \$345. 100% client repeat and referral. Let us solve your delinquent account problems

## OPERATIONS SUPPLIES & EQUIPMENT



**AMTEX**  
736 Inland Center Drive  
San Bernadino, CA 92408  
Phone: (800)650-3360 Ext 304  
Email: JAY WADHER jay.wadher@myamtex.com  
Website: www.myamtex.com  
Contact: Sujay Wadher  
Specialty: AMTEX is a leading national distributor of hotel lodging and maintenance supplies. Specializing in bedding, textiles, housekeeping supplies, room amenities/accessories.

## OUTDOOR AMENITIES



**Kay Park Recreation Corp.**  
Janesville, IA 50647 | USA  
Phone: 800-553-2476  
FAX: 319-987-2900  
Email: marilee@kaypark.com  
Website: www.kaypark.com  
Contact: Marilee Gray  
Specialty: Manufacturing “America’s Finest” park equipment to make people-places people-friendly, since 1954! Product line includes a large variety of outdoor tables, benches, grills, bleachers, litter receptacles, drinking fountains, planters, pedal boats, and more!

## PEST CONTROL



**Applied Science Labs**  
PO Box 2416  
Mckinney, TX 75070  
Phone 1: (619)825-2121  
FAX: (732)892-0085  
Email: appliedsciencelabs@att.net  
Website: www.vaxinatewith88.com  
Contact: Rodger Williams  
Specialty: BED BUG Elimination and Prevention. When each day of each week is precious prevention is very important. Use GlowGuard™. If infested, getting back in service the same day is also important. Use VA88™. 100% nontoxic. No added liability. No Odor. No staining. Hypoallergenic. Independently Certified by the American Academy of Entomological Sciences.  
When each day and each week is precious why take a chance?

## PEST CONTROL/DISINFECTANT



**SteriFab**  
PO Box 41  
Yonkers, NY 10710  
Phone: (800)359-4913  
Fax: (914)664-9383  
Email: Sterifab@sterifab.com  
Website: www.sterifab.com  
Contact: Mark House  
Specialty: Approaching its 50th year on the market. STERIFAB continues to set new standards as it continues to be the only EPA registered product that both disinfects and kills bed bugs and other insects. This ready to use product is available in all 50 States and is ready to use. Available in pints, gallons and 5- gallon containers. STERIFAB.COM 1-800-359-4913

## PET SANITATION



**DOGIPOT**  
2100 Principal Row, Suite 405  
Orlando, FL 32837 USA  
Phone 1: 800-364-7681  
Website: www.dogipot.com  
Contact: David Canning  
Specialty: DOGIPOT® has numerous product designs made from various materials to help fit all of the possible needs of our customers in helping solve their dog pollution issues. We have the most aesthetically pleasing, commercially durable products on the market that are very economical. No one can match our experience, customer service, selection of products or reputation in the market. DOGIPOT® products offer dependability that saves you money!

## POOL & WATER FEATURES EQUIP. & MAINT



**Chlorking, Inc.**  
6767 Peachtree Industrial Blvd  
Norcross, GA 30092  
Phone 1: 770-452-0952  
Phone 1: 800-536-8180 Toll-Free (US)  
FAX: 770-685-6576  
Email: steve@chlorking.com  
Website: www.chlorking.com  
Contact: Steve Pearce  
Specialty: Chlorking® Saline-Based Pool Sanitization Systems Chlorking® salt systems give commercial swimming pools, spas and water parks the most cost-effective, safest water sanitization system available. Patented, heavy-duty ChlorSM® salt chlorination and NEX-GENpH® onsite batch chlorine generation systems keep water clean and lower annual operating costs substantially while eliminating the need handle toxic chlorine, which can cause fires or create dangerous gases when mishandled. Combine with Sentry UV systems to enhance control of pathogens. Finance systems over 36 or 60 months.



