



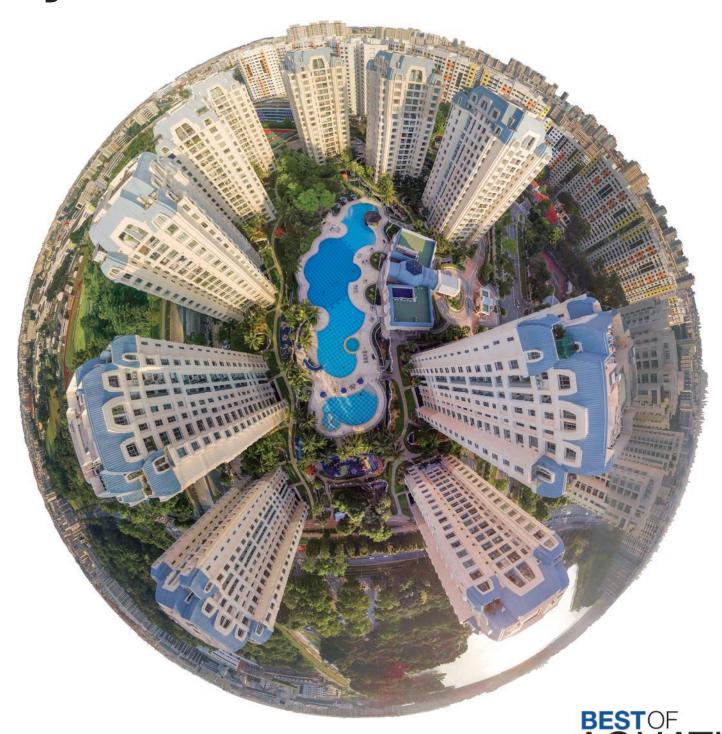








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FROM THE PUBLISHER



Sharon Scott Wilson, RRP Publisher Resort Trades

RESORT Trades













Resort Nation: Your World is Changing

I know, I know.... Tell you something you didn't already know: Your world is changing. Many of us in the timeshare industry are fighting it by looking for culprits. Recently, one blogger opined that the American Resort Development Association (ARDA) has been moving away from representing resort development companies for many years and suggests it's time for the association to rename itself. The writer goes on to mourn the days when ARDA principally represented independent timeshare resort developers. He's not the only one, that's for sure. But the reality is the "old days" are gone forever.

"Selling a right-to-use type timeshare in the U.S. has been in the industry news a few times in recent years," comments Doug Milbrath, president of the resale advertising company Bay Tree Solutions. "I saw that staySky Vacation Clubs in Orlando was rolling out a five- or –ten-year lease. Generally this would be a move toward a Diamond Resorts style ownership in which owners buy into a trust structure. When the ownership is completely non-deeded, it's much less costly to foreclose and get the interest back into the sales room. Developers promoting this product can maintain control of a homeowner association (HOA), or better yet, not have a HOA at all. Some developers have embraced this, Festiva Resorts being one of them, offering a 30-year lease."

Liberté Management President Dennis DiTinno and Timeshare Advisory & Resolution Services LLC ("TARS") Principal and General Counsel Marty Kandel recently launched a program they call 'Back in 5', which will become a model for independently managed resorts. In exchange for paying five years' worth of the maintenance fees in advance, new 'owners' receive all the rights and privileges of full interval ownership for their five years of ownership after which, the customer can either purchase an extension of years, a 'traditional' timeshare, or simply walk away.

Milbrath observes that many companies are moving to the "Bluegreen" model, "...a deeded ownership that is held entirely in trust for the owner by the resort. This way, Bluegreen can make changes to its program or resort inventory as needed, foreclosure is easier, and there's no real HOA activity to speak of. In the last few years Marriott and Sheraton have started selling basically the same thing. In my experience, not having much of an HOA is actually more attractive to buyers. Most of today's owners really aren't interested in getting involved with their HOAs, and most seem to be more than willing to trust the resort to manage the property without direct owner input."

These are just a few examples. There are many more options being offered to consumers whereby

they can expect to take a vacation annually for a specified number of years without becoming entailed for a lifetime of maintenance fees. And so we need a new term other than timeshare (perhaps one might argue there's no sharing-costs-with-a-developer involved anymore). Vacation or shared ownership won't work with this new model since there's no ownership involved. If you lease a car, you don't own it, after all.

Listen to cable news or satellite radio and you're hearing more and more ads promoting cancellation companies. It's time to shake off our widow's weeds. The time for lamentation is over. Face it: the few developers still building new resort projects will soon probably number in the single digits. The most successful of these are even now selling prepaid vacations without the encumbrance of a deeded interest, not timeshare.

If you're a professional working in this industry, you're probably already wondering where you'll be in five-to-ten years. I would encourage you to take heart if things appear to be tumultuous to you right now. We are, indeed, in a state of flux. It seems our industry has been threatened time and again throughout the past 40-to-50 years and, yet, smart people find solutions. Creative answers are found.

People will always need vacations. Just like we need music, art, theater – we need joy in our lives; people need to feed their souls. After all, things that bring us joy are why we work so hard. And where there's a need, there will be those who perceive of this need and move to answer it. We'll just need to change our model. We'll have to become the Uber or Lyft as compared to the taxi. We'll need to be the horseless carriage, the electric light bulb, the cell phone.

Our blogger suggests that ARDA needs to change its name. Perhaps ARDA needs to change its entire focus. (Please don't shoot me for saying that!) It would not be surprising to see ARDA take the lead in rethinking the prepaid vacation industry. I would imagine it will have to do it sooner or later; it might as well be now. Send your thoughts to Sharon@ TheTrades.com. I'd love to hear them. (But please be gentle.)









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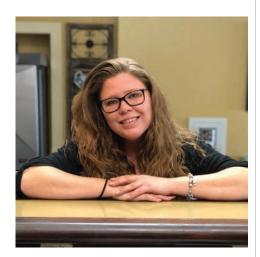
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Top Team Members

Meet the People Who Make the Resort Industry Great!

by Marge Lennon

Sherry Reynolds Guest Services Manager, Harbour Lights Resort Bluegreen Corporation



Sherry Reynolds says what she most enjoys about her job is "making people smile." While her title is Guest Services Manager, she is really much more. It is no surprise that she was recently named a finalist in ARDA's awards program in the Resort Department Manager category.

Sherry started her Bluegreen career in 2001 at the company's Shorecrest Vacation Villas in Myrtle Beach. During the years that followed, she has served in housekeeping, as a pool attendant, evening manager and in many Guest Services positions. For the past four years, she has headed the Guest Services team at Harbour Lights supporting activities, maintenance and housekeeping.

Her resort is a campus-style property with 19 three-story buildings. Since there are only four elevators, this presents a special challenge for the Guest Services Team to navigate. Each week, Sherry works with her team to review and assign units in order to accommodate owner requests for the various unit types. She moves heaven and earth to fulfill their preferences.

On the front line at every turn, she is an energetic leader ... answering phones, checking in guests and servicing their needs. On heavy check in days, she shadows the team at the registration desk, helping to facilitate faster check-ins, communicate with housekeeping and maintenance on units needed and re-assigning units on the spot to accommodate guest needs.

To enhance the check-in experience, she has orchestrated a welcome reception that includes lemonade, cookies, popcorn, a candy bar, coffee or hot tea ... even cotton candy and face painting to keep guests entertained while waiting for their rooms to be cleaned.

Always an excellent communicator and motivator, last year she took on the added challenge of becoming an H3 (Hospitality Happens Here) Trainer. As Systems Trainer, Sherry covers the Guest Services Training with both of Bluegreen's reservations systems (TSW and AS400) as well as Hospitality Training and trains every system used by the Front Desk, including Choice rental booking system, RCI and a credit card processing system. Having received training from another Certified Trainer, she now travels to other sites to train teams and individuals, working tirelessly on task forces for new properties coming online.

