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# The Trades Publishing Company

The Trades Publishing Company – now well into our 30th year of publishing on a monthly basis – has a storied history. If you live and breathe for what you do all day; if you're truly passionate about your industry, then you know why. We are genuinely serious about the service we provide to you, the reader. In these pages you will find informative articles, news about your peers and their pet projects, and guidance from vendors about their newest products and services. All of which has proven us to be of value to our constituency, month after month, since 1988.

The end of summer is a well-known marker of fresh starts... that back-to-school feeling of new shoes and clean slates. This year, however, the starting-over mood resonates in a much deeper way for The Trades as we launch a refreshed version of what has always been our prevailing vision. This is to connect our community across the country by sharing ideas and often shedding light on unsung heroes.

With the launch of this issue, we're embracing our heritage while redefining it in a more contemporary way, bringing you the same great content, but with

a bolder, more captivating look. Perhaps the first thing you will have noticed about the magazine is our use of higher quality paper and a more compact size. We hope you will take notice of and approve the look and appearance of the pages. I assure you, watching our design team labor intensely over each detail of size, weight, style, condensation, width, slant, italicization, or ornamentation was an experience in itself!

It's been argued that magazines are passé with the advent of the Internet. While technology efficiently delivers news stories to our desktops, laptops, and mobile devices, the very medium itself also frequently throws distractions at the viewer and robs us of our ability to thumb forwards or backwards, study some article we might only have gleaned earlier, or pause for thoughtful consideration of some new idea. Magazines are about trust and partnership; they're solid and surviving and require skill and thoughtfulness to produce.

Our purpose, therefore, in producing this newly refreshed issue is to provide a more welcoming and, hopefully more engaging, platform for narrative writing that is well crafted and



Sharon Scott Wilson, RRP  
Publisher Resort Trades

deeply reported. We've all heard it said that change is the only constant in life. Our hope, as we serve our subscribers, is for whatever changes we make, whether in content or presentation, to be positive and add to your experience.

We, the team at The Trades, will strive always to keep you engaged. We welcome your thoughts and comments about the content. (This has apparently never been a problem for our readers for over three decades, we are delighted to say!)

Thank you for continuing to give us your support and encouragement.

Every Resort; Every Month

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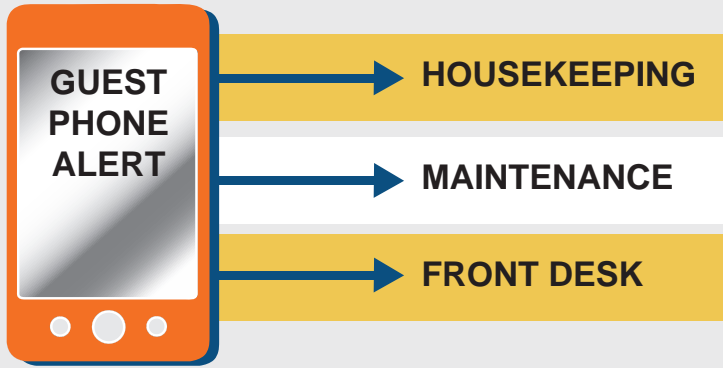
Resort Trades – the timeshare industry's only true news journal – provides relevant, timely news to assist resort developers, operators and management staff stay current and make better business decisions. The super tabloid print version is distributed twelve times annually to every resort in the U.S. and is supported by an interactive online news resource, [ResortTrades.com](http://ResortTrades.com). A digital version, plus a newsletter "Resort Nation", is emailed monthly to a subscriber-base of approximately 25,000 viewers including senior-level executives at development, management and timeshare-related travel companies. [ResortTrades.com](http://ResortTrades.com) is typically rated in the top third of the first page by the major search engines when searching on timeshare industry related topics. Copyright© 2018 by Wilson Publications, LLC. All rights reserved. No part of this periodical may be reproduced without the written consent of Resort Trades. Resort Trades does not accept unsolicited freelance manuscripts, nor does it assume responsibility for their return. Resort Trades is published monthly, twelve times a year by Wilson Publications LLC, PO Box 1364, Crossville, TN 38557. PRINTED IN USA

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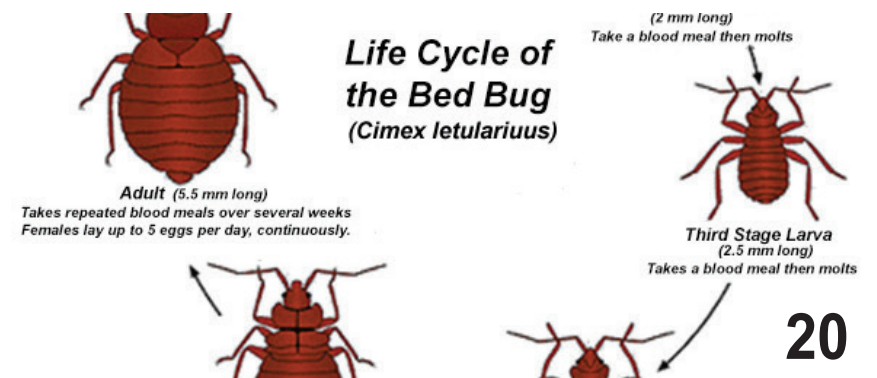
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# Liberté Management Group of the Pinellas Islands, Inc.



As Owner and CEO of 25-year-old “Liberté Management Group of the Pinellas Islands, Inc.” Dennis announced their 25th Anniversary this year. With a career of over

40 years in multi-family developments in Apartment and, Condominium Communities and Condo-hotels and over 30 years of his career in the Timeshare industry he has an incredible vantage point for our industry and for resort management from a wide range of positions.



These positions have included; management, corporate development, business ownership, consulting, national speaking and marketing vacation rentals to new and unique re-sales methods he has improved, maintained and enhanced each community he has touched. As a Licensed in Community Management, he also holds a Community Manager Education provider designation from the State



of Florida to assist and educated both new and experienced CAM managers for their semi-annual licensing renewals. Dennis is also a Licensed Florida R.E. Broker, Certified Fractional Consultant and has appeared as a keynote, support speaker and panelist for international ARDA, CAI, BITAC, TBMA and similar industry conferences.

As an “Out of the Box” thinker Dennis has increased streams of income to his Resorts and deferred the “Legacy” title to the “Reclaimed Legacy” status for the owners of his resort while maintaining steady reasonable maintenance fees. He has consulted and mentored for Vacation and Timeshare Resorts in Florida, Costa Rica, Virginia, Wisconsin, Tennessee, South Carolina, Colorado and several other states and countries. Through his innovations in the vacation industry he has produced “Limited term Deeds” in the TS industry as well as countless other cost-effective solutions for his resorts and the ones he consults for.

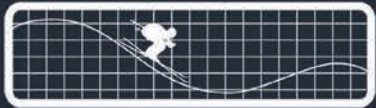
Dennis Developed The Liberté Management Group over the years to include Condo Hotels, to operate in a similar method like the larger hotels did when they first entered the Timeshare industry. Vacation rental leads can now be generated for a strong ROI with the overflow to the Timeshare resort. His more recent development of the Association’s HOA site, which in the past was THE method for board communications and transparency, added several streams of free income and a “Limited Timeshare Ownership Program” that can change the face of Timesharing. Once in place it can remove several major budget requirements and set annual maintenance fees with little or NO INCREASES. His addition of the “Limited Insurance Waiver” was an immediate income producing arm

of the resorts. DiTunno says, “This kind of thinking out of the box will not only add additional income line to your owners but if used successfully will bring a Legacy Resort into a continued working Legacy Resort”.



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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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**ENHANCE RESORT EXPERIENCES**

# FACES & PLACES

## Association News



**C.A.R.E., The Cooperative Association of Resort Exchangers**, recently attended the AMDETUR Convention in Mexico City from June 12-14 at the Westin Santa Fe. While C.A.R.E.'s initial goal of attending industry events is to meet with or garner new prospective members; C.A.R.E. also finds the importance in mingling with existing C.A.R.E. Members as well as each of C.A.R.E.'s global association partners.

President **Linda Mayhugh** was C.A.R.E.'s representative for this global convention and while there she met with the executives of C.A.R.E.'s association partners: AMDETUR, ARDA and CVOA (AVO unable to attend). President Mayhugh said, "I find that meeting with each of these associations, in person, as often as possible creates a bond that becomes very beneficial when the need arises to work together on higher levels. The stronger we are when banded together, the greater benefit for our respective members and our entire industry." Mayhugh's confidence in these agreements could suffice on a "handshake" but official agreements are a necessary formality; so, while in Mexico City she and **Carlos Trujillo Balmaseda** (Executive President of AMDETUR) solidified their annual reciprocal agreement.