**Hammerhead Patented Performance**  
1250 Wallace Dr STE D  
Delray Beach, FL 33444  
Phone: (561)451-1112  
Fax: (561)362-5865  
Email: info@hammerheadvac.com  
Website: www.hammerheadvac.com  
Contact: Customer Service  
Specialty: For 20 years, Hammer-Head has led the way in low-cost, safe, easy-to-use manual pool vacuum systems. Our portable, rechargeable, battery powered vacuums are designed for speed and simplicity. Remove debris without using the filtration system and cut your pool vacuum time in half, without shutting down the pool. Hammer-Head cleaning units are made in America and are the #1 choice of military, cruise line, resort, fitness club, and city managers from Key West to Okinawa.



**POOL & WATER FEATURES  
EQUIP. & MAINT**



**LaMotte Company**  
802 Washington Ave  
Chestertown, MD 21620  
Phone: (800)344-3100  
Fax: (410)778-6394  
Email: [rdemoss@lamotte.com](mailto:rdemoss@lamotte.com)  
Website: [www.lamotte.com/pool](http://www.lamotte.com/pool)  
Contact: Rich DeMoss  
Specialty: The Mobile WaterLink® SpinTouch™ lab is designed to be used onsite. The precise photometer can measure 10 different tests in just 60 seconds to obtain perfect water chemistry. All the tests results can be viewed on the touchscreen or can be transferred into our DataMate water analysis program. Achieve precision without time consuming test and clean-up procedures. Visit [www.waterlinkspintouch.com](http://www.waterlinkspintouch.com) for more information.

**POOL RENOVATIONS**



**RenoSys Corporation**  
2825 E 55th Place  
Indianapolis, IN 46220  
Phone: 800.783.7005  
Fax: 317.251.0360  
Website: [www.renosys.com](http://www.renosys.com)  
Contact: Kym Webster  
Specialty: For three decades RenoSys has been Fixing North Americas Pools, Gutters and Decks. Our cost-effective pool renovation solutions have been used by over 5,000 facilities to make old pools like new again. We also manufacture new stainless steel spas and pools, slip-resistant pool decking, pool gutters and grating, and safety padding. We also offer chloramine removal solutions for indoor pools. Call today for a free quote.

**PUBLIC RELATIONS**



**GBG & Associates**  
500 West Harbor Drive #822  
San Diego, CA 92101 USA  
Phone 1: 619-255-1661  
Email: [georgi@gbgandassociates.com](mailto:georgi@gbgandassociates.com)  
Website: [www.gbgandassociates.com](http://www.gbgandassociates.com)  
Contact: Georgi Bohrod  
Specialty: Public Relations: Positioning Strategy, Placement and Reputation Management  
Let GBG create a positive platform for new business development and increase awareness. We provide resources and spearhead tailor-made B2B or B2C strategic plans incorporating both paid and earned media, as well as social media campaigns and marketing collateral materials. We manage many moving parts for an effective, comprehensive communications and reputation management program. Three decades of vacation industry success..

**ADVERTISING OPPORTUNITY**

- Find the right employee,
- Sell a property,
- Sell a piece of equipment.

Your Classified Ad in Resort Trades can run monthly in our print publication and everyday online at [www.ResortTrades.com](http://www.ResortTrades.com). Contact Marla at [Marla@TheTrades.com](mailto:Marla@TheTrades.com) or call 931-484-8819.

**PUBLIC RELATIONS & MARKETING**



**SharonINK PR & Marketing**  
P.O. Box 261  
Crossville, TN 38557 USA  
Phone 1: 310-923-1269  
Email: [Sharon@SharonINK.com](mailto:Sharon@SharonINK.com)  
Website: [www.SharonINK.com](http://www.SharonINK.com)  
Contact: Sharon Scott, RRP  
Specialty: Writing and strategic direction for vendors who promote goods and services to the resort industry

**RECEIVABLE FINANCING**



**Whitebriar Financial Corporation**  
575 Mystic Drive PO Box 764  
Marstons Mills, MA 02648  
Phone: (508)428-3458  
Fax: (508)428-0607  
Email: [hvswhitebriar@aol.com](mailto:hvswhitebriar@aol.com)  
Website: [www.whitebriar.com](http://www.whitebriar.com)  
Contact: Harry Van Sciver  
Specialty: Timeshare and Vacation Receivables Financing. We will Lend money on your Receivables, or we will Buy them if you prefer. Either way, you retain access to your customers. Fast fundings up to \$3 million, including low “FICO” scores. We also finance HOA’s, and assist in workouts & restructures.