Sherry volunteered to task force in Virginia for two months as Guest Services Manager, leaving her own exceptionally well-trained department in very capable hands. Her team routinely performs their own QA reviews, Internal Audit reviews and follows their customer service feedback Medallia scores and comments. Sherry has lead this team to a level of self-analysis, engaged in actively helping each other improve their levels of customer service daily. She is proud of the fact that her department associates are capable of handling any guest issue that may arise, always empowered and engaged in the resolution of guest issues. Although there are always far more guests requests than associates to fulfill each need, Sherry handles every guest wish with a smile and happy disposition. More reasons why she is loved.

Always a team leader, last year she led the initiative for all Myrtle Beach resorts to collect items for Hurricane/ flood relief for Houston. Whatever the cause, Sherry eagerly puts in the hours and work to get the job done. She was honored with her resort's Gung Ho award in 2017 and is deeply involved in a host of community charities, including Back Pack Buddies, Helping Hands, American Red Cross, the local animal shelter.

Originally from Rockingham, NC, Sherry is one of nine siblings. When not helping guests, she enjoys scuba diving, hiking and horseback riding. When associates need help – whether it is housing, clothing, medical help or just someone to talk to – they are never without support. Congratulations, Sherry, on being named and ARDA finalist!



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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Speaking Spa

Expert Advice on Adding This Popular Amenity

by Judy Kenninger, RRP

Vacations are all about relaxation. For an increasing number of us, that means taking time for pampering at a spa. In fact, the global spa market is forecast to rise at a compound annual growth rate of 5.66 percent from 2017 to 2021, Technavio reports. Should your resort harness this trend and add a

spa? Here, Ilana Alberico co-founder and president of ISM SPA, a company offering concept to completion and ongoing management of spa and wellness in the hospitality and residential industries, provides insider tips on how (or whether) to do just that.

When adding a spa to an existing resort, is there a typical Average Daily Rate above which a spa makes sense?

I suggest letting the ADR guide the caliber of spa you should develop. Because ADR fluctuates with the season and mix of guest type, when looking at adding a spa offering, evaluate the guest demographic and mix. Typically, for a highly successful spa, we like to

"Do not bring on a spa consultant who cannot support the ongoing operations management of the spa. Otherwise the property could be in a situation where they have a beautifully designed and overbuilt spa and no support in running it."

see ADR's north of \$200 with a strong transient guest segment.

What are some other considerations?

Research shows that having the spa amenity simply available increases ADR, so we know that guests appreciate the option and perceive a property with a spa as more attractive. The first thing to consider is resort's brand and why guests are coming to the property. Geography plays a role. If the resort is a destination property, it must have a spa offering. If a spa is in an urban environment, the competition for other spa offerings may be too high. In this case, a resort may be able to partner with an existing day spa to drive that experience for the guest. Think about the size and scope of the spa. We like to build spas to be financially feasible. So, we recommend that at least 60 percent of the space is revenue-producing square footage.



When does it make sense for a resort to bring in a spa consultant to help them get the spa off the ground v. bringing in an outside company to install and run the spa?

Do not bring on a spa consultant who cannot support the ongoing operations management of the spa. Otherwise the property could be in a situation where they have a beautifully designed and overbuilt spa and no support in running it. We have seen this too many times. That being said, anytime there is a spa being designed there should be a spa consultant driving design decisions. The design of the spa should be directly linked to two things, the feasibility drivers



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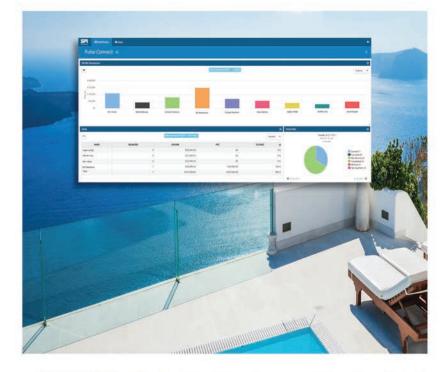




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(number of treatment rooms, locker room amenities, wet areas or not) and the concept. The feasibility drivers determine the nuts and bolts of the spa and allow it to be designed for maximum utilization. The concept determines the guest experience and ties design elements to the overall vision and concept.

What are typical profit-sharing arrangements? How does this work?

These range widely across the industry and there are no set splits. For ISM Spa, we have two models, a revenue share model and a management fee with profit share model. In our revenue share model, it is exactly that, the property and ISM Spa split the revenue and we take on the operational burden of the spa including all of the employees, products, supplies, marketing. In a management fee with profit share model we take on the same operational burden but the client holds the bookkeeping and once the spa hits a profit threshold we share in the overage.

What types of "minispa" facilities are possible? What services are best in this type of operation?

Wellness can be accessible regardless if there is a spa on property. If weather permits, you can create wellness stations around your pool or property using cabanas for treatment rooms. You can use a third-party app, such as Soothe or Zeel, to access therapists. Just remember that these therapists are not trained in your brand standards and would simply be standing in on demand. You can also utilize a spa management company or a local day spa to develop wellness programming using your fitness, pool and property and provide ongoing management of those programs.



Should resorts considering this possibility simply reach out to spas in their area?

The most important thing when moving in this direction is to vet the day spa. Call the day spa and book a service. See what the front desk is like. Are they accommodating? Are they trained in describing the services? Are they elegantly up-selling you? If the answer is no, don't waste your time. If yes, go in and get a treatment. Is the day spa clean? Are the providers in uniform? Is there a manager on property or is the owner still having to run the business? If you feel confident in the upkeep of the facility, the management, the massage quality and the front desk then this could be a good partner. In this situation the bench strength of the day spa is important as is the training of the therapists. It's also critical to clarify who will be providing insurance.

Six Questions for Potential Spa Consultants

Do you offer ongoing management support and in what capacity? Find out if the consultant is a small outfit of one or two people. If this is the case,

it's highly doubtful that they will be able to provide you the support needed once the spa is open unless they severely limit their client load.

- During the financial feasibility phase, you'll produce a pro forma for me. Once you check back in on clients a year after opening, within what percentage is your pro forma to the actual performance of the spa? May I have the name of a recent project that you have worked with and checked back with regarding their performance as a reference?
- Can you share photos and examples of spa concepts that you have created so I can see your creative capability?
- What is your methodology of integrating the spa into the resort's operations?
- How do you market the spa to the outside community, if applicable?
- How do you recruit employees for the spa, and who trains the employees? What standards and methods do you use to train employees?
- Have you owned your own spas? This is a really important question. Have they put their money where their mouth is? Have they operated resort spas as a spa director? Have they worked in a corporate office for a hotel or spa management company?



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

What to Look for at Your Resort for Recreational Options, Spas and Gyms

by Mary A. Daust



Most would agree the goal of a vacation is to unwind, de-stress, and spend time with loved ones. We all have our own interpretation of what activities help to accomplish those goals. Personally, I vacation with children and I like to have a lot of recreational options for the whole family and adults only. Others aren't always kid centric and their preferences are more based on adult activities. Resorts need to have options that appeal to all different demographics. Whatever your customers' preferences are, I am sure when booking a reservation for a timeshare or hotel, they pay attention to these options or lack thereof.



For those who desire to work out regularly, a schedule that requires a lot of traveling can throw a kink in a guest's fitness plan. Just because it's hard to keep a standard routine while on the road, doesn't mean the athletic traveler doesn't try. I encourage all resorts to have a notable gym. It should be something you

plan and budget for if at all possible. Sometimes it simply isn't feasible due to space restrictions. If that is the case, consider adding some amenities to each room such as weights and a fitness ball. If you do have a gym on site it is imperative you keep it clean and up to date. There is nothing worse than trying to work out in a small, smelly space with outdated equipment.

If a resort cannot provide a fitness center, the property should aim to provide a list of local options for physical activity. For instance; let's say your resort area is known for the local hiking, white water rafting or other ways to be active without a gym. If this is the case, all of those options should be communicated with the guest at check in and/or within the unit. Another option is to create arrangements with the local gyms, fitness classes or pools that your resort guest can use at no fee or a very minimal fee.

