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Legacy Resort Unlimited

20 Ideas for a Maturing Property



Sharon Scott Wilson, RRP
Publisher Resort Trades

Managing an aging resort often presents special challenges: closets that are too small; insufficient lighting; past “upgrades” that look patched together. If you are responsible for what the industry has labelled a “legacy resort,” perhaps you’re working with a limited budget, as well. Do you find that as often as you may review your property, make yourself to-do lists, and stretch your brain to think how you can make things better; there’s almost always something you’ve overlooked? Have you ever wondered if it might be possible to make your resort property elegant, rather than merely serviceable?

We’ve come up with a few ideas that appealed to us. You might just find a nugget or two that you hadn’t thought of before.

1. Absolutely the first thing to do is to update your website so that it is mobile-responsive for smart-phone users if it’s not already.
2. Something easily overlooked in resort management is to “PR yourself.” Do your social media homework by assigning a staff member to post status updates regularly. Try to keep your website current with special offers and news about seasonal activities. Give viewers a reason to keep coming back by posting personal stories about families and how they enjoyed their vacations.
3. Check on the cost of using digital signage instead of print if you can afford it. Using current technology might help give your resort some additional panache.
4. It goes without saying that your resort will appear newer whenever you use the latest technology, including everything from automated online reservations, to chatbots, keyless entry systems, and lightning-fast Wifi.

5. Look for the overlooked, like peep holes that face from the hallway into the unit. Oops!
6. Make bathroom lighting bright enough for doing makeup. (Ask a woman to check it... pul-eeease!)
7. Would your budget allow for a wall-mounted shaving/makeup mirror in the master bathroom? A lighted one would be even better.
8. Speaking of the bathroom, if your property has mounted hair dryers such as those found at the No-Roach Motel down the street get rid of them at once! These are the most classless things on earth. Even moderately priced motels have hand-held units in fancy black bags these days.
9. Does your resort serve an international audience? Perhaps you should have adaptors available at the front desk. While we’re on the subject, it would be a nice extra service to have loaner cell phone chargers available, too.
10. Place an emergency flashlight in one of the kitchen drawers.
11. While we’re on the topic of emergencies, laminate your list of emergency phone numbers. In fact, we’ve found that sprucing up your in-room guest directory gets you to the next highest rung on the elite-places-to-stay ladder. How about a digital one? Take a look at <https://crave-emenu.com> for ideas. You can use their technology or perhaps create your own.
12. Set aside a little space with a computer and a printer for that guest who just cannot get away. (Or the one who needs to print a boarding pass.)
13. Provide a CD/DVD/Blu-Ray lending library and provide those electronics in your units. Families can’t spend every waking moment at the amusement

- park, on the golf course, swimming, or skiing, after all. Give them some opportunity for down time.
 14. Check and listen to the speed, noise, and effectiveness of the a/c fan coil in bedrooms. There’s nothing more annoying than being rattled awake every hour and a half by a clanging wall unit. Not to mention trying to sleep in a room in which the temperature fluctuates radically.
 15. Encourage guests to virtually check-in on Facebook, Foursquare, and similar sites when they arrive and to update their fun vacation throughout their stay.
 16. Monitor TV volumes in each unit to ensure they can’t extend beyond a certain volume. Hopefully, your interior designer has arranged bedrooms so that headboards do not back up to the same wall that serves a television on the other side.
 17. Provide a nightlight in bathrooms.
 18. Install an automatic a/c cut-off in guest rooms if balcony doors are left open.
 19. If your property uses magnetic key cards, test whether they demagnetize when placed next to a mobile phone. If they do, arrange a way to warn guests in your front desk’s standard operating procedures.
 20. Provide a mouse pad if desks or tables most likely to be used as desks have a glass surface.
- Perhaps you have an idea or two of your own for little touches that can help improve the quality of your owner’s or guest’s experience. If so, share them with your peers by sending comments to Sharon@TheTrades.com. ■

Every Resort; Every Month

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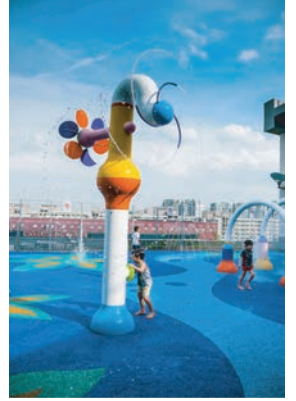
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Top Team Members

Meet the People Who Make the Resort Industry Great!

by Marge Lennon

Mary Faris Talent Acquisition Director Bluegreen Resorts



Mary Faris joined Bluegreen Resorts in January of 2016 as Talent Acquisition Manager for Hospitality and was promoted to Talent Acquisition Director a year later. In this role, she is responsible for leading and driving Bluegreen's talent acquisition function within the Resort Operations division. Prior to joining Bluegreen, Mary held similar positions with Hershey Entertainment & Resorts, recruiting for ARAMARK and the Advertising Specialty Institute.

This high-energy lady was an ARDA Finalist for Talent Acquisition in 2017 and 2018 and is recognized and applauded company-wide for the positive impact she has made in the acquisition of new talent in Resort Operations. Some of Mary's most notable accomplishments include launching a Recruitment Campaign to proactively staff a Florida Keys resort following Hurricane Irma. Employees were forced to flee the area due to lost housing after the hurricane, which made recruiting in the market very challenging. The creative recruitment campaign Mary launched included incentives for new associates to attract them back to the market and help them with their housing cost.

Mary works directly with hiring managers, HR Business Partners, and her Talent Acquisition Partners to coach them in making the best hiring decisions and ensure a diverse and well-rounded candidate pipeline. She has facilitated learning and development training for her hiring managers to educate them on full cycle talent management. This includes how to attract the best talent, engage talent and retain talent.