**RECREATIONAL GAMES**



**The Chess House**  
PO Box 705  
Lynden, WA 98264 USA  
Phone 1: (360)354-6815  
FAX: (360)354-6765  
Email: [raphael@chesshouse.com](mailto:raphael@chesshouse.com)  
Website: [www.chesshouse.com](http://www.chesshouse.com)  
Contact: Raphael Neff  
Specialty: Unplug the gadgets and refresh with a great game for sheer fun. Improve IQ, focus, and face to face time with your loved ones. Chess House has helped countless parks and resorts obtain a low cost, high visibility Giant Outdoor Chess that’s easy to maintain and fun for everyone from toddlers to veterans.

**RENTALS AND RESALE**



**SellMyTimeshareNow, LLC**  
100 Domain Drive, Suite 105  
Exeter, NH 29585  
Phone: 877-815-4227  
Email: [info@sellmytimesharenow.com](mailto:info@sellmytimesharenow.com)  
Website: [www.sellmytimesharenow.com](http://www.sellmytimesharenow.com)  
Contact:  
Specialty: SellMyTimeshareNow.com is the largest and most active online timeshare resale marketplace worldwide. We provide a proven advertising and marketing platform to timeshare owners, while offering the largest selection of resales and rentals to buyers and travelers. With over 5.1. million visits to our family of websites and more than \$270 million in purchase and rental offers delivered to advertisers annually, we have been serving the needs of owners and non-owners alike since 2003

“ I don’t know of a resort manager who isn’t familiar with the publication,” says Cunningham Management Vice President Kevin Mattoni. “In fact, whenever I visit a manager, Resort Trades is almost always somewhere handy in their office. The fact that a manager keeps it close by shows they’re reading it. Managers have too much clutter to hold onto anything they’re not reading.”

**Cunningham Management  
Vice President Kevin Mattoni**

**RENTALS AND RESALE**



**Timeshares Only LLC**  
4700 Millenia Blvd.  
Ste. 250 Orlando FL 32839  
Phone 1: 800-496-1400  
Fax: 407-477-7988  
Email: [paul.rotter@timesharesonly.com](mailto:paul.rotter@timesharesonly.com)  
Website: [www.timesharesonly.com](http://www.timesharesonly.com)  
Contact: Paul Rotter  
Specialty: Timeshares Only is a cooperative advertising company that has served the timeshare resale market for over 20 years. We connect timeshare buyers, sellers, and renters on our online resale platform. Timeshares Only also enhances the timeshare product value by providing owners with maintenance fee relief, numerous monetization options, and exclusive access to the largest selection of travel benefits at remarkable prices. It’s a whole new timeshare resale experience



**Vacation Management Services**  
3200 Ironbound Road  
Williamsburg, VA 23188  
Phone 1: (855) 201-8991  
Email: [info@vacationmanagementservices.com](mailto:info@vacationmanagementservices.com)  
Website: [www.VacationManagementServices.com](http://www.VacationManagementServices.com)  
Specialty: Vacation Management Services offers free management services for timeshare point owners. Looking for a free, reliable closing tool? Or to preserve confidence in an owner’s purchase decision? Our program ensures point owners have a reputable resource for generating revenue to help cover maintenance fees. Relieve your potential buyers of the worry of paying for unused vacation time. Our program promises to make their ownership experience great, allowing enjoyment of their investment on their own terms.

**RESALES**



**Bay Tree Solutions**  
400 Northridge Rd., Ste. 540  
Atlanta, GA 30350  
Phone: 800-647-4130  
Email: [DMilbrath@BayTreeSolutions.com](mailto:DMilbrath@BayTreeSolutions.com)  
Website: [www.BayTreeSolutions.com](http://www.BayTreeSolutions.com)  
Contact: Doug Milbrath  
Specialty: Bay Tree Solutions is an advertising and marketing company that specializes in assisting owners to resell their vacation ownership interests at a fair price. By avoiding desperate sellers and distressed properties and by using our consultative method, for eleven years we have repeatedly guided clients who sell for prices 30-to-50 percent higher than our closest competitors. Bay Tree provides resort operators, as well as servicing and collection agencies, with a trusted ally.