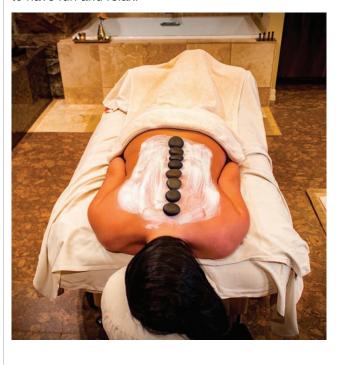
Desirable recreational options can include many different things. To one family, desirable recreational options could mean organized kids activities, supervised water parks or pool areas, an arcade and movie nights so the adults are able to have some time alone. To another guest desirable recreational options could be local water sports (kayak, paddle boarding, boating, and fishing) and to another family it could represent local history tours and museums.

Without a doubt I can say all guests/ owners appreciate and value on site food and beverage options. Obviously this option isn't always available and when it isn't the property should be ready and prepared to tell the guest the closest options. Perhaps make arrangements for delivery from local restaurants.

When time permits and if it is convenient I always enjoy a spa when on vacation. If your property doesn't

have one on site, it's a great plan to know some that are close by that you like to refer your guest to. I have been to resorts where there is the option of in room services which is always nice for something like a couple's massages. Unfortunately, I have been at a few resorts where their effort to create a spa didn't really turn out as planned. It is really important when trying to offer a relaxing service that the client really can relax. There is nothing worse (well the smelly gym might be comparable) than when you pay for a massage and the space has poor insulation and you can hear everything in the surrounding rooms. Recently I was at a property and they took an office space off the lobby and created a massage room. The massage therapist was amazing, probably one of the best massages ever, but sadly I could hear people checking in at the front desk, people in the lobby and the manager talking to employees. It was impossible to relax and enjoy the moment.

Every traveler is different, the reasons people travel are different and every property is different. Do your best to capture all the amazing things that make your destination special. Ask your guests/ owners what they want and just remember most people want to relax and have fun. Make sure your owners know all their options and find ways to make it easier for them to have fun and relax.





Mary Daust, ASID, LEED AP ID+C, is VP of Hospitality Resources & Design. A Florida-licensed designer, she specializes in hospitality design, renovations and refurbishments.



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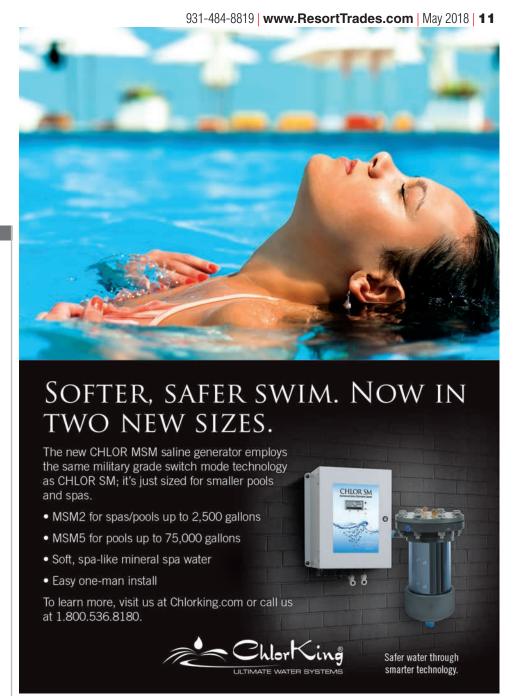
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The Frictionless Interaction: How Technology is Changing the Hospitality Industry

by Mike Flaskey



We all know there is nothing more permanent in life than change, and that holds no truer meaning than when it comes to technology, especially as it relates to the growing trend of personalizing customer experiences in the hospitality industry.

Guests no longer anticipate, but expect the digital comforts of home to translate into their vacations. Thanks to the continued intersection of technology and our day-to-day experiences, plus the efforts by which the non-traditional



players leverage these technologies, flexibility and convenience have become synonymous with travel.

As more and more consumers started using platforms such as Airbnb and VRBO, other leaders in the traditional hospitality industry were forced to think differently. By allowing guests to transact the entire process online — from booking to payment and even accessing their rooms, it kicked off a revolutionary wave where one's travel experience could be controlled from a smart phone. As a result of this new era, it became evident that certain conveniences, such as

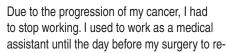
digital room check-in, would see success if adopted by hoteliers. This shift also fostered creativity and helped hotels see the realm of possibilities of further transformation of the check-in process. Instead of receiving a physical key card coded to one's room, increasingly, guests were presented with the option of using their mobile phones as digital keys to open their rooms. The mindless motion of pulling a phone out of a pocket now employed greater utility.

But the tailored experience hotels created by weaving in one's personal technology didn't stop at the door. Westgate Resorts (May sponsor) • Resort Trades • C.A.R.E.



I'm gonna spend every minute appreciating life!

My name is Lif Rios, I am 47 years old. I was diagnosed with stage 3 breast cancer 9/2012. I had a double mastectomy, chemotherapy and radiation. 3 years later I was diagnosed with stage 4 breast cancer in July 2015 and I went under a craniotomy for brain tumor removal. They also found metastasis in my liver and spine. I received radiation to my whole brain and was told that I will be under chemotherapy the rest of my life.



move my brain tumor. Our family income was severely affected and since then we have lived solely on my husband's income. We have reduced our expenditures as much as possible.

We do not have an additional budget for a family vacation, we are just surviving. In addition to necessary payments we have major medical bills. Occasionally we have to use credit cards to complete our monthly expenses.

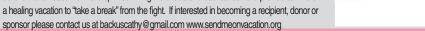
I would love to share a vacation in Orlando, Florida before my cancer progresses and I'm unable to travel. My oncologist told me that my survival was 3 years with or without treatment so I would like to share an unforgettable vacation with my family. I know my kids, Sophia and Thomas will love to be able to go to Disneyland and enjoy the Disney attractions or the beach.

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The rise of online streaming services presented a unique opportunity for hotels to enhance guests' time in their rooms by incorporating a seemingly minor luxury. Many hotels now feature Smart TVs that let guests link their personal online streaming accounts, so they can continue to watch their favorite series, while others offer devices that allow visitors to cast shows from their mobile or laptop device, no HDMI cord required. These offerings, once again, give guests full control of their experience so they can tailor their time away from home to their personal needs.

And while hotels have never been strangers to personalized service, technology has helped add another positive layer to that experience.

speakers, such Amazon's Alexa, Google Home, Apple HomePod, etc., are being integrated into a room's amenities, as they create an environment many Americans now find normal and comfortable. Through these devices, guests can contact customer service and receive support that's non-intrusive. In turn, customer service can leave voice messages for guests that are retrievable when they return to their rooms. Moreover, this technology has become woven into the room's functionalities from turning on lights to temperature adjustment. These simple conveniences have built an atmosphere where the guest can feel as if they're receiving a custom and unique experience. At Diamond Resorts, we have been testing SMS technology that would let members,

Increasingly, digital assistants and

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owners and guests have instant contact with the front desk, or receive important resort information without having to check their in-room phone.

Regardless of its function, technology has had a profound impact on how the hospitality industry approaches customer satisfaction. The industry has experienced major changes in the past few years and is working to adapt technology usage so it can best serve their guests. Forget the "plugged in versus unplugged on vacation" debate and consider how your organization can embrace technology to better offer guests an enriched and personalized experience.