Mexico's newest association, ACOTUR, became the fifth reciprocal partnership for C.A.R.E. when its President and ACOTUR President Mauricio Carreon officially signed an agreement during the AMDETUR Convention.

The **ARDA Southeast Regional Meeting** will be held September 12-13, 2018, at the Hilton Myrtle Beach Resort in Myrtle Beach,

South Carolina. Registration begins at 2:30 pm on Wednesday, the 12th, followed by a personal enrichment session and evening welcome reception. Highlights on Thursday include an educational session, "Legacy Resorts -- Who is Succeeding and How," sponsored by **Global Connections**.

Several management-oriented sessions will follow including a session on management best practices, another on how to find and recruit qualified board members. The event will be topped off by a networking lunch before disbursement at 1:30 pm. For more information and to register, visit [ARDA.org](http://ARDA.org).

## People in the News



**Charles Corbin**

**Hilton Grand Vacations** (NYSE:HGV) announced **Charles Corbin**, executive vice president and chief legal officer, has added the duties of chief development

officer to his current list of responsibilities.

"With Charles' significant experience in complex legal transactions and public company matters, he is highly skilled to take on this critical role as we accomplish our strategic priorities, including expanding our brand presence,"



**Mark Wang**

says **Mark Wang**, president and CEO of Hilton Grand Vacations.

As chief development officer, Corbin will oversee HGV's development, architecture and construction teams. He has held this role as interim since October 2017, and led the development team in establishing HGV's first two resorts in Japan and its first resort in the highly demanded U.S. market of Charleston, South Carolina.

Corbin joined Hilton in 2010, most recently holding the position of senior vice president of dispute

resolution and employment/benefits, before joining HGV's executive leadership team as general counsel in 2016. Prior to Hilton, Corbin held multiple senior leadership positions, including in-house counsel for Sunrise Senior Living, Inc. and The Mills Corporation. In addition, he had a successful career as a trial lawyer and partner in a law firm based in Washington, D.C. Corbin also cofounded a venture capital fund that invested in high-technology and commercial real estate.

Corbin holds a juris doctorate from University of Dayton School of Law and a bachelor's degree from The Citadel.



**Hilton Fort Lauderdale Beach Resort** -- a full-service residential resort offering studios, as well as one, two and three-bedroom residences -- announced the appointment of **Kathryn Day** as the property's new general manager.

"I am excited to have been granted the opportunity to join the talented team at Hilton Fort Lauderdale Beach Resort," said Day. "The resort already boasts a high degree of hospitality, and I look forward to leveraging my expertise to expand the property's distinct personalized service and reputation in South Florida."

Prior to joining Hilton Fort Lauderdale Beach Resort, Day served as general manager of The Drake Chicago. Under her leadership, the esteemed property yielded significant growth in guest satisfaction and employee engagement indexes for the past two years. Day's 15 years of industry experience is also comprised of leadership roles for several properties in the luxury sector, including The Public Chicago, Waldorf Astoria Chicago and Four Seasons Philadelphia. She holds a bachelor's degree in commerce, marketing and hospitality

management from The University of New South Wales in Australia.

(Operated separately from Hilton Grand Vacations, Hilton Hotels & Resorts is the flagship brand of Hilton.)

**Georgi Bohrod Gordon** writes, "We have a "brand new" website and lots of information to share!"

Welcome to the **GBG Communique, Market Smart**. We chose the name because we want our clients and colleagues to have tips, ideas, and insights to keep you market smart. Inside our periodic messages you'll find the latest client news, tips for marketing/PR/social media hacks, and interesting reads from knowledgeable experts.

We'll familiarize you with helpful terms such as P2P, (Person to Person)--the way GBG does business by developing all our business connections on a personal level through mutual trust and strong bonds with clients. And ROO (Return on Objective)--an ongoing measurement that keeps clients informed about how well their marketing efforts are working to obtain their objectives.

Our new GBG website is easy to use and informative. Be sure to check it out for all the latest news about GBG, our clients, and information to help you make good decisions on your marketing strategies. By the way, we'd love to have your input on what you would like to see in our updates. We make it easy for you to give us your input in the Contact Us section of our website. Hopefully you'll subscribe to Market Smart. And, if you wish you may also sign up for a free consultation."



AMResorts®, an **Apple Leisure Group** (ALG) company, announced yesterday its entry into St. Martin with the signing of a

# (Who's Doing What and Where!)

new resort brand management deal to bring its Secrets Resorts & Spas brand to the island. With the addition of this new resort, ALG maintains its position of having the largest pipeline of all-inclusive resorts in the Caribbean, with more than 6,000 rooms in development.

The official announcement was made by Alex Zozaya, CEO of ALG, and Tommaso Sandretto, CEO of Sole Resorts, at an event held by Daniel Gibbs, President of the Collectivity of St. Martin.

"ALG is continuing to grow its brand footprint in the Caribbean by expanding into the highly marketable destination of St. Martin, which welcomes millions of international travelers each year," said Zozaya. "We are confident that the island has the potential to become one of the region's premier high-end destinations, making it the perfect location for our luxury all-inclusive brand, Secrets Resorts & Spas."



When was the last time your resort's bathrooms were renovated? If it's been longer than ten years, you're probably losing money with every flush, every shower and every turn of the faucet.

"While you can't control your guests' use of utilities, you can control its operating costs," said Sam Cicero, Jr., president of **Cicero's Development Corp.**, a General Contractor specializing in the renovation of hospitality properties. "Through simple, environmentally friendly renovations to plumbing and electric, your resort can significantly lower expensive water and electric bills."

Cicero's Development makes energy efficiency part of every resort bathroom renovation. Along with replacing worn cabinetry, updating ugly tiles and swapping out old-fashioned tubs for walk-in

showers, Cicero's will install new fixtures and toilets that look great and meet the U.S. Environmental Protection Agency's water efficiency recommendations.



**Nordis Technologies** is expanding its presence in the collections industry as the demand grows for communications and payments technology to more efficiently comply with fast-changing regulations, connect with consumers digitally, and collect payments through multiple channels. The company is demonstrating its innovative cloud-based applications to highlight the advantages they bring to the collections process at the industry's leading convention, ACA International Conference & Expo 2018, in Nashville from July 23 to 25.

Collections companies focused on healthcare, hospitality and financial services rely on Nordis' Espresso customer communications management system to streamline and automate bills, notices and other customer correspondence. Espresso integrates with Nordis' digital and print production services as well as the ExpressoPay application for electronic bill presentation and payments, providing a seamless solution on a single platform. ■

In last month's "Faces & Places" column, Resort Trades mentioned a quote from Applied Science Labs Manager Rodger Williams concerning the legal threat of bed bug infestation. We did not, however, go into enough detail about how infestation can be prevented and why management should take steps to ensure against such lawsuits. Williams wrote, "It's always nice to be mentioned, but this article didn't say a thing about the ability to prevent bed bugs."

So few people even know that there is an actual product that can prevent. Most people think it means inspecting or hiring a dog. Why spend money training people to look and see if work is necessary when nymphs are in fact too small to be seen!

Nor did it mention that with the use of our preventative product, third-party written documentation is provided that categorically states that a 100 percent nontoxic preventative product has been applied that has been shown to prevent infestation for up a year from the date of service.

Documented "prevention" demonstrates an unassailable commitment to guests' health and safety that ends lawsuits before they get started. Think about it. What is required for a successful bed bug lawsuit? One of the most important elements is the bitten victim's ability to find a lawyer that will take the case without money up front, on contingency. When management and ownership have not one shred of written proof that they have done anything to "prevent" or otherwise stop a guest from being bitten, the case is almost won before the lawsuit is filed. All management or ownership has are self-serving words. The victim's lawyer has pictures and doctor bills. Guess who wins?

Documents, a Record of Application, and an independently provided third-party certification provided before the alleged incident, which proves that treatment was completed, explains that management has done all that anyone could reasonably be expected to do to guard the health and safety of their guest.

Results? No lawyer and no lawsuit.

The ability to prevent and prove it is new news! Your readers, owners, and managers are the people that will put an end to guests talking to their lawyers about bed bug lawsuits. They need to know that there is something out there that can actually protect them.

I always appreciate your help and I hope you can help us get this new message out?

Thanks for all that you do.

This is good information for managers to bear in mind, Rodger. Thanks for taking the time to explain. We welcome your feedback!