**RESERVE STUDIES**



**Advanced World Concepts Inc.**  
2237 Del Mar Scenic Parkway  
Del Mar, CA 92014  
Phone 1: 858-755-8877  
FAX: 858-755-2754  
Email: [sales@prasystem.com](mailto:sales@prasystem.com)  
Website: [www.prasystem.com](http://www.prasystem.com)  
Contact: Bill Chaffee  
Specialty: Since 1989 PRA Consultants, certified reserve professionals licensed and trained in implementing the PRA System, have prepared the most accurate timeshare Reserve Studies. They utilize property plat maps and model floor plans for planning and scoping how reserve items will be grouped, budgeted and tracked based on the property’s common areas, buildings, and unit model configurations. This provides for a reserve management plan that is easily understood providing optimized contributions projecting that sufficient reserve funds will be available when needed.

**SALES AND MARKETING**



**Resort Management Services**  
10745 Myers Way S  
Seattle, WA 98168  
Phone: (888)577-9962  
Fax: (206)439-1049  
Email: [doug@resortmanagementservices.net](mailto:doug@resortmanagementservices.net)  
Website: [www.resortmanagementservices.com](http://www.resortmanagementservices.com)  
Contact: Douglas Murray  
Specialty: Resort Management Services provides resort developers and HOAs with customized sales programs that generate revenue and enhance benefits for current owners, We reinvigorate membership usage and specializes in meeting with owners and members in their communities. Targeting users and non-users, RMS develops innovative new benefits tailored to improve specific member needs.

**SHADE PRODUCTS**



**FiberBuilt Umbrellas & Cushions**  
PO BOX 9060  
Fort Lauderdale, FL 33310  
Phone: (866)667-8668  
Fax: (954)484-4654  
Email: [jordan@fiberbuiltumbrellas.com](mailto:jordan@fiberbuiltumbrellas.com)  
Website: [www.fiberbuiltumbrellas.com](http://www.fiberbuiltumbrellas.com)  
Contact: Jordan Beckner  
Specialty: FiberBuilt is the leading manufacturer of contract grade fiberglass ribbed umbrellas for the hospitality industry. Our innovative rib construction ensures strength, resilience and durability across our full line of shade products. Our wide selection of custom cushions and pillows make a fashion statement at competitive prices. Every pool area, outdoor lounge and al fresco dining space is enhanced and made more comfortable with FiberBuilt’s umbrellas and cushions which complement your design aesthetic and fit your budget.

**SHARED OWNERSHIP SERVICES**



**Dial An Exchange LLC**  
7720 N 16TH ST STE 400  
Phoenix, AZ 85020 USA  
Phone 1: 800-468-1799  
Phone 2: 602-516-7682  
FAX: 602-674-2645  
Email: [michelle.caron@daelive.com](mailto:michelle.caron@daelive.com)  
Website: [www.daelive.com](http://www.daelive.com)  
Contact: Michelle Caron  
Specialty: Simple, no fuss exchange service with a priority on personal service for the consumer. We offer members and business partners:  
•A free membership option  
•A Gold Advantage membership option  
•24 hour access to live worldwide inventory  
•Prepaid exchange voucher programs  
•Prepaid bonus week voucher programs  
•Revenue share programs  
•A Brandable exchange platform that can be used as a compliment to any internal exchange program.

**SHARED OWNERSHIP TECHNOLOGY  
SOLUTIONS**



**SPI Software**  
2600 SW 3rd Avenue, 5th Floor  
Miami, FL 33129  
Phone: (305)858-9505  
Fax: (305)858-2882  
Email: [info@spiinc.com](mailto:info@spiinc.com)  
Website: [www.spiinc.com](http://www.spiinc.com)  
Contact: George Stemper  
Specialty: SPI is the preferred software for selling and managing timeshare properties, vacation ownership clubs and resorts. SPI’s Orange timeshare software is a comprehensive suite of services that includes sales and marketing, property management, billing maintenance and more. SPI is a global company with our software installed on five continents providing a breakthrough product based on over 30 years of industry experience. This includes an advanced user interface, all major integrations and cloud-based extendible applications.