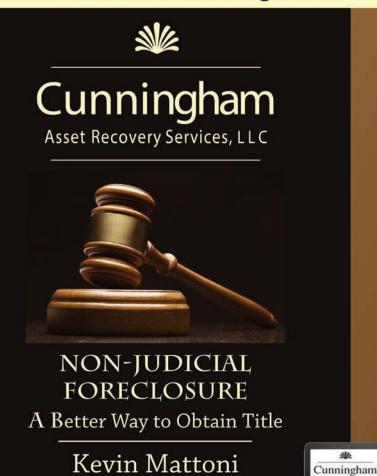


Mike Flaskey, CEO of Diamond Resorts, has more than 20 years of senior leadership experience in public and privately-held companies, with a key focus on growth-oriented companies within the vacation ownership industry. He previously held the position of Executive Vice President and Chief Sales and Marketing Officer for Diamond Resorts from 2014

to 2016, and Executive Vice President of Sales and Marketing, North America for Diamond Resorts from 2010 to 2014. Throughout Mr. Flaskey's tenure at Diamond Resorts, the Company has achieved unprecedented growth both organically and through strategic acquisition integration, as he has shifted the traditional timeshare marketing and sales model to a hospitality-infused process that includes a high-touch upstream engagement stance, providing guests with a service-first approach to marketing and sales.

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Resorts de Todo-Incluido (el valor y beneficios que ellos proveen a los viajeros de vacaciones y a los desarrolladores de estos resorts)

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por Olivier Citheret



Las vacaciones en un resort de todo-incluido es un fascinante concepto que se desarrolló a través de muchos años después de haber sido iniciado por Club Med en los 1950's. Comenzó en el Caribe y se extendió a México, Europa y Asia. Las Líneas de Cruceros también habían adoptado el concepto, inicialmente con comidas, pero ahora es posible agregar un paquete que incluya bebidas alcohólicas y otros refrescos. En México, los paquetes pueden comenzar tan bajos como a US \$50 por persona por día y pueden subir a US \$400 en los resorts de más

lujo que tengan el concepto. Los paquetes incluyen hospedaje, comidas, bebidas, acomodaciones, actividades y entretenimientos. La estadía promedio es de siete días lo que permite que el resort pueda controlar el costo ya que la mayoría de los clientes tienden a comer y beber más en los tres primeros días.

Los viajeros quienes reservan y pagan por adelantado una vacación de todo-incluido tienen los siguientes beneficios:

No hay que hacer un presupuesto estresante

porque la mayor parte de los gastos han sido ya pagados.

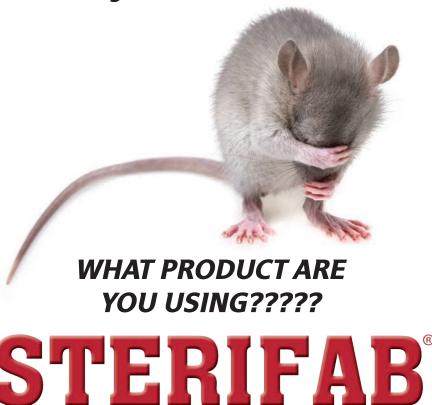
- 2. Los chicos están libre de tomar un helado o beber una soda a cualquier momento durante el día.
- Cuando se está en un país extranjero, puede ser confuso saber cuanto se da de propina. La mayoría de los resorts incluyen propinas y gratitudes en el precio.
- 4. Los padres tienen menos estrés sobre donde comer y que actividades ofrecen a los niños y adolescentes. Algunos resorts están mejorando las facilidades para incluir parques acuáticos, escaladas en el interior, parque de patinaje, etc.

Teniendo unas vacaciones pre-pagadas, los viajeros tienen la tendencia de hacer otras cosas que de otro modo ellos no las hubieran hecho, tales como hacer uso de un spa de alta escala en la propiedad, tomar más giras, o alquilar un carro para visitar atracciones locales. Ellos gastan más dinero, pero tienen una mejor vacación.

Major Study

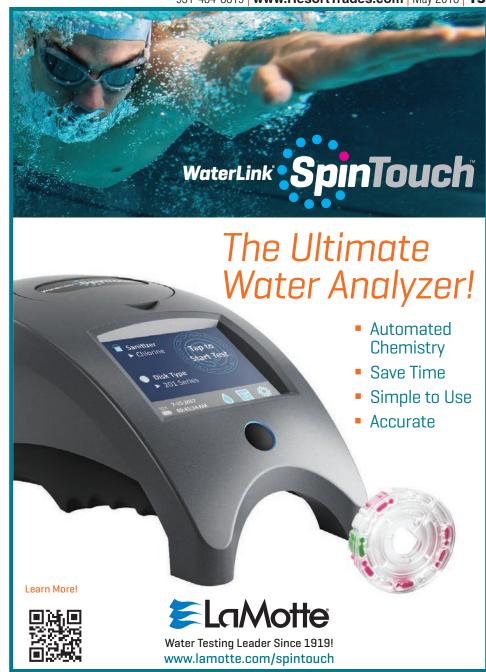
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En los últimos diez años, el crecimiento en el sector de resorts de todo-incluido ha crecido de un modo increíble, así que el mercado es muy competitivo y como resultado los viajeros se benefician.

De parte del desarrollador, el concepto de todoincluido es mucho más lucrativo que el cuidado
involucrado con un hotel regular. Los clientes han
pre-pagado TODAS las comidas mientras que en
un hotel regular, es probable, que frecuentemente
coman en otras localidades. Los clientes gastan más
dinero en el spa, las boutiques y en la agencia de
viaje del sitio. Cada vez que los clientes reservan una
excursión, no solamente proveen una ganancia, pero
mientras están en la excursión ellos no están comiendo, bebiendo o usando las amenidades, lo que
permite un mayor ahorro para el resort.

Clubs de Vacaciones

La mayoría de los resorts de todo-incluido tienen su propio club de vacaciones y han sido muy creativos ofreciendo un descuento de propiedad de todoinclusivo por un número fijo de años. Esto es de un gran valor para el cliente, con diferentes paquetes que ofrecen una gran variedad de inclusiones tales como acceso a los campos de golf, pesca y yates. Es un excelente incentivo para sus dueños regresar frecuentemente y le da a usted and gran oportunidad de mejoría. En mi opinión, esto ha impulsado enormemente el crecimiento de la industria en la última década.

Su cliente pasa más tiempo en la propiedad y gasta más dinero en el spa, golf, pesca, etc. En México, los principales clientes de la mayoría de los resorts vienen de Los Estados Unidos o Canadá. Inicialmente ellos estaban un poco reacios a abrazar el concepto porque no estaban familiarizados con el concepto. A través de los años, ellos se han acostumbrado a esto y a la mayoría le encanta tener todo en un lugar con todo pre-pagado. Los resorts en México han sido particularmente creativos con una diversa variedad de tipos de cenas; algunos tienen secciones solamente para adultos y muchos proporcionan música con conjuntos, bandas, etc.

Un ejemplo de un resort de todo inclusivo, El Cid resorts, está muy familiarizado con actividades y entretenimientos para toda-la-familia para todas las edades. Nosotros también ofrecemos una variedad de acomodaciones en tamaño y estilos desde estudios a unidades de tres dormitorios, pero no se olvide de nuestras unidades de "swim up." El Cid Vacations Club ("ECVC") es un programa basado en puntos que provee un derecho-de-uso a muchos niveles de membresía

En el futuro veo aún más grandes resorts de todo-incluido, aunque hoy ya hay algunos muy grandes con la mayoría teniendo muy buenas habitaciones. Habrá subdivisiones dentro del resort, con la mayor sección para los miembros estándar, otra para los miembros "VIP" y otra categoría para los miembros fraccionales con todo incluido. El producto del extremo superior está en aumento.

Vacation-clubs y resorts de todo-inclusivo están ahora en un tiempo de éxito, pero una gran creatividad será necesaria para acomodar las futuras necesidades de los clientes. México está, sin embargo, en una posición muy positiva porque puede ofrecer una alta calidad de servicio, tales como servicio de limpieza dos veces al día realizado con la calidez y la amabilidad típica de nuestro personal mexicano.