To contact Applied Science Labs call (619)825-2121, or on the web at [www.vaxinatewith88.com](http://www.vaxinatewith88.com)

# Principle Based Training

## – Part I

By Tom Goetschius



Following is the first in a three-part series by Tom Goetschius addressing “Principle Based Training.” While the author’s focus is on training sales people, his advice applies to any interchange between a resort employee and a customer, whether internally with a peer or externally with an owner/member, prospect, or guest. Managers charged with training employees – whether involved in sales, front office, or administration – can share Goetschius’ wisdom to help teach their staff to communicate more effectively and deliver top-notch customer service. Be sure to look for next month’s article in which the author will sharpen the lens on principles involved specifically in sales training. The third part of his series will be about the principles for living a successful life.

prin-ci-ple  
[ prin-s uh-p uhl]  
Noun

1. a fundamental truth or proposition that serves as the foundation for a system of belief or behavior or for a chain of reasoning,
2. a general or basic truth on which other truths or theories can be based,
3. a basic idea or rule that explains or controls how something happens or works,
4. a fundamental, primary, or general law or truth from which others are derived:

Over a span of 35 years I have been able to study and be involved with resort projects across America, Canada, Scotland, England, the Caribbean, and Costa Rica. During that time, I have seen and heard a vast collection of sales techniques and methods, handed down from one generation of sales managers and trainers to another. Many of the sales techniques were effective. Many of the sales techniques were ineffective. That lead one to proclaim, “Everything

works...Nothing works”, a refrain I have heard across the resort industry. What is one to do? Here is how it generally goes. The well-meaning manager or trainer says to a neophyte, with confidence and authority, “This technique works for me. This is what you should do.” The problem with that approach is that it offers no guarantee that the technique would be effective when practiced by the new person coming onto the sales line. Many times, the method yields favorable results but just as many times it only leaves the new salesperson bewildered and frustrated. The recruit returns to the manager/trainer to explain that the technique, that was so confidently presented, did not yield the desired result. Not to be left without a recommendation, the manager/trainer many times goes to a colleague and asks, “What do you do in such and such situation? What works for you?” Armed now with a different technique, the manager/trainer passes the sage advice to the salesperson, who is eager for a sure-fired technique that he or she can apply with the next

customer. But, it still does not offer any guarantee of success.

What is at the root of this kind of ambiguity? Seldom if ever have I come across a manager, a trainer or a salesperson that can cite the principle on which any given approach or technique is based. The truth of the matter is that sales in our industry has been methodology based, a collection of sales techniques promised to work with any customer. Emerson points



out the problem when one depends on methods.

*If you will learn only methods, you will forever be tied to your methods... But if you will learn the principles behind the methods, you can develop your own techniques and be successful in any environment.*

Dr. Stephen Covey adds to the notion when he writes, in Principle Based Leadership...

*In periods of rapidly changing times, a map is of little value. What is needed is a compass. Exchange your map for a compass and train yourself to navigate by a compass calibrated to fixed true north principles and natural laws.*

I don’t think anyone would deny that we are living in rapidly changing times. The speed with which information is disseminated is staggering. What we thought was true last week is proven to be untrue this week. Long held beliefs are shattered when new evidence is presented. What we thought was a good idea gets rejected. For example, the deeded resort product today is considered more of a liability than an asset. If salespeople are approaching the sales process and using the same techniques they did even five years ago, they are most likely not effective.

Salespeople today are less likely to accept on face value the techniques that are often mandated. They want to know why things are done in certain ways. They seek the foundational truths that justify and validate how they approach sales. Sales techniques are not inherently bad. On the contrary, when salespeople understand the principle upon which the technique or the methodology is based, that technique or methodology becomes brilliant. The actions taken by a salesperson should be able to be traced to specific rules or laws found in principles taken from three areas of behavior. The three behavioral areas are Communication Principles, Sales Principles and Principles For Successful Living.



### Communication Principles:

Sales is a communication process. When the salesperson understands the uniqueness of their customer and believes in their product's ability to enhance the customer's life, then they have an obligation to communicate that in a commanding and effective way until the customer agrees and has the capability to make a purchase decision.

### There are two principles of human communication:

#### The Message Sent Is Not Always The Same As The Message Received

People are obviously different. They have different world views. In psychology all that a person is, including all of their perceptions and understanding, is called their phenomenological field. For our purposes it suffices to say that everyone has a different point of view based on a range of determiners including their religion, their education, their experiences, their background, their values, etcetera. No two people have exactly the same "point of view". There are several behaviors that grow out of understanding this communication principle. When a salesperson understands that the message being transmitted to their customer most likely, will be misunderstood, then the salesperson should repeat the message in a different way. Another thing that the effective salesperson should do is to confirm and clarify. Saying things like, "Did you get that OK?" or "Are we on the same page on this?" On the recipient side of the conversation a nod of the head confirms that you are listening. Utterances like, "Uh huh" or "Right" lets your customer know that you are paying attention. "I want to make sure I understand. Is this what you are saying?" will go a long way in creating a good relationship.

### "Noise" Is Present In Every Human Communication

Noise is defined as anything outside

of the communication itself that seeks to hinder effective communication. There are two types of noise. Physical Noise includes anything of a physical nature. They include loud distractions caused by all kinds of things like loud equipment or people talking. Other examples of physical noise are hunger, pain, or fatigue. The existence of any of these can be a hindrance to effective communication.

The other kind of noise is Emotional Noise. Emotional Noise can have a profound effect on effective communication. When emotions like fear, anger, guilt, confusion, worry, or boredom are present, effective communication is difficult and sometimes impossible. Effective communication cannot take place until the noise, whether it is physical or emotional, is reduced or eliminated. When the salesperson understands this communication principle, he or she knows that they have to identify what kind of noise is present and then reduce or eliminate it before any effective communication can take place. Many times, the only way to know what kind of noise may be present is to ask and be open to understanding that any number of noise factors may be present simultaneously. ■

*After obtaining a Master's Degree in Interpersonal Communication from the State University of New York, and teaching speech and directing theatre at SUNY Morrisville, Tom Goetschius became involved in the resort industry. He spent 35 years in the industry serving as a salesperson, manager, director of sales, trainer, and project director. He started Tom Goetschius Associates, a training and consulting company, in 1994. Currently, Goetschius is Adjunct Professor of Speech, at Valencia College, Kissimmee, FL*

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# Getting the Most From Your Annual Meeting

By Kelley Ellert



**M**ost industries have seasons that come upon them where they feel busier than usual and for the timeshare industry one of those seasons is annual meeting season.

As we embark on fall when many resorts slow down and give the staff and management time to plan an annual meeting it's a good time to reflect on how to make your annual meeting go smoothly. So, this month I spoke with Pam Cordell, Senior Vice President of Operations for National Hospitality Group about how to make an annual meeting effective and enjoyable.

"The number one thing I always stress to people is the importance of transparency," said Cordell. "The more information you can provide to owners, in the most straight-forward manner the better it is for everyone."

When planning your annual meeting it's wise to keep transparency in mind, but what would benefit the meeting even more is practicing transparency and communication throughout the year. According to Cordell, a lot of resorts are better served when they do more frequent updates throughout the year such as projects going on and photos. Then the annual meeting is more able to effectively be a brief operations update where the owners are already familiar with the things going on.

"When you keep your owner based updated throughout the year when the annual meeting comes it's much for informational and allows for opportunities for enjoyable updates, informed discussion and talking about moving forward," said Cordell. "You spend less time stuck in the weeds on things that happened six months ago."

Since most people only visit the resort once a year, it's natural that they would be curious about what is going on at a place so close to their heart throughout the year.

"I advise updating your owner based on a variety of things – the good, the bad and day-to-day situations that they could find entertaining. Anything from a beautiful sunset, to new landscaping to a special assessment and the details surrounding it is going to keep them engaged," said Cordell.

If you believe that owners aren't listening when management communicates with them I would argue that they are. It's fascinating to watch the email open rates and engagement on Facebook posts that are directed at resort ownership.

experience includes adding in fun activities and presenting the financial information in a way that is understandable.

"We have our own industry lingo that we speak to one another that owners may not understand. Since owners are from mixed backgrounds it helps to speak to everyone in an easy to digest way," said Cordell.

She recommends limiting the financial summary to one page so that it is easy to read and gives a full picture understanding of everything. Keep it simple and easy to read by breaking it down into five to seven main expense categories and a few income categories. Grouping expenses such as legal, fixed, insurance, etc. will give an overview without overwhelming owners with the details of every transaction. Management should have the complete breakdown available for questions, but overwhelming attendees with all of it is too much.