# SUPPLIER DIRECTORY

## SOFTWARE



**Timeshare Pro Plus**  
3659 Maguire Blvd #100  
Orlando, FL 32803  
Phone: (833)877-7638  
FAX: (321)281-6009  
Email: Dave@TimeshareProPlus.com  
Website: www.TimeshareProPlus.com  
Contact: Dave Heine  
Specialty: Cloud-based software handles title transfer activities, estoppel orders, account verifications and owner deeding requests: You handle owner communications; we automate the paperwork! Cloud-based software including RequestMyEstoppel.com, HoldMyEscrow.com and JiffyDocs.com – use individual modules or as a whole. Online software automates forms, collects payments and fees and produces documents. Title transfer activities, estoppel orders, account verifications, owner deeding requests: What once took weeks, now takes only hours! Call for a dem

## TELEMARKETING



**LogiCall Marketing**  
1232 E Broadway Rd #220  
Tempe, AZ 85282 USA  
Phone 1: 602-483-5555 xt. 300  
Email: tpranger@logiCall.net  
Website: www.logiCall.net  
Specialty: Day Drives and Mini-Vacs for Timeshare and Vacation Clubs. Direct Mail, Internet Marketing and Inbound Telemarketing  
With our multi-faceted campaigns, it’s never been easier to generate prospective buyers. With 40 years of industry knowledge, we know how to keep our clients ahead of the competition. Call today to discuss which marketing platform is best suited to achieve your goals and learn why we are the future of tour generation.

## TITLE COMPANIES



**Timeshare Title, Inc.**  
87 Stambaugh Ave., Suite 7  
Sharon, PA 16146  
Phone: (724)347-1061  
FAX: (724)347-4310  
Email: shari@timesharetitle.com  
Website: www.timesharetitle.com  
Contact: Shari Allen  
Specialty: Prompt and accurate timeshare closings with escrow service. Staffed with highly trained, experienced closing agents to serve our clients with the most efficient, friendly and personalized service.  
We take care of all details, including document / deed preparation and recording, collection /disbursement of funds, document distribution and final transfers to the resort.  
Our unique, user-friendly website is available to all clients 24/7 to follow the status of their closings.  
Visit our website or call for more information!

## TOUR GENERATION



**LogiCall Marketing**  
1232 E Broadway Rd #220  
Tempe, AZ 85282 USA  
Phone 1: 602-483-5555 xt. 300  
Email: tpranger@logiCall.net  
Website: www.logiCall.net  
Specialty: Day Drives and Mini-Vacs for Timeshare and Vacation Clubs. Direct Mail, Internet Marketing and Inbound Telemarketing  
With our multi-faceted campaigns, it’s never been easier to generate prospective buyers. With 40 years of industry knowledge, we know how to keep our clients ahead of the competition. Call today to discuss which marketing platform is best suited to achieve your goals and learn why we are the future of tour generation.

## TOWEL SERVICES



**Towel Tracker**  
2100 Nelson Ave SE  
Grand Rapids, MI 49507 USA  
Phone 1: (616) 325-2060  
Website: www.toweltracker.com  
Specialty: With Towel Tracker you control and simplify your towel service. Guests simply swipe their room key and gain access to towels. Towel Tracker technology assigns each towel’s ID to the guest’s room. Guests are responsible for each towel and can be charged for unreturned towels. When a guest returns a towel, the system recognizes its return. The system helps staff track inventory. Reduce overhead costs for towel distribution and pick up, towel inventory and laundry.