El Director de Desarrollo de Negocios y Marketing, El Cid Vacations Club, Olivier Citherlet es de Suiza y vino a Mazatlan en 1990 después de sus estudios, con el propósito de aprender español. Durante su tiempo libre comenzó a trabajar como promotor para El Cid Resorts, una compañía donde él

ha estado trabajando desde entonces. Dentro de los tres meses de comenzar a trabajar, él fue ascendido a supervisor de aeropuerto, un puesto que tuvo hasta el 2001, cuando fue otra vez ascendido a Gerente de Marketing de la compañía, en Cozumel, QR. En 2008 él volvió a Mazatlan, y fue nombrado asistente director de ventas y marketing al nivel nacional. En enero de 2009, él trabajó por un periodo de dos años como CEO de la Asociación de Desarrolladores de Tiempo Compartido [Developers Asociación of Timeshare] en Mazatlan. En 2015 regresó a Cancún como director de desarrollo de negocios y marketing de El Cid Vacations Club



Resort diving is big business, and coral reefs a big part of it. A 2013 National Oceanic and Atmospheric Administration (NOAA) report pegs the economic tourism value of all coral reefs in the United States, territories and Caribbean at \$900 million dollars annually, but resorts reefs and the tourism they support are vanishing.

Reef Worlds, based in Los Angeles, is unique tourism development firm tasked with creating new resort tourism opportunities, rehabilitating resort reefs with science and art, and saving the planet. Company founder Patric Douglas says the idea grew organically out of his previous work with Shark Diver, the white shark cage diving company he founded not only to popularize shark diving in 2000, but also to educate divers on the plight of sharks in oceans worldwide. Since 2000 shark tourism around the world has grown into a \$700 million-dollar global tourism juggernaut. He hopes to do the same thing for decimated resort coral reefs.

Due to a variety of factors resort reefs are in severe decline around the world. Gone are the days when a visitor to a Caribbean resort could walk out on a near-shore snorkeling tour and see healthy coral reefs teeming with life. Today, that excursion usually involves a lengthy boat ride to declining off shore reef system. But hotels at tropical resorts are still trying to one-up each other in the battle royale for tourism dollars: the swimming-pool wars of the 1980s and 1990s gave way to full-blown water parks

like Bahama's Atlantis, yet the resorts themselves seemed to have completely ignore their offshore assets, Douglas observed.

"My team and I were lamenting that at every major hotel resort we went to in the Caribbean and Mexico, the near-shore reef system was just gone, like a nuke went off," Douglas says. "So the question became, what can we do to rehabilitate that, and what's the tourism angle? All of these resorts are 200 feet from the ocean, but have nothing to do with the ocean."

Douglas, a self-described "environmentalist masquerading as a developer," says coastal resort hotels are uniquely positioned to grow their business by developing recreational opportunities in the water, but also to defend the natural resources there.

Building Resort Art Reefs

Reef Worlds' take on artificial reefs adds a new tourism paradigm and revenue opportunities: their unique underwater art and tourism installations are designed first for customers with credit cards, and then for ones with real fins. Primarily intended to provide tourists with a new adventure-based experience, and in places where they are already present in great numbers, Douglas hopes the increased traffic will create a positive feedback loop. By making artificial reef ecosystems more accessible to more people, a large part of the goal is to drive a greater demand for conservation of the natural resources.

To build these underwater artificial art reefs, Reef Worlds translates computer-based designs into full-scale, hand-finished foam blocks, which are then used to cast the molds for the final underwater art structures. Once on site, the molds are filled with a mixture of concrete and basalt rock substrate, cured and submerged.

The size of conservation scope Douglas envisions is grand: at each of the first three planned Reef Worlds location, the artificial reef territory will cover a five-acre plot with a mixture of open ocean floor and full-sized structures for exploration. Underwater buildings for Pearl of Dubai will be constructed in a way to maximize fish and coral habitat; for the "Gods of the Maya" project in Mexico, full-scale replicas of Mayan stelae and other sculpture will not only show-case the country's cultural heritage, but also provide plenty of nooks and crannies for critters.

In the immortal words of Kevin Costner, build it and they will come. Though artificial reefs have been used for centuries as defensive structures, breakwaters and to attract fish, the typical reason modern reefs are built is to increase available habitat for coral and fish. Divers come as a consequence, but the reefs weren't built for them. Reef Worlds blends tourism with best environmental practices to create new habitat and revenue for resort.

Artist Jason deCaires Taylor creates underwater installations with sculptures made from highly detailed casts of real people. He recently completed a project in Lanzarote, Spain, and his installation in Cancun, Mexico attracts thousands of divers every year. As part of its statewide initiative to increase reef real estate off its shores, Florida sank an entire aircraft carrier, the USS Oriskany. And the half-acre Neptune Memorial Reef site in the waters off Miami, inspired by the lost city of Atlantis, is designed to eventually accommodate the cremated remains of people interested in a different kind of burial at sea.

In Dubai, Douglas says the Reef Worlds client for the Pearl of Dubai Project initially wasn't as concerned with the ecosystem restoration component as they were about simply having something to boost diving tourism in the country. But after being convinced that supporting the return of the brown spotted reef cod, a delicacy known locally as hamour, would also encourage divers to come swim with the popular fish, they asked Douglas to "Swiss cheese" the designs of the underwater city to give baby cod a place to hide and thrive. Reef Worlds is planning the release of two million baby hamour into the Dubai reef as part of the project.

Yet while creating new resort revenue is the reason for the projects, it relies upon public passion to create the demand to protect them in the long term, Douglas says.

"Once people have a more authentic experience, and engage with a reef on a fundamental level, it changes their whole focus and attitude," Douglas says. "It's cool to say that you went underwater and saw fish, but it's important to learn why it's there, and that it's a replacement for what was once there. You're now in participation to make it right, and make it better—even though it doesn't make up for what was once there."

Keith Mille is a fisheries biologist who has worked in the Florida Fish and Wildlife Conservation Commission's artificial reef section for 14 years, overseeing the planning and construction of reef projects in the





state. As public properties, Florida's reefs are open for recreational fishing and diving, but are also used in research. Mille explains that man-made reefs often work best as a diversion to take pressure off of natural reefs.



"That is a trend, statue-type deployments that are more focused on attracting people than fish," he says. "By directing divers and tourism use to an artificial reef site, you could potentially reduce traffic to more sensitive areas for an overall net benefit."

"To save resort reefs, you have to put money into it, and the best way to do that is to create new ways of charging people to go see it. The net result is better resort reef habitat and a better client experience" says Douglas.

The future for conservation, education, and tourism is in the fusion of art and science underwater.







Refusing a Timeshare After a Parent Dies

The article below appeared in a Florida Timeshare Owners Group email and is reprinted by permission of TimeSharing Today magazine www.tstoday.com.

by Shep Altshuler

A long-time subscribing member writes:

My son-in-law's father died about three months ago. He called to tell the timeshare resort, assuming that was all he had to do. He is the executor and no probate was needed. He has everything wrapped up, and now gets a letter from the resort stating that he must pay for the maintenance fees.

This timeshare is in Minnesota. It would be extremely hard to sell, as it is a fixed week



in the low time of the year. For that reason, none of the family members want to use it.

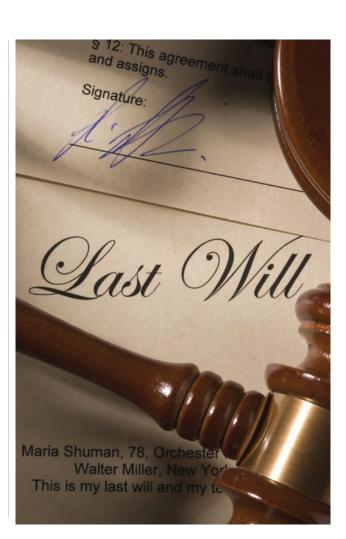
Do you have any suggestions, or a resource for him? If he just refuses and walks away, could the resort do anything about it? (Thankfully the timeshares we have purchased in AZ allow the family members to opt out.) The resort says no one has ever backed out -- but I think they are lying since the resort is suffering a lot of losses.

We have received TimeSharing Today for many years. Following is a "cut and paste" of one of the articles I kept:

The Big Lie

A recent email survey of timeshare owners who receive TimeSharing Today Express posed this question:

"Transfer/Unburdening companies often represent that if you own a deeded time-





share, your heirs will inherit it when you die and they will forever be obligated to carry the ongoing burden of paying the maintenance fees. Do you believe that statement is True or False?"