Another way to increase engagement is to make it a big owner get together. If annual meetings became something to look forward to and not just a business meeting it makes a big difference. For example, one of the resorts in the National Hospitality Group management family puts on a fun BBQ every year and around 150 owners typically show up and enjoy themselves.

Cordell encourages resorts to talk with their vendors and see if they can sponsor or provide prizes for giveaways.

Try to make the meeting fun. Make it a big owners party. Do a cookout or a luncheon. Do giveaways – work with your vendors to see if they will provide prizes. You want owners to look forward to it.

Overall, annual meetings are work. They require planning, time, coordinating and money, but when done well they can be something that owners look forward to attending and keeps them engaged. And as stated earlier – happy, engaged owners pay their maintenance fees. ■

*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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# How to Keep Your “A” Players

By Phillip M. Perry



**A**bstract: In a labor market growing tighter every month, employers must take steps to obviate the loss of their top performing employees to aggressive competitors. Key actions include implementing “pay for performance” systems and assuring lateral or vertical advancement pathways. Employers should also provide frequent performance feedback and allow star performers sufficient autonomy.

It’s a nightmare scenario for any business: A star employee suddenly decides to jump ship for the competition. Out the door goes years of experience, in-depth knowledge of sales and marketing plans, and even a good number of hard-won customer connections.

It’s that last part, with its costly ramifications, that can cause the most immediate damage. “Customers will often follow a departing employee out the door to his or her new employer,” says Richard Avdoian, an employee development consultant in Metropolitan St. Louis. (MidwestBusinessInstitute.com). “People like to stay with employees they trust.”

Longer range, the ghosting of a top performing employee obviates any plans for grooming that person for a management role. “When you lose your best employees, you lose not only their skills but also their leadership potential,” says David Dye, President of Lets Grow Leaders, a management consulting firm in Washington DC (letsgrowleaders.com).

## Tight market

Expect more star employees to seek greener pastures in the months ahead, and fewer quality replacement prospects. With the nation’s unemployment level hovering just over the four percent level, most economists believe the labor market has reached a condition of full employment. As top-quality talent grows scarce, other employers in your region will try harder than ever to lure away your best people.

“When demand for personnel is high and supply is low, people have more choices for where to work,” says Dye. “Employers have greater difficulty retaining the best performers, and the value rises for those individuals’ work skills.” In rural areas especially, where employers reside far from large cities with concentrated pools of talent, quality employees come at a premium.

How about your own business? Do you think your top performers will hesitate to jump ship? Maybe so, but the fact remains that people who perform the best in the workplace tend to suffer the most from wandering eyes. A survey by SAP and Oxford Economics, published in The Harvard Business Review (“What High

value: slackers, foundationals, and high achievers. Slackers are easy to spot: They do the bare minimum to collect their paychecks. Foundational employees, in contrast, perform their duties in a conscientious and dependable manner, serving as reliable anchors to your business. The final category consists of people who outperform the norm. “High achievers are driven go getters,” says Avdoian. “They are your most productive employees.” These individuals can deliver up to 400 percent more productivity to a workplace than other employees, according to the HBR report.

With this short list in hand, make sure you give your best people the specific things they need to keep them on board. And just what do they want more than anything else? The answer is probably not surprising: The HBR report found that top performers care significantly more than average or low-performing ones about competitive compensation. You must offer them a salary commensurate with their skills and at least equal to what other employers in your region provide.

## Pay for performance

High performers also care more than their slacker or foundational coworkers about the ability to earn bonus pay based on performance. “The opportunity to make more money through their achievements is an incentive for your top performers to stick around,” says Donna Cutting, CEO of Red Carpet Learning Systems, Asheville, NC (redcarpetlearning.com). Top sales people, for example, will expect additional compensation when they outperform their peers. The goal is to create a win-win situation for employer and worker: Fixed compensation costs remain low while employees have the chance to earn more when they excel.

A pay for performance system is a far cry from old familiar reward relics of the past, such as the annual seniority-based salary hike and the

Performers Want at Work,” by Karie Willyerd. November 18, 2014) found less than half of high performers satisfied with their current duties. One in five is likely to seek a greener pasture in the next six months. “Top performers are often less than content with their jobs,” says Avdoian. “Many want to further their careers by moving on to more promising positions.”

## Spot the stars

So how do you keep your own best people from jumping ship? The first step is to make sure you focus on the brightest stars. Avdoian suggests looking at your employment pool as a complex of three classes of workers on an escalating scale of





automatic year-end bonus. The problem was that the conventional system wasn't getting the job done, basically because it did not incentivize better performance. Moreover, high performers resented the fact they were not rewarded for their superior productivity at a rate any higher than others. Meanwhile, ongoing salary increases bloated payrolls until the business risked becoming uncompetitive.

Besides its direct financial component, such pay serves to highlight the connection between employee actions and organizational success. "It's important that people understand their overall part in the success of a business," says Cutting. "Performance-based pay does that." At some company's performance compensation represents 20 percent or more of take home pay.

Valuable as it is as a retention tool, performance-based pay carries the hazard of unwittingly rewarding the wrong behavior. "You need to be careful that the performance objectives you set are in alignment with your business values," warns Cutting. She points to the recent experience at Wells Fargo, a bank that rewarded its employees for burdening customers with unwanted accounts, as a textbook illustration of a performance-based pay scheme gone bad. "You have to make sure the objectives you set are not just based on sales or revenue, but also on the way customers and colleagues are treated."

The sales person who is making a great number of sales may also have a rushed, impatient manner that irritates your customers. Gear your bonus plan to reward employees for quality service. Use the telephone, a mailed survey or the Internet to assess customer satisfaction.

On the other side of that coin, performance-based pay won't work if employees are unclear about how their actions directly contribute to the organization's bottom line, or lack sufficient know-how to perform to their maximum potential. "You need to make sure employees have a sufficient measure of control over meeting the described objectives," says Cutting. "And they must be given the proper tools to do so."

### Include everyone

One more hazard for performance-based pay: Employees left out of the program may resent their inability to earn bonus compensation. That's why it's important to include everyone, even those for whom it's difficult to measure quantifiable workplace results.

"For people who are solely responsible for their work, and where their activities can be readily quantified, pay for performance plans are more straightforward," says Dye. That's why many organizations begin by measuring easily measurable achievements such as higher revenues by sales people, accident reductions by security personnel, and glowing customer reports for service



representatives.

Designing an effective program is more difficult for some members of the support staff who do not perform in quantifiable ways. However, it is not impossible. "You can make pay for performance work for receptionists, housekeepers, or any kind of support staff, as long as they are given the necessary tools by management," says Cutting.

The biggest challenge is finding a way to measure support staff performance that is fair and reasonable. One approach is to ask, "what is this person's job and how well are they doing it?" Perhaps a receptionist answers the phone before three rings or greets customers in a cheerful and professional way. If you ask employees how they measure their own performance, you may hear good ideas that can be translated into a quantifiable system.

Assure success by continually expanding your plan's scope. Include

more people and develop more refined performance assessment parameters while soliciting feedback from participants.

### Healthy environment

Vital as it is, performance pay is not the only tool for retaining top employees. You also need to cultivate a respectful and supportive work environment. "It's important that people understand what the business wants, and that they feel valued when they meet the employer's expectations," says Cutting. "The ability to contribute and to feel involved with the success of the organization can be its own motivation."

Here are some additional factors that keep your best people aboard:

\* Autonomy. "High performers do not like to be micro managed," says Christina Eanes, a workforce