## TRADE ASSOCIATIONS



**C.A.R.E. Cooperative Association of Resort Exchangers**  
P.O. Box 2803  
Harrisonburg, VA 22801  
Phone: 800-636-5646 (U.S. & Canada) 540-828-4280 (Outside U.S. & Canada)  
FAX: 703-814-8527  
Email: info@care-online.org  
Website: www.care-online.org  
Contact: Linda Mayhugh, President  
Specialty: Established in 1985, C.A.R.E. is one of the industry’s leading associations in ethical standards and value propositions. Its internationally diverse member base includes Resort Developers, Management and Exchange Companies, HOA’s, Travel Clubs and Wholesalers as well as industry suppliers bringing value-added revenue enhancement opportunities. Members that possess or seek rentable inventory for fulfillment set the foundation of C.A.R.E. with a multitude of scenarios for securing client vacations, increased inventory utilization and heightened yield management.

## TRAINING & PROFESSIONAL DEVELOPMENT



**American Hotel & Lodging Educational Institute (AHLEI)**  
6751 Forum Dr., Suite 220,  
Orlando, FL 92103  
Phone: 800.349.0299  
Email: sales@ahlei.org  
Website: www.ahlei.org  
Specialty: AHLEI provides hospitality training and professional development solutions for hospitality companies and individuals working in the industry. Leading hotel brands, management companies, independent properties, and associations worldwide turn to AHLEI for hospitality education and training resources and professional certification for every level of employee in every department. Products include hospitality-focused online learning, DVDs, skills development, compliance, and leadership/management development..

## TRANSPORTATION VEHICLES



**Club Car**  
PO Box 204658  
Augusta, GA 30917  
Phone 1: (888)227-7925  
FAX: (706)863-5808  
Email: m.sicard@clubcar.com  
Website: www.clubcar.com/us/en/commercial.html  
Contact: Mary Sicard  
Specialty: Comprehensive Transportation Solutions  
As the U.S. commercial UTV market leader and the world’s largest manufacturer of small four-wheel electric vehicles, Club Car® offers comprehensive transportation planning and the largest lineup of commercial vehicles in the hospitality industry. This includes Carryall® utility vehicles, Carryall street-legal low speed work vehicles (LSVs), Transporter™ passenger vehicles, Villager™ passenger vehicles, Street-legal Villager™ low speed passenger vehicles (LSVs) and Café Express™ merchandising vehicles. Learn more.

## TRAVEL CLUB



**Global Connections, Inc.**  
5360 College Blvd, Suite 200  
Overland Park, KS 66211 USA  
Phone 1: 913-498-0960  
Email: mgring@gcittravel.net  
Website: http://www.explorepci.com  
Specialty: Global Connections, Inc. (GCI) - A highly respected resort developer and leader in the travel club and vacation industry, offering travel club fulfillment and servicing, travel search engine development, component-based products, private labeled leisure benefits, exit and affinity programs, premium incentives, resort condominium and cruise fulfillment, wholesale and exchange opportunities. GCI is the owner and developer of resorts in California, Colorado, Florida and Tennessee and further owns and leases multiple resort condominiums throughout the U.S., Canada, Mexico and the Caribbean.

## TRAVEL CLUBS AND EXIT PROGRAMS



**Assured Travel**  
5958 Priestly Drive, 2nd Floor  
Carlsbad, CA 92008  
Phone: (800) 939-5936  
Email: randyf@AssuredTravel.com  
Website: www.AssuredTravel.com  
Contact: Randy Fish, ARP  
Specialty: Assured Travel is an Accredited A+ BBB Rated business boasting a 4.5 star YELP rating. Assured Travel specializes in tour premiums, exit program and First Day Incentive’s. Our newest product is our CLIX Collection which provides Resort and Luxury Resort Accommodations. Our Holiday Passports Collection is an excellent choice for tour generation as well as an exit package. Our licensed and bonded travel agency can customize virtually any type of travel incentive you desire.



**Travel To Go**  
7964-B Arjons Drive  
San Diego, CA 92126 USA  
Phone 1: 800-477-6331 ext. 108  
Email: info@TravelToGo.com  
Website: www.traveltogo.com  
Contact: Jeanette Bunn  
Specialty: Travel To go has been specializing for over 27 years in offering travel club and exit programs, specializing in 8 days, 7 nights luxury resort accommodations, cruises, hotels, and more at discounted rates with 5-Star service.  
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