While most respondents correctly believed the statement to be false, a large number responded that the statement is true. Since the Big Lie is a significant determinative factor for many timeshare owners who pay several thousand dollars to transfer companies to take over their unwanted timeshares, we need to set the record straight.

A person who would inherit a timeshare (or anything else) has a right to "disclaim," or refuse, the bequest by a writing filed with the appropriate Surrogate or Probate Court, usually within a specified time limit of eight or nine months, depending on the state where the decedent died. This right to disclaim applies whether the timeshare is bequeathed by a Will or goes to the heir through intestate succession when there is no Will.

The timeshare would then pass to the person who would have inherited the timeshare if the initial heir had died without children. That person can also disclaim. Eventually, the Executor or Administrator of the estate would need to arrange with the resort to take back the week or it would be abandoned (which is not a good result for the resort.)

If spouses owned a timeshare jointly, the surviving spouse could disclaim the half interest of the deceased spouse in most states, but would continue to own the other half interest.

Note: Always get advice of counsel when dealing with estate planning or other legal matters.

As we stated at the bottom of article quoted above, it is critical that, in this instance, you talk to a Minnesota estate attorney as to how best to resolve your son-in-law's situation and evaluate the legal exposure of the heirs and the estate.

Shep Altshuler is owner of Venture Marketing and editor of TimesharingToday. Venture Marketing specializes in small business development consulting. TimeSharing Today is a magazine for timeshare owners. It has been called the Consumer Reports of timesharing. Each issue provides in-depth article about resort management, buying, selling, renting timeshares, scams, reports on well-run resorts, exchange strategies, developing an exit plan and industry resources.





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Managing a Waterpark: Into the Deep End

by Kelley Ellert

I was listening to a podcast about resort marketing the other day and they were debating what the best marketing for resorts was. If you think it is social media or email marketing then you would be wrong. One of the only things they all agreed on was that amenities is the number one thing resorts should spend money on to attract quests.

When comparing accommodations people are more likely to choose a place that offers them more – stronger WiFi, more comfortable bedding and more activities, such as a waterpark. A waterpark is a huge draw to travelers since it offers them endless hours of onsite entertainment, but with that huge draw comes a lot of responsibility. So, this month I spoke with Robert Rogn-

rud, the General Manager of Polynesian Resort, a vacation property in the Wisconsin Dells that has both indoor and outdoor waterparks, about the exciting world of running both and resort and two waterparks!

One of the hurdles that come with running a waterpark in Wisconsin is the ever-changing





weather. Anyone who has ever watched fans with icicles on their face at a Green Bay Packers game can imagine just how frigid the winter temperatures get in Wisconsin.

"In warmer states like Florida, when outdoor water features shut down they can clean them and have them back up and running, but due to the severity of Wisconsin's winters each spring we have to practically redo the entire outdoor waterpark. Strip it down and repair all the damage that the wind, snow and cold temperatures have done," said Rognrud.

While the weather hits Wisconsin hard, it's still known as the "Waterpark Capital of the World" which means that there's a lot of waterparks and with a lot of waterparks means there's a need for a lot of life guards. The Polynesian Resort is more than 200,000 square feet and has nearly 500,000 gallons of water which means they need to have 35 life guards staffed every summer. With this kind of demand for lifequards the organization that provides certification, The Red Cross, couldn't keep up with the high-volume of training so they began allowing resorts to become training centers.

"In order to get lifeguards the proper training and certification while also not having to send them out of town to another facility and increase costs we decided to become a training facility. There's a lot of training and inspections that go into becoming certified by The Red Cross, but for our property it's been well worth it," said Rognrud.

If training, certifications and weather didn't make having a waterpark on property sound like fun then just think about the joy of controlling water quality. Water quality is no

joke. Contaminated water can be a matter of life or death in some situations so it's not a topic to take lightly. The state of Wisconsin



regularly check-ups on properties unannounced to make sure that their water is safe for guests. It's a constant process to monitor which some places do by hand and others have automated.

"We are thankful that we've invested in a top-of-the-line system that guarantees our water quality is always on point," said Rognrud. "It automatically adjusts and alerts if anything is wrong, so even the slightest bit of contamination and we are notified and the pool can be immediately shut down. Investing in a quality system is necessary to guarantee that level of safety for our guests."

I realize this article doesn't make having a water feature sound like a lot of fun with all the pieces that go into managing one, but there's a lot of good to them too! Onsite water features keep guests on the property and keep them happy and engaged. The benefits of an indoor waterpark mean that people are more likely to book with you than a resort without one because weather no longer becomes a factor to their vacation enjoyment. According to Rognrud managing two waterparks and a large resort is no small task, but he's enjoyed the challenge, the ups and downs of learning it all and the excitement that he gets to see on guests faces as they let loose in the Waterpark Capital of the World.

Kelley Ellert is the Director of Marketing and Revenue for National Hospitality Group in Myrtle Beach, South Carolina. She oversees the marketing and marketing and online content for the 71 resorts in their management portfolio. She enjoys tackling the challenges in this unique industry that require creativity and outside-the-box thinking to effectively operate.



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4 Reasons Why Blogging is Still Relevant

by Sharon Scott Wilson, RRP



When someone first came up with the use of blogging as a marketing tool, the business world practically swooned. Here was a low-cost solution for connecting with your audience and building relationships. The concept originally surfaced in 1994 when a college student created a website in order to get his writing online. In a few years the term "web log" was shortened to "weblog" and, eventually to just simply "blog." By 2002, blogging had arrived, complete with its very own search engine, Technorati. (The website stopped indexing blogs and assigning authority scores in May

2014 after its creators launched a separate online publishing and advertising site.)

During the following 16 years, blogging became a veritable Fourth of July celebration. You couldn't stop the fireworks as ever-greater advancements set an increasingly higher bar. Clever marketers were adding video, introducing landing pages, and floating advertising in front of the viewer, with increasingly more complex gimmicks. But lately, social media is the new darling in online marketing.

It begs the question; is blogging the dinosaur, the buggy whip...the Princess phone? It seems now we are being told to dedicate our best fireworks to our social media platforms. We're expected to expand our presence on Facebook, Instagram, Pinterest and Twitter. Exhausted content providers are beginning to wonder. Given the fact that we are operating at top speed and actively using the most current social media tools, are our blog sites really all that useful? Are they relevant?

You bet! And here's why:

1. You will optimize your website.

In the mid-90s, I remember being advised that I could outwit Google and boost my search result ranking by adding a lot of descriptive tags and metadata to a website. At the time, we would cram keywords into our copy like a contestant at a hot dog eating contest. Today, that technique would create a blackball situation for your brand, not to mention angering impatient readers unwilling to wade through layers of unnecessary, extraneous copy. True, I still advise you to use keywords when possible, particularly in headlines. The idea is to avoid using nonsensical and obvious ploys.

Instead, today's SEO experts have learned their lesson: go for quality, rather than quantity. The ideal blog garners a loyal audience, which values your content and will, therefore, share it with others in their community. If instead you use an inauthentic, disingenuous approach, they'll drop off the radar faster than UFO sightings in Phoenix...which brings us to our next point.

2. You will connect with "the right" customers more frequently.

It may be argued that creating connections and building a community of followers is what social media is all about. But even the most ardent suitor would need more than 280 characters to properly woo a mate. In order to position yourself as an expert, you need good, solid content. Plus, it's important to be consistent. You're not going to build much of a loyal following if you let months go by without communicating. On the other hand, a reader will drop you in a New York minute if you are dishing out self-aggrandizing, boring or purposeless drivel. We've all been there: We wait until the last minute and throw up a quickie post that might possibly turn people off, rather than add value. The best way to avoid slamming out a loser post like this is to create a list of topics and put together a schedule for when you'll post them.