*Continued on page 19*

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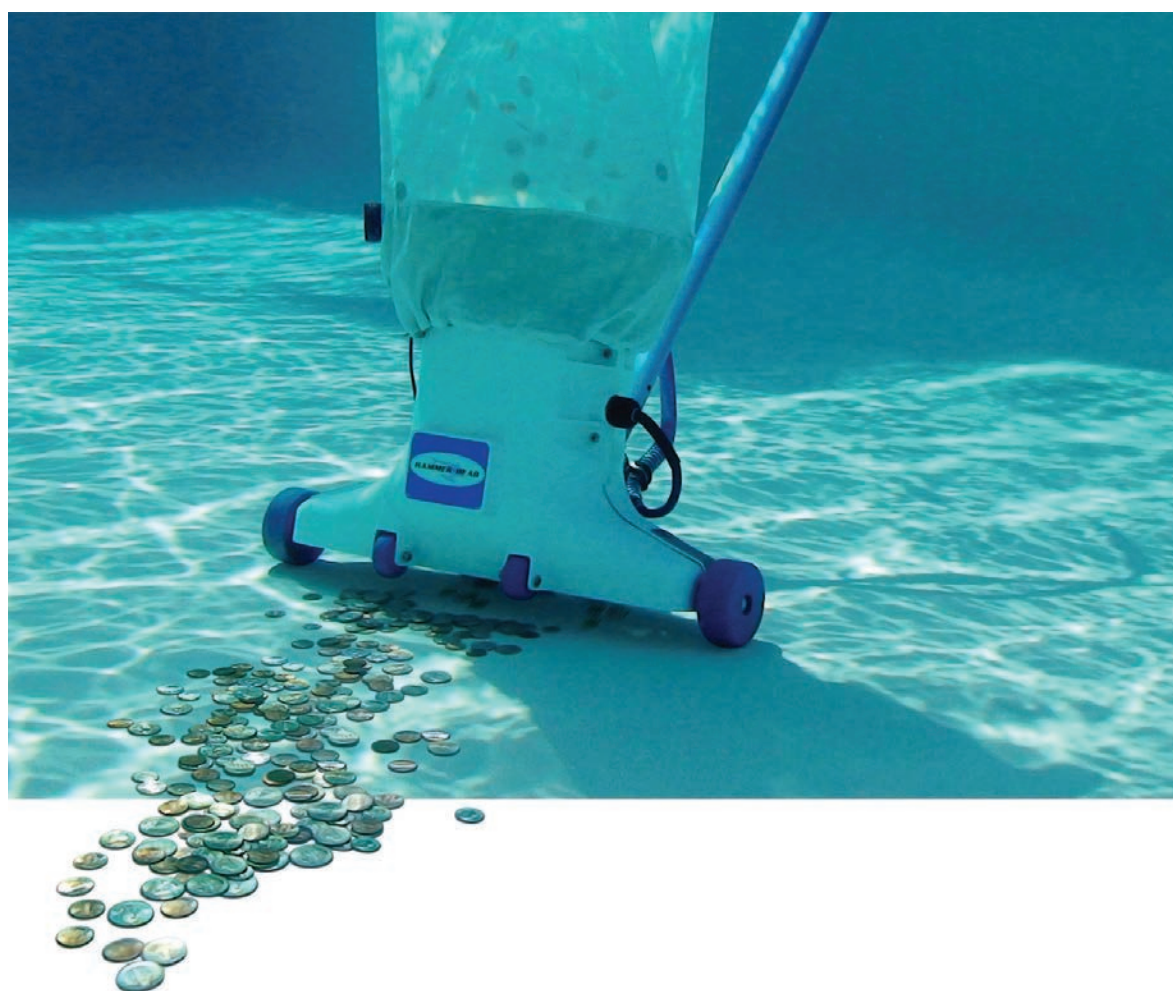
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management consultant in Alexandria, VA ([christinaeanes.com](http://christinaeanes.com)). "They want the freedom to do their job in a creative way, along with the requisite responsibility and authority." That serves the organization well. "Innovation happens when smart people find new and better ways to get their jobs done."

\* Frequent feedback. Top performers want to know where they stand and want feedback more than once a year. A negative December surprise, especially if it affects bonus pay, may well send them packing. The *HBR* report highlights the importance of monthly performance reviews.

\* Advancement pathways. Top performers expect the employer to help them advance in their fields. "You need to create a culture where people want to work with you because of what they are going to learn and have a real clear-cut career ladder, so they see how they can move up," says Cutting.

Sometimes clearing a path for advancement is easier said than done. In a perfect world a business would have enough open management positions to accommodate every deserving person. Reality is often much different. What can you do? "You need to create a growth path for top performing people that keeps them feeling challenged even though they are not advanced into management positions," says Dye.

One solution is to feed the craving of top performers for new skills. "High achievers have an insatiable need for self-development," says Eanes. "They have an ingrained need to develop themselves, so the more opportunities you can provide them to learn, the more loyal they will be."

Those opportunities can be offered by thinking laterally. "Not every top performer expects that advancement means a higher-level position," says Eanes. "Millennials, especially, often prefer to move laterally because it provides them with more learning opportunities and more challenges." A high performing individual in sales, for example, might welcome a move to an adjacent position in human resources with the chance to learn a new set of marketable skills.

**Tell them you saw it in The Trades**

### Tailor your offer

Because not all top performers have the same motivations, you need to consult with each of them to better understand specific needs. "I suggest designing what I call an Individual Development Plan (IDP) with each person," says Eanes. "Determine the next logical level of knowledge and expertise and what can you do to help them achieve it."

An IDP might include a planned pathway to advancement, or the acquisition of new skills. One individual might take on responsibility for larger projects. A second might share their knowledge by training other people. A third might cross train in areas outside of their core competency. Think of these as "expertise promotions."

These work environment modifications, combined with a robust pay for performance plan, should go a long way toward keeping your best people from jumping ship. Monitor how well you are doing by asking your staff for feedback. And observe how employees perform: Are they acting in more motivated ways and paying closer attention to things really important?

Creating a program to retain your top people takes time and effort. The payoff, though, can be considerable and letting things slide is unacceptable. "Businesses which fail to retain their best people will be stuck with a majority of their employees being slackers and overtaxing the foundational employees whom they rely on for productivity," says Avdoian. "And that will lead to a decline in employee morale which will in turn impact productivity and devastate profitability." ■

*Phillip M. Perry is an award-winning business journalist based in New York City. He covers management, employment law, finance and marketing for scores of business magazines.*



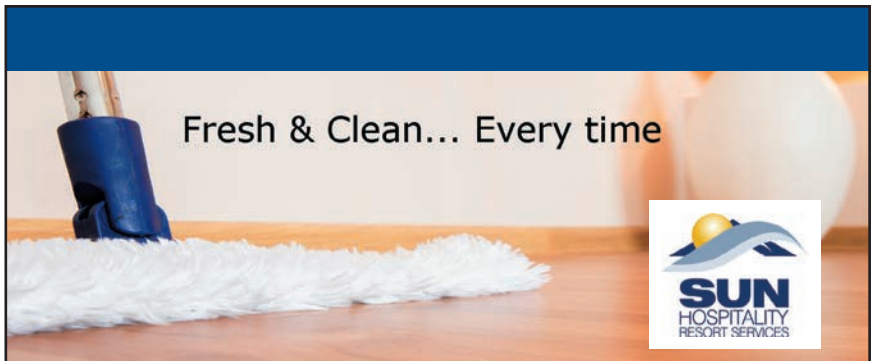
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# Bad BED BUG Behavior

*Hotels ultimately pay for failure to prevent infestations*

By Judy A. Maxwell

*This article appeared in the February 2018 issue of Asian Hospitality, a hotel trade publication by Asian Media Group USA. Judy Maxwell is managing editor of Asian Hospitality.*



*Bed bugs can be difficult to detect and treat because of their small size and ability to survive up to a year without feeding, said Orkin LLC. They are about the size of an apple seed when fully grown. In this image, a bed bug rests on a hand.*

**M**ost hotel owners and operators are proud when their property is listed on global travel sites. But one website an owner wants to avoid is the Bed Bug Registry, where guests report hotels and motels that they claim have bed bugs.

Although the microscopic-size insects do not transmit pathogens, most people consider bed bugs disgusting. But what the public finds even more repulsive is the feeling that hotels do not care about the welfare of their guests.

Rodger Williams, general manager of Applied Science Labs, a bed bug control company based in Dallas, Texas, said when a jury awards a bitten guest huge sums of money it's usually because the evidence overwhelmingly proves the hotel did not do enough to completely alleviate the infestation before selling the room.

"The common thread in bed bug awards is jurors felt the hospitality business did not care," he said. "You know it's true because bed bugs, while creepy, are mostly an inconvenience for guests. If a hotel puts guests into a room that the staff knew was infested, that action speaks louder than words."

In a 2009 case in Glendale, California, a lawyer representing three women who shared a room at an economy hotel told the local newspaper, "We feel the bed bugs

have been there for a while. They knew about the bed bugs, but they continued to rent out the room."

Bed bugs do not carry disease, but in some extreme cases bites can lead to other health issues such as infections and allergic reactions such as welts. Typical reaction to bed bug bites is the appearance of red, itchy spots that emerge several days after an attack. And not everyone reacts to a bed bug bite.

Guests who seek legal recompense for bed bug bites typically cite anxiety, emotional distress, sleeplessness, physical disfigurement, ruined clothing and luggage, costs occurred because they brought bed bugs home and lost wages, reports Bed Bugs Handbook. Hotels have even been accused of battery, fraud and negligence.

Settlements include \$382,000 in 2003 with a major hotel chain to \$100,000 in 2015 at a single hotel. Other suits have sought millions of dollars in damages.