3. Your archived content continues to attract visitors to your website.

Your blog posts remain on your site and are available to search engine web crawlers, conceivably, forever. You may be creating a ton of content each week for your social media platforms. Hopefully, your Facebook, Twitter, Instagram, and Pinterest "Likes" and "Friends" have led viewers to click through to visit your website. Good for you! But for continued longevity, you must build on that by creating an archive of material that lives forever and ever.

Your job is to continue to 'feed the beast' so people will find your posts on Google and click to your site to learn more. Not only does this decrease the likelihood of users getting distracted by their Facebook feed or extraneous Tweets, but it also increases the amount of time they remain on your site and comb through your pages — a huge factor in the working of Google's analytics machine.

4. Your blog can promote interaction with customers.

Don't worry if you don't get a lot of comments at first, or your blogs are only getting comments from spammers. This doesn't mean you're not getting read by prospective customers. After all, do you always leave comments after reading an article online? Most people don't, even if they are keenly interested. Depending on your audience and subject, however, you can hope to get more comments as your audience grows and your SEO rankings increase. Naturally, when those comments do start coming in, you will want to get that two-way street going by responding quickly.

Google Is Our Friend!

Speaking of SEO, I'd advise you to use the web stats tool, Google Analytics. It's the industry standard when it comes to measuring your website's performance. It's free and literally takes minutes to install. Over time as you add more posts to your blog, it will give you a clearer picture of how people are finding your blog and, most importantly, which of your posts are popular so you will learn what kind of content your readers like the most.

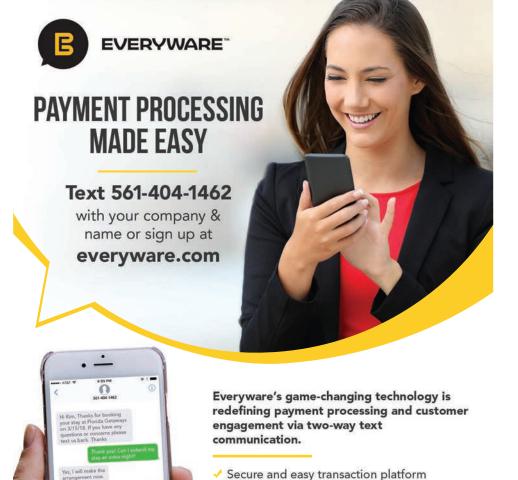
Another useful tool to finding effective keyword phrases - those which influence 'click-through' rates and are being entered into Google by your prospective customers – is the Keyword section on the site, adwords.google.com. Once you've typed in your email address and website on the AdWords home page and clicked on "continue," you'll be sent to the "your first campaign" page. On this page under item #2, "choose a target audience," click on the edit button in the keywords box. Here, you'll be able to input as many as 20 keywords to gauge their popularity. Use this free feature to help create 'findable' titles and content for your posts.

At the risk of appearing self-promotional, I do have one final comment. If you're in a position to direct your company's marketing activities and think you'll handle the blogging, yourself, you may wish to reconsider. Is it going to be worth your time and are you going to be able to do it consistently? Perhaps you have a staff with the intellectual capacity to research, write, post and follow through with the various tasks to optimize your blogging activities. But, before tossing a new, and fairly weighty, additional burden into their inbasket, make sure they have the time and interest to make it a priority. Otherwise, you may be better off outsourcing the planning and performance of your company's blog.

Sharon Scott Wilson is a professional writer creating blog posts, feature-length articles and other content for both B2B and B2C



readers. Her interests are travel, vacations, RVing and vacation ownership. She manages the PR firm of SharonINK and is publisher of Resort Trades magazine, Resort Trades Weekly (an eNewsletter) and ResortTrades. com. Visit SharonINK.com for more information



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ARTICLES, BLOGS, WRITING



SharonINK P.O. Box 261

& Marketing.

Crossville, TN 38557 Phone: 310-923-1269 Email: Sharon@SharonINK.com Website: www.SharonINK.com Contact: Sharon Scott Wilson, RRP Specialty: Writes print/online content for blog posts, feature-length articles, and social media. Content Manager Sharon Wilson is experienced in planning and implementation of online marketing strategy and is a prolific business writer. Her timeshare industry-focused B2B articles have appeared on numerous occasions in Resort Trades, DEVELOPMENTS (ARDA's magazine) and other media. She frequently contributes B2C blog posts and materials for clients on behalf of her PR firm, SharonINK PR

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Email: bobkobek@customercount.com

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Email: getpaid@irscollector.com Website: www.irscollector.com Contact: Javier Jimenez

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Contact: Bob Ackerman

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Email: sales@timeshareware.com Website: www.timeshareware.com

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P.O. Box 261 Crossville TN 38557 Phone: 310-923-1269 Email: Sharon@SharonINK.com Website: www.SharonINK.com Contact: Sharon Scott Wilson, RRP

Specialty: Writes print/online content for blog posts, feature-length articles, and social media. Content Manager Sharon Wilson is experienced in planning and implementation of online marketing strategy and is a prolific business writer. Her timeshare industry-focused B2B articles have appeared on numerous occasions in Resort Trades, DEVELOPMENTS (ARDA's magazine) and other media. She frequently contributes B2C blog posts and materials for clients on behalf of her PR firm, SharonINK PR & Marketing

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Asheville, NC 28801 USA Phone 1: 828-350-2105 Fxt 4448 Email: cviolette@rtx.travel

Website: www rtx travel

Contact: Corina J. Violette, Director of Resort Partnerships Specialty: Resort Travel & Xchange (RTX) is a timeshare and vacation ownership exchange company based in Asheville, N.C. RTX works with a number of resorts and developers to provide the best exchange options possible to its members. In addition to exchange services, RTX offers a number of travel benefits and discounts to members. Additionally, RTX provides low-cost benefits to partners including opportunities for rental income through assistance with resort inventory. RTX has approximately 70,000 members.



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Phone: (800)365-1048

Fax: (949)448-5141

Email: jesse.harmon@tradingplaces.com

Website: www.tradingplaces.com

Specialty: At Trading Places (TPI), customer service isn't just a friendly voice; its offering what our members really want. TPI recognizes the outstanding performance of the vacation ownership industry, and has developed, for over 40 years, a collection of vacation products and services which vacation owners developers and resort associations consider truly valuable - including our FREE Classic exchange membership allowing members to trade through TPI with no annual fee.

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Contact: Scott Bahr

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Website: www.withum.com Contact: Lena Combs

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Email: rich@hrdorlando.com Website: www.hrdorlando.com

Contact: Rich Budnik

Specialty: Hospitality Resources & Design is a licensed interior design firm. Services include interior design, LEED AP, kitchen & bath, purchasing, project management and installation. We strive to create long-term partnerships with clients by listening to and understanding their unique goals. The team uses their expertise to provide clients with innovative design while completing projects on time and in budget. Regardless of scope or location, we are happy to travel to you to begin a successful collaboration

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Website: www.sunhospitality.com Contact: David Fries

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Email: hgjones@nexband.com Website: www.thebrookfieldco.com

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LEAD GENERATION



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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



Colebrook Financial Company, LLC

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Email: bryczek@colebrookfinancial.com Website: www.colebrookfinancial.com

Contact: Bill Ryczek

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 Ryczek, Jim Bishop, Fred Dauch, Mark Raunikar and Tom Petrisko, each of whom has extensive timeshare lending experience

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Whitebriar Financial Corporation

575 Mistic Drive PO Box 764 Marstons Mills, MA 02648 Phone: (508)428-3458 Fax: (508)428-0607

Email: hvswhitebriar@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

We b site: www.times have nonjudicial for eclosure.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 & EOUIPMENT



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 Grav

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

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 GlowGuardTM. If infested, getting back in service the same day is also important. Use VA88TM. 100% nontoxic. No added liability. No Odor. No staining. Hypoallergenic. Independently Certified by the American Academy of Entomological Sciences.

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PEST CONTROL/DISINFECTANT



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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

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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

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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 Website: www.lamotte.com/pool

vebsite: www.iamotte.coi

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 for more information.