In 2004, a full-service hotel in San

To say your hotel reacted to a bed bug report by treating the room is not enough to convince a guest – or a jury – that you care, Williams said. "It used to be all about response, but now it's about prevention."

It does not matter whether your hotel is a five-star or two-star establishment, bed bugs are not choosy about their accommodations.

"We have more people affected by bed bugs in the United States now than ever before," said Ron Harrison, an entomologist and director of technical services with Orkin LLC. "They were virtually unheard of in the U.S. 10 years ago."

According to a 2015 survey by the National Pest Management Association, nearly all (99.6 percent) of pest professionals nationwide have treated bed bugs in the past year, up from five, 10 and 15 years ago.

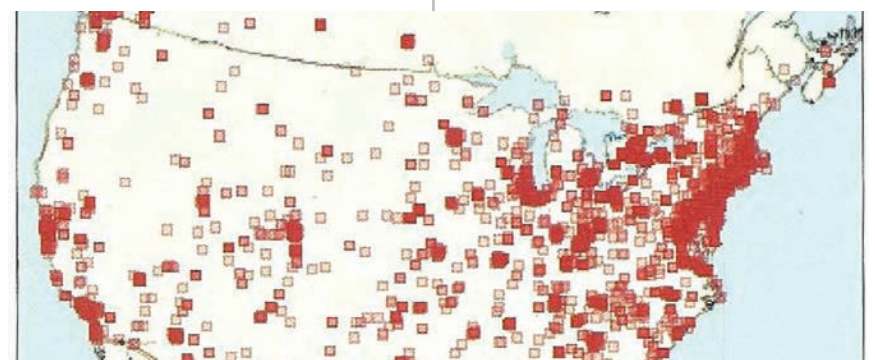
A hotel needs proof that it cared about the welfare of its guests not only at the time of infestation, but also in advance and in the aftermath, said Williams. He recommends hotels practice preventative maintenance to ward off bed bugs and lawsuits.

Applied Science provides documentation that a room has been treated with preventative chemicals. It also adds a third-party certification from the American Academy of Entomological Science.

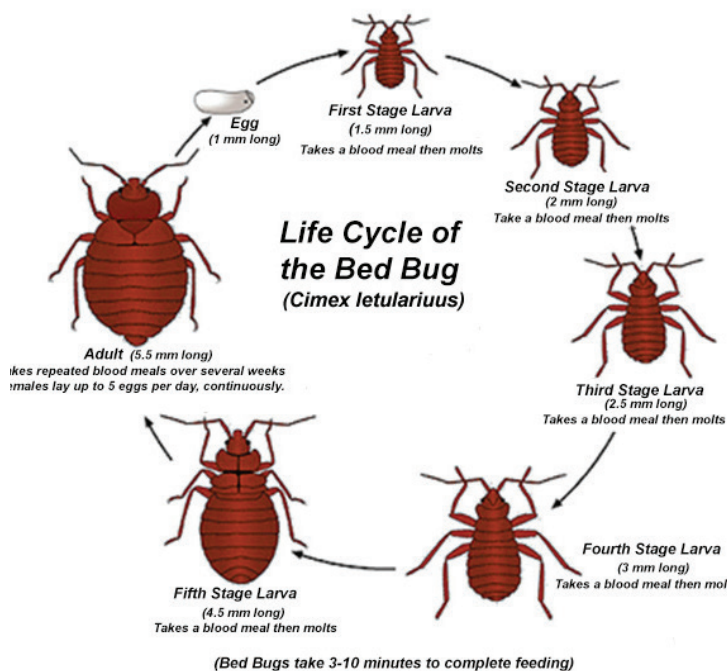
Applied Science's remedy is non-toxic to humans and animals. A single treatment lasts 12 months. The company's solution was tested by the American Academy of Entomological Science, which placed live bed bugs and several

Francisco settled out of court with a guest for \$71,000 after she was bitten 400 times and ultimately developed a chronic skin condition.

A once-and-done treatment is not enough to solve a bed bug problem, Williams said. "Bed bug eggs hatch 10 to 14 days after the first infestation, and that population is 50 percent larger than the previous group." Keep in mind, when a hotel initially treats a reported infestation, 60 percent of the eggs have not yet hatched.



*A map on the Bed Bug Registry, a website, identifies hotels where previous guests claim their room had bed bugs. Founded in 2006, the site has collected about 20,000 reports covering 12,000 locations in the U.S. and Canada.*



This graphic demonstrates the life cycle of a bed bug.

nymphs in a room that was treated 12 months earlier. The insects all died, the nymphs within four hours and the adults by the morning, according to study by Jeffrey Brown, a doctor of entomology. In a control room without treatment, the bugs survived. The researchers used Applied Science's "knock down" spray and those insects died in 25 seconds.

"For 20 percent of the cost to treat an infestation in one room, a hotel can protect 50 rooms against bed bugs for a year," Williams said. "It really is true that an ounce of prevention is worth a pound of cure."

Bed bugs can be difficult to detect and treat because of their small size and ability to survive up to a year without feeding, said Orkin. They are about the size of an apple seed when fully grown, and can hide around seams of a mattress, behind headboards and in cracks and crevices, usually within a five-foot radius of the bed.

The first signs of a bed bug infestation are often the bed bugs themselves or small dark stains bed bugs can leave behind.

Ironically, it's guests who bring the bed bugs to the hotel – in their luggage, on their clothing and their shoes. Tim Husen, an entomologist and technical services manager with Orkin, calls bed bugs the "ultimate hitch hikers." They not only live in hotels, but also in homes, cars, the gym and movie theaters.

In 2010, a Michigan couple sued a luxury hotel in New York City, claiming they spent \$8,000 to eradicate bed bugs from their clothing and home after bringing the insects home from the hotel.

For the past six years, Orkin LLC has released an annual list of cities where it has performed **Tell them you saw it in The Trades**

the most bed bug treatments in homes and commercial buildings. January's Top 50 Bed Bug Cities for the first time ranked Baltimore as number one. Four metro regions — Las Vegas, Portland, Salt Lake City and Greensboro-High Point-Winston Salem — made the list for the first time this year.

Husen said making the list is a good thing because it means Orkin was busy treating bed bug infestations. "It shows increased awareness and that people sought professional help."

Husen advises against hoteliers taking a bed bug problem into their own hands. Professional pest control companies provide the best protection against bed bugs. "Routine maintenance is your best protection," Husen said. "Licensed pros abide by the rules, they understand and know how to use chemicals and equipment and they know how to time treatment."

Orkin also educates hotel staff on what to look for identifying pest issues. "It's a very big component of our program," Husen said. "Employees such as housekeepers are in the rooms every day.

"Thoroughness, effectiveness and safety are three good terms to use in bed bug treatment and prevention." ■

For more information contact Applied Science at (619)825-2121, or on the web at [www.vaxinatewith88.com](http://www.vaxinatewith88.com)

This article appeared in the February 2018 issue of Asian Hospitality, a hotel trade publication by Asian Media Group USA. Judy Maxwell is managing editor of Asian Hospitality.

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# 32nd **AMDETUR** Association Convention Mexico City 2018

By J. Michael Martinez



**W**hat an exciting week in Mexico City for the 32nd Annual AMDETUR Convention May 12th-14th. We could feel the buzz the day we arrived as the FIFA World Cup was just underway. By the time we left, Mexico's national soccer team had just defeated world ranked #1 Germany in the opening round of the FIFA World Cup and you just knew great things are going to happen in Mexico in 2018.

The AMDETUR convention was an exciting event and throughout the two-day meeting we felt the buzz in the air as well during the opening ceremony kick-off. The ceremony consisted of a ribbon cutting and tour of the exhibit hall by several heads of Mexican government tourism agencies. The opening session of the convention began with a panel of government tourism officials, with each one giving their special messages to the attendees. The panel consisted of several high ranking government officials, such as, Undersecretary of the Federal Ministry of Tourism, Secretary of Sinaloa Tourism, Chairman of the National Tourism Business Council, and Mexico City's Head of Government.

The theme throughout this year's convention was "disruption" and throughout the convention it was discussed in relationship to the vacation ownership industry. One panel was titled "Alternative Lodging" and consisted of companies such as Home Swap, Hostel Mundo Joven, and Expedition Mexico Verde. Each panel speaker discussed their company's mission, described their product, and gave some examples of how they provide alternative lodging

to travelers. For example, Home Swap has an online platform whereby members can list their personal homes with travelers in exchange for use of the other person's home for their own travel use. They pay a small annual membership fee into the online platform. Another alternative lodging session during the AMDETUR Conference featured Airbnb Mexico Country Manager Angel Terral who explained his company's mission in Mexico. He described their online platform, and also, discussed Airbnb's ups and downs since their inception in Mexico.

On the second day of the conference, three separate workshops were held. In Workshop #1, attendees joined a roundtable entitled, "Human Capital." The workshop consisted of sharing ideas and best practices when recruiting and hiring employees. They also discussed different issues around training, wages, employee retention, and more. Workshop #2 was "Third Party Services" which consisted of panelists and attendees being given the opportunity in a Q&A format to describe their company's products and services while networking throughout the workshop. The third session was "Industry Associations," which was

a panel session consisting of the heads of each trade association. Two American trade associations were represented. Howard Nusbaum, President of ARDA and Linda Mayhugh, President of C.A.R.E. Association participated on the panel along with the Mexico Associations' Presidents. The panel participants described their associations and gave short narratives on the current state of the vacation ownership industry.

On the third day of the conference, the theme continued as sessions included "Internet Through The Light," "Connectivity," "Secondary Market," and "Embracing Technology." Each session was interesting and discussed the disruption each element provides to the vacation ownership industry. The format of these sessions were interactive and the attendees were given an opportunity to ask questions and participate by sharing their company's own examples. There seemed to be a lot of buzz and energy between the panelists and attendees during these sessions. Particularly during the "Secondary Market" session. Several panelists from secondary marketing companies participated. Also, Robert Clements, ARDA's VP of legal affairs, was on the

panel to share his thoughts and answer questions.

The AMDETUR Conference also provided many insights into the vacation ownership industry in Mexico. There were several educational sessions throughout the conference. Some examples were called "10 Aspects to Watch in Tourism" and "Mexico Industry Update." Both sessions were extremely informative and the panelist provided current trends in the industry and statistical data regarding arrivals, sales, and future plans. Tourism in Mexico still continues to grow as Mexico is currently number eight in the world for visitor arrivals and projects itself to be in the top five by 2020.

The AMDETUR Conference also included an Awards Gala and cocktail party during which developers and industry executives were recognized for their outstanding achievements. Fiesta Americana and El Cid Resorts were among developers receiving a number of awards.

The conference concluded on Thursday afternoon, however, the AMDETUR Association arranged for a private tour of the Mexico City's new airport. The airport is a billion dollar project and is currently under construction.

We spoke with AMDETUR President Carlos Trujillo, who said, "The 32nd AMDETUR Convention 'Disruption - The New Reengineering' was a great success. We were able to present speakers and panels related with this concept of disruption. Having speakers from a disruptive company such as Airbnb or talking about the secondary market or Mexico City's new airport facilities was a clever decision from the organizing committee. Also we were able to surpass last year's record of registrations, which also gave us certainty that the topic and content presented was interesting for all attendees. The cherry on top was certainly the idea to visit the facilities under construction at the Mexico City New Airport, which attendees considered a great idea." ■

*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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Contact: Sharon Scott Wilson, RRP

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**RCI**  
9998 N Michigan Rd  
Carmel, IN 46032 USA  
Phone 1: (866)913-2370 TOLL FREE  
Email: RCI.Affiliates@rci.com  
Website: www.RCIAffiliates.com  
Specialty: RCI is the worldwide leader in vacation exchange with approximately 4,500 affiliated resorts in more than 100 countries. RCI pioneered the concept of vacation exchange in 1974, offering members increased flexibility and versatility with their vacation ownership experience. Today, through the RCI Weeks® program, the week-for-week exchange system, and the RCI Points® program, the industry's first global points-based exchange system, RCI provides flexible vacation options to its over 3.8 million RCI subscribing members each year.



*A Better Way to Exchange*

**Resort Travel & Xchange**  
521 College St  
Asheville, NC 28801 USA  
Phone 1: 828-350-2105 Ext. 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.

“ For important news, insights and opinions on the vacation ownership industry, I read Resort Trades Magazine.

Gregory Crist  
CEO, National Timeshare Owners

## EXCHANGE COMPANIES



**Trading Places International**  
25510 Commercentre Dr Ste 100,  
Lake Forest, CA 92630  
Phone: (800)365-1048  
Fax: (949)448-5141  
Email: jesse.harmon@tradingplaces.com  
Website: www.tradingplaces.com  
Contact: Jesse Harmon  
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.

## FINANCIAL SERVICES



**ResortCom International L.L.C.**  
6850 Bermuda Road  
Las Vegas, NV 89119 USA  
Phone 1: (702)263-9650  
FAX: (619)683-2077  
Email: sbahr@resortcom.com  
Website: www.resortcom.com  
Contact: Scott Bahr  
Specialty: ResortCom provides timeshare management software, financial services, and call center solutions to the hospitality industry. Our full suite of client services includes innovative contact center solutions, reservations, member services, and financial services, enabling our clients to grow at a quicker pace. As the most established provider of member services exclusively to the hospitality/timeshare industry, we are ready to be your partner, helping you achieve exceptional results with rock solid security.



**WithumSmith+Brown, PC**  
1417 E Concord St  
Orlando, FL 32803  
Phone: (407)849-1569  
Fax: (407)849-1119  
Email: lcombs@withum.com  
Website: www.withum.com  
Contact: Lena Combs  
Specialty: Founded in 1974, WithumSmith+Brown, PC ranks in the top 30 largest public accounting and consulting firms in the country with offices in New Jersey (including its Princeton headquarters); New York City, NY; Orlando and West Palm Beach, FL; Philadelphia, PA; Boston, MA; Aspen, CO; and Cayman Island. For more information, please contact Withum's Timeshare Services Team Leaders Lena Combs (lcombs@withum.com) or Tom Durkee (tdurkee@withum.com) at (407) 849-1569 or visit <http://www.withum.com>.

## FLOOR SAFETY PRODUCTS



**Musson Rubber**  
PO Box 7038  
Akron, OH 44306 USA  
Phone 1: (800)321-2381  
FAX: (330)773-3254  
Email: rsegers@mussonrubber.com  
Website: www.mussonrubber.com  
Contact: Bob Segers  
Specialty: Musson is a manufacturer and distributor of rubber, vinyl and aluminum stair treads, nosings, entrance matting, carpet walk off mats, custom logo mats, weight room matting, anti-fatigue matting and a variety of other specialty flooring products for a variety of applications throughout commercial facilities. If you have a flooring need, we have a solution!

## GROUNDS MAINTENANCE



**Mean Green Mowers**  
4404 Hamilton Cleves Rd Unit 2  
Hamilton, OH 45013  
Phone 1: (513)738-4736  
FAX: (513)738-0516  
Email: chris@meangreenproducts.com  
Website: www.meangreenproducts.com  
Contact: Chris Conrad  
Specialty: Powerful, quiet, lithium-electric commercial all day mowers, hand held equipment and cordless electric backpack blowers. Made in the USA. Zero emissions, low noise, no routine maintenance and zero fuel. Mean Green provides a complete line: CXR 52/60" ZTR, 48" Stalker stand on, 33" WBX-33HD walk behind, MGP-20 push mower, BLAST! Backpack blower, and operator-cooled battery backpack line trimmer with attachments. Perfect for hotel and resort communities by providing a low noise alternative to lawn care!

## HOSPITALITY INTERIOR DESIGN



**Hospitality Resources & Design, Inc.**  
919 Outer Road Suite A  
Orlando, FL 32814  
Phone: 407-855-0350  
Fax: 407-855-0352  
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.

## HOUSEKEEPING SERVICES



**Jani-King International Inc.**  
16885 Dallas Parkway  
Addison, TX 75001 USA  
Phone 1: 800-552-5264  
Phone 2: 972-991-0900  
Email: enewburn@janiking.com  
Website: www.janiking.com  
Contact: Eric Newburn, Director of Hospitality  
Specialty: Jani-King provides housekeeping and cleaning services to timeshares/resorts worldwide. Jani-King is trusted by industry leaders for our commitment to owners and guests' satisfaction. Our superior quality control system ensures accountability on our side so that your resort receives unmatched service.

“ We renovate over 1000 units each year and Resort Trades has been a great resource for us to find new products and ideas to save money.”

Mark Waltrip, COO, Westgate Resorts

## HOUSEKEEPING SERVICES



### Sun Hospitality Resort Services

4724 Hwy. 17 Bypass South  
Myrtle Beach, SC 29588 USA  
Phone 1: (843)979-4786  
FAX: (843)979-4789  
Email: dfries@sunhospitality.com  
Website: www.sunhospitality.com  
Contact: David Fries  
Specialty: We are a turn-key housekeeping provider for the timeshare industry with over 40 years of combined hospitality operations and resort services experience. Sun delivers unparalleled accountability with tailor-made services to meet your unique operational needs. Sun maintains high standards for quality through our fully trained staff. From our Inspectors to our Regional Directors, our supervisors are accredited with Sun Certified Inspector (SCI) designation. "Fresh and Clean... Every time."