POOL RENOVATIONS



RenoSys Corporation

2825 E 55th Place Indianapolis, INA 46220 Phone: 800.783.7005 Fax: 317.251.0360 Website: www.renosys.com

Contact: Kvm 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

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GBG & Associates

500 West Harbor Drive #822 San Diego, CA 92101 USA Phone 1: 619-255-1661

Email: georgi@gbgandassociates.com Website: www.gbgandassociates.com

Contact: Georgi Bohrod

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WHITEBRIAR FINANCIAL CORPORATION

Whitebriar Financial Corporation

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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.

RECREATIONAL GAMES



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PO Box 705

Lynden, WA 98264 USA Phone 1: (360)354-6815 FAX: (360)354-6765

Email: raphael@chesshouse.com

Website: 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 Website: 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

RENTALS AND RESALE

Timeshares Only

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 Website: www.timesharesonly.com

Contact: Paul Rotte

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
Website: 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

RESALES

make their ownership experience great, allowing enjoyment of



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Bay Tree Solutions

400 Northridge Rd., Ste. 540 Atlanta, GA 30350 Phone: 800-647-4130

Email: DMilbrath@BayTreeSolutions.com Website: 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 Website: 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 Website: 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 Website: 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 Website: 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:

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- A Gold Advantage membership option
 24 hour access to live worldwide inventory
- 24 hour access to live worldwide inventor
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- Prepaid bonus week voucher programs
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- A Brandable exchange platform that can be used as a compliment to any internal exchange program.

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2600 SW 3rd Avenue, 5th Floor

Miami, FL 33129 Phone: (305)858-9505 Fax: (305)858-2882 Email: info@spiinc.com Website: 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.

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LogiCall Marketing

4411 S 40th St, Ste D-10 Phoenix, AZ 85040 USA Phone 1: 602-483-5555 xt. 101 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

Contact: Shari Allei

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.

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Visit our website or call for more information!

TOUR GENERATION LOGICAL

LogiCall Marketing

4411 S 40th St, Ste D-10 Phoenix, AZ 85040 USA Phone 1: 602-483-5555 xt. 101

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.



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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.

TRANSPORTATION VEHICLES



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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

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.

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Global Connections, Inc.

5360 College Blvd, Suite 200 Overland Park, KS 66211 USA Phone 1: 913-498-0960

Email: mgring@gcitravel.net Website: http://www.exploregci.com

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TRAVEL CLUBS AND EXIT PROGRAMS



Travel To Go

7964-B Arions 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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Please contact: info@traveltogo.com

800-477-6331, ext 108

TRAVEL INCENTIVES



Executive Tour and Travel Services, Inc.

301 Indigo Drive

Daytona Beach, FL 32114 USA Phone 1: 866-224-9650

Email: Frank@ettsi.com

Website: www.ETTSI.com Contact: Frank Bertalli

Specialty: ETTSI Incentive Premiums helps meet your goals with Industry leading incentive programs in travel and merchandise certificates. ETTSI specializes in offering sales premiums in support of Timeshare and Travel Club presentations. Receiving the greatest value; your customers will be serviced with utmost attention. You are buying direct from the fulfillment company. ETTSI listens, understands the needs of their clients, excel at converting that knowledge strategically and tactically designed sales incentive solutions that work! Distributor Inquiries Welcome

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Allied Group Hospitality Renovation

2109 Heck Ave Wall Township, NJ 07753 Phone: (732)751-2522 Fax: (732)751-2646

Email: kphillips@addastar.com Website: www.addastar.com

Contact: Ken Phillips Specialty: The Allied Group has been renovating hotels, resorts and conference centers since 1987. We have worked with the most prominent ownership groups, management firms and brands throughout the hospitality industry. We are licensed as General Contractors in 40 states. Give us a call to get started on your next project 732.751.2522 ext. 139 | www.addastar.com

TURN-KEY RENOVATION SERVICES

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Timeshare Makeover

6601 Cypresswood Ste 200 Spring TX 77079 Phone 1: 832-484-1105 FAX: 281-895-6222

Email: ioe@hotelmakeover.com Website: www.timesharemakeover.com

Contact: Joe Aiello

Specialty: Timeshare Renovations - Conversions - Turn-

Arounds

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features the only supplier directory in the industry available in both print and online at ResortTrades.com. Search engine ratings for the site are consistently high. Think about it: Today's resort professional can access not only the digital edition of The **Resort Trades** using any device, but can also view original content available exclusively online.

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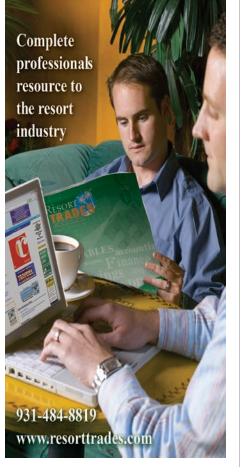
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For **MATTER**



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R. Scott MacGregor of CaryMacGegor The Asset & Property Management Group, Inc.



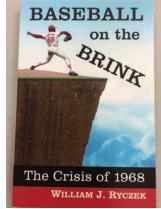
You know you should be creating online content to build relationships, increase traffic to your website and to promote your business. In addition to your online presence, perhaps you believe your company could benefit from submitting ready-to-print editorial to publishers. If you're a success in your profession, then you're probably a good writer or maybe you have people on your staff who could contribute quality material, but everyone is already working to capacity and, even, over-committed.

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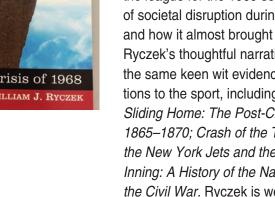
OTHER



Executive Ouest

Keep up with what is happening in the Industry by subscribing to the monthly newsletter written by Keith Trowbridge and published by Executive Quest, Inc. Go to www.execq.com and click Subscribe on our Home Page.

Congratulations to Colebrook Financial's Bill Ryczek on the publication of Baseball on the Brink, The Crisis of 1968, available at mcfarlandpub.com. The book examines the perfect storm created by lagging interest from fans, inept attempts to expand the league for the 1969 season, plus the impact of societal disruption during the Vietnam War Era, and how it almost brought the game to its knees. Ryczek's thoughtful narrative is accompanied by the same keen wit evidenced in his other contributions to the sport, including When Johnny Came Sliding Home: The Post-Civil War Baseball Boom, 1865-1870; Crash of the Titans: The Early Years of the New York Jets and the AFL and Baseball's First Inning: A History of the National Pastime Through the Civil War. Ryczek is well known among resort industry professionals as a principal of the lending firm, Colebrook Financial Corporation.





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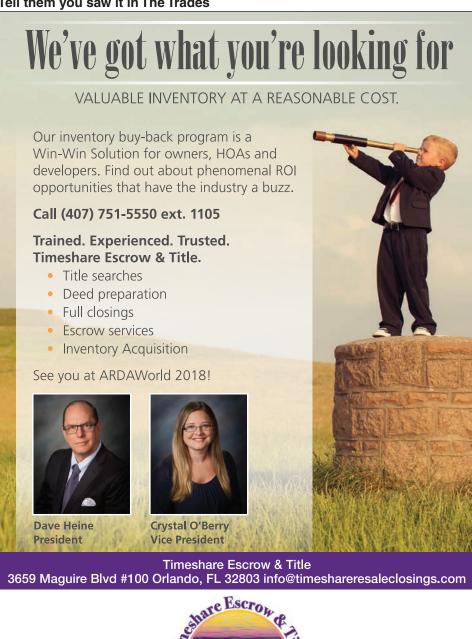


















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Services include:

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- No-Cost-to-Client Recovery Program
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- Credit Reporting
- Skiptracing
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Meridian is a veteran of the vacation ownership industry. We understand the impact of bad debt, as well as the importance of keeping your owners' accounts current, and preserving their confidence in the purchase decision.



To learn, at no cost, how Meridian can work for you, please contact:

Greg Sheperd, president, at 866.294.7120, extension 6705; GSheperd@merid.com

Zaida Smith, vice president, international sales, at 866.294.7120, extension 6747; ZSmith@merid.com