## HOUSEWARES



### Lodging Kit Company

13492 State Route 12  
Boonville, NY 13309  
Phone 1: (800)328-8439  
FAX: (315)942-5622  
Email: emartin@lodgingkit.com  
Website: www.lodgingkit.com  
Contact: Eric M. Martin  
Specialty: Lodging Kit is an international supplier of housewares, linens, and furnishings to the resort and hospitality industries. From its three US distribution centers in New York, Florida and Nevada, the company can supply open stock items as well as unit packed kits for new installations and refurbish projects.

## LANDSCAPE AMENITIES



### The Brookfield Co.

4033 Burning Bush Rd  
Ringold, GA 30736 USA  
Phone 1: (706)375-8530  
FAX: (706)375-8531  
Email: hgjones@nexband.com  
Website: www.thebrookfieldco.com  
Contact: Hilda Jones  
Specialty: The Brookfield Co. designs and manufactures fine concrete landscape furnishings. Offering 70+ styles/sizes of planters plus fountains, benches, finials and stepping stones, this company provides the best in customer service. All products are hand cast and finished in fiber-reinforced, weather durable concrete. Many beautiful finishes are offered. Custom work is available.  
Still run by the two founders and designers, the 30 yr. old Brookfield Co. sells direct to landscape professionals, developers and retailers. Site delivery nationwide. All products ship from Ringgold, GA

## LEAD GENERATION



### LogiCall Marketing

4411 S 40th St, Ste D-10  
Phoenix, AZ 85040 USA  
Phone 1: 602-483-5555 xt. 101  
Email: tpranger@logical.net  
Website: www.logical.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 our generation.

## 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



### 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 Rauniker 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: hvwhitebriar@aol.com  
Website: www.whitebriar.com  
Contact: Harry Van Sciver  
Specialty: Receivables Financing. We can Lend or Purchase, including: Low FICO, No FICO and Credit Rejects. Fast Fundings of up to \$5 million. Non-Recourse Financing available, with no Holdbacks. We also Finance Inventory and HOA's, and assist in Workouts. Resort Equity and Bridge Financing available.

## MANAGEMENT & OPERATIONS



### Getaways Resort Management

PO Box 231586  
Las Vegas, NV 89105 USA  
Phone 1: (844) 438-2997  
Email: tjohnson@getawaysresorts.com  
Website: www.GetAwaysresorts.com  
Contact: Thomas A. Johnson  
Specialty: When you need winning strategies, not just promises from your resort management company, put GetAways more than 25 years of resort management experience to work for your resort. With close to 50,000 owners/members under management in four countries, GetAways has a proven reputation for providing Game Winning Solutions.



### Grand Pacific Resort Management

5900 Pasteur Ct Ste 200  
Carlsbad, CA 92008 USA  
Phone 1: 760-827-4181  
FAX: 760-431-4580  
Email: success@gpresents.com  
Website: www.gprgmt.com  
Contact: Nigel Lobo  
Specialty: For decades, we've created experiences worth sharing—from the moment you start dreaming of your vacation to long after you return home. We tailor our services to preserve the distinctive experience offered by your resort, delivering exceptional results based on our longevity and your vision. Our collaboration, consistency, and hands-on approach ensure your success. Owners vacation with us because they appreciate our service culture. Associations stay with us because of the financial strength we build.



### Liberte Resort Management Group

118 107th Ave  
Treasure Island, FL 33706 USA  
Phone 1: 800-542-3648  
Phone 2: 727-360-2006  
Email: liberteceo@tampabay.rr.com  
Website: www.libertemanagement.com  
Motto: "From NEW to LEGACY Resort Management"  
Specialty: Dennis DiTino, a 38 year Resort and Timeshare Management Professional. Speaker and author to the Timeshare resort industry, ARDA, TBMA, FTOG, NTOA, FVRMA, Condo Alliance. Consulting, Mentoring and designing Timeshare Community Managers and Boards to over 34 Resorts since 2000 using Hands on management techniques, marketing, re-sales, rentals and much more.  
Concerned for the future and Legacy status of your resort? Contact us today at CEO@LiberteManagement.com for an open and direct discussion on your resort.

“For many years, my clients have advertised in the Resort Trades with tremendous success. The publications are widely read and widely respected within the timeshare industry. The Resort Trades has also been of great assistance to my clients by helping print our press releases and photographs. They are an integral part of any public relations and advertising plan I suggest to clients.”

Marge Lennon  
President Lennon  
Communications Group

## MANAGEMENT & OPERATIONS



### National Hospitality Group

P.O. Box 2489  
Myrtle Beach, SC 29578  
Phone 1: (843)238-5000 ext 3080  
FAX: (843)238-5001  
Email: pcordell@nhgvacations.com  
Website: www.nhgvacations.com  
Contact: Pam Cordell  
Specialty: National Hospitality Group (NHG) is a vacation ownership and hospitality organization which provides quality, customized management services for the timeshare industry. NHG is composed of three proven management organizations (SPM Resorts, Defender Resorts and Capital Resorts Group). Combined they have more than 70 years of experience managing resorts and offering services from human resources, accounting, operations, marketing and high volume sales.



### Vacation Resorts International

25510 Commercentre Drive, #100  
Lake Forest, CA 92630 USA  
Phone 1: (863)287-2501  
Email: jan.samson@vriresorts.com  
Website: www.vriresorts.com  
Contact: Jan Samson  
Specialty: Vacation Resorts International (VRI) is a full-service timeshare management company providing 35 years of innovation, success, best practices, and solutions to over 140 resorts throughout the United States. We have the resources and solutions to generate income for your resort through rentals, resales, and collections. We invite you to discuss your needs with us today! Please contact Jan Samson at 863.287.2501 or jan.samson@vriresorts.com.

## 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

“I think the Trades has taken the lead in cutting edge reporting on issues that really matter to independent resorts.”

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

## 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 Bugs! ONE and DONE. The ONLY product proven to eliminate or prevent bed bug infestation in ONE Treatment!  
• Kills on contact .... Knock 'em down and keep 'em down.  
• Eliminates or.... Prevents for up to 12 months with lab and field proven Residulen!  
• 100% nontoxic, hypoallergenic and odor free  
• Because it is 100% nontoxic.....you can Do It Yourself and save!  
• Back-in-service the SAME day!

## 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.



**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

## POOL & WATER FEATURES EQUIP. & MAINT



### 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.



### 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  
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, IN 46220  
Phone: 800.783.7005  
Fax: 317.251.0360  
Website: 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.



**ASK** how you can get  
**RESULTS**  
quickly using our  
**CLASSIFIEDS.**  
Contact Marla Carroll  
931-484-8819

## PUBLIC RELATIONS



### 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  
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.

## RECEIVABLE FINANCING



### 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: Receivables Financing. We can Lend or Purchase, including: Low FICO, No FICO and Credit Rejects. Fast Fundings of up to \$5 million. Non-Recourse Financing available, with no Holdbacks. We also Finance Inventory and HOA's, and assist in Workouts. Resort Equity and Bridge Financing available.

## 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  
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 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  
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 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  
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@prsystem.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:

- 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  
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.

## 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

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 Escrow & Title

3659 Maguire Blvd. #100  
Orlando, FL 32803  
Phone: 407-751-5550 ext. 1105  
Email: dave@timeshareresaleclosings.com  
Website: www.Timeshareresaleclosings.com  
Specialty: Trained. Experienced. Trusted  
Offering several regulated services to assist buyers and sellers seamlessly and securely transfer timeshare titles. Full licensed, we perform timeshare tile transfers in 23 states, Mexico, the Caribbean and the Bahamas. Call 407-751-5550 for information about our phenomenal inventory buy-back program.

- Title Searches
- Deed preparation
- Full closings
- Escrow services
- Inventory acquisition



#### 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

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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quickly using our  
**CLASSIFIEDS.**  
Contact Marla Carroll  
931-484-8819

**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.

**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.



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**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. Please contact us to demo our state of the art membership programs. We offer bookings by phone with 5-Star customer service or online options 24/7. We are "A+" rated with the BBB, licensed and bonded and offer merchant processing. 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

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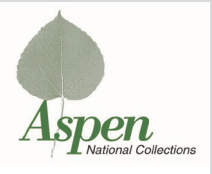


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 Valerie



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