To extend her outreach and her ability to continue to find top talent, Mary leads the recruitment campaign for the Leadership Experience Accelerated

Development (LEAD) Internship program. This included close partnerships with premier learning institutions throughout the country and educating Hospitality students about the benefits of a career in the timeshare industry. Her "college tour" process generated over 400 resumes, resulting in interviews of more than 150 candidates and 11 hires. Mary partnered with corporate marketing to create a new recruitment campaign to attract the best interns in the nation for 2018. Fifty percent of the newly hired interns came from the top five hospitality schools in the nation.

Originally from Philadelphia, Mary has lived in Fort Lauderdale since January 2015 but is still a devoted Philadelphia Eagles fan. She earned her Bachelor of Arts in Government and Political Science with Dual Minors in Economics and History from Millersville University in Lancaster, PA and recently earned a Master of Science in Human Capital Development from La Salle University in Philadelphia and has multiple professional HR certificates.

Mary is proud of being able to make a difference for a company that trusts and values her ideas. She also loves the challenge – like when there were more people than jobs during the 2008 recession – or now, when the situation is reversed. When not recruiting new hires for Bluegreen, Mary is the commissioner of her own girls-only fantasy football team, a role she has enjoyed for almost ten years.

"There's a continuing need to be original and creative to find the best talent to provide excellent customer service to our guests," says Mary. "I'm proud to help attract these professionals as I believe they are the heart and soul of our company." ■

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

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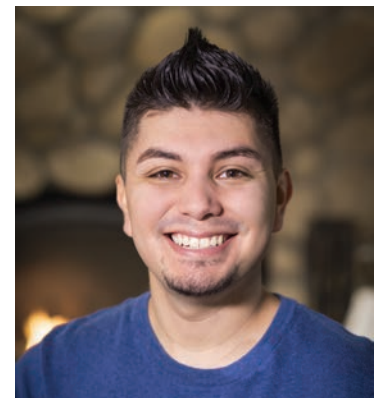
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Here's what one of our readers had to say:



"I especially like to read 'Faces & Places' to keep up with people in the industry. I first read the publication while serving as general manager of InnSeason Resorts' Pollard Brook, an Interval International, 5-star, timeshare resort property in the scenic White Mountains of New Hampshire, from 2004 until 2007. These days, more than ten years later, as managing partner in TotalScope Marketing, a boutique firm located in Plymouth, NH, providing clients throughout the US and Caribbean Islands with marketing services ranging from strategic market planning to campaign development and implementation, I continue to work with InnSeason Resorts and still look forward to reading Resort Trades."

--Mark LaClair

TotalScope Marketing, Plymouth, NH

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Club Car Launches **Task-Specific** Utility Vehicles for Resorts and Hotels

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Resorts and hotels generally use utility vehicles in more ways than other facilities. Think bell service, housekeeping, room service, food service and maintenance. To accommodate these needs, Club Car now offers vehicles configured for specific resort applications.

Club Car, manufacturer of Carryall® work utility vehicles and a brand of Ingersoll Rand, is committed to uncovering resort transportation problems and devising creative, cost-effective solutions to them.

Most recently, they have leveraged the expertise of their Custom Solutions Department, which designs unique vehicles for specific applications, to launch two series of vehicles that improve productivity at resorts and hotels: Fit-to-Task and Showcase Vehicles.

According to Richard Whitfield, manager of the Custom Solutions Department, customers in the resort industry have a long history of ordering custom vehicles for specific tasks. This indicated a need for task-specific vehicles.

“With that in mind, we analyzed the global buying patterns of resorts and created new vehicles configured with the accessories commonly ordered for specific resort applications. The cars can be further customized to fit their individual needs,” Whitfield said.

Club Car is the only manufacturer offering full lines of preconfigured task-specific vehicles designed to solve resort transportation problems.

Forget DIY Customization

“Despite the varying applications, many resorts buy one-size-fits-all vehicles then add accessories for a specific task, rather than going through the full customization process,” said Whitfield. “For example, a resort employee may add a standard van box to a utility vehicle to create a housekeeping vehicle. This can leave their teams poorly organized, searching for the items they need and running back and forth to staging areas.”

Others may add a stake side kit to a utility vehicle used for trash pickup. This limits capacity and leaves trash exposed to guests during removal and transport.

Some even use bungee cords, ropes or duct tape to protect grounds maintenance gear and equipment in the beds of utility vehicles, when a bed-based attachment system such as the VersAttach™ tool carrier protects equipment, frees bed space and limits round trips.

“Further, DIY customization is generally less efficient, and may increase a resort’s regulatory risks, create safety hazards and limit options. It may even impact the vehicle’s warranty,” Whitfield said.

Driving Change: Easy-to-Order, Task-Specific Vehicles

Thanks to these new vehicles, facility managers no longer need to do it themselves or start the customization process from scratch

“Resorts can now order Fit-to-Task and Showcase vehicles fully equipped for the task at hand – whether they need a car for laundry, security, or facilities and grounds maintenance.

These new vehicles simplify ordering, speed delivery and boost productivity. Many of them are available on various platforms, and most accommodate additional accessories if needed. Two-wheel drive cars come in gasoline or electric models; 4x4s in gasoline or diesel.

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Boost Your ROI with Showcase and Fit-to-Task Vehicles

“Task-specific vehicles can stretch your transportation budget, cut labor costs and improve productivity,” said Whitfield. They allow resorts to:

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Continued on page 15





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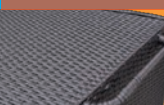


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- Room Service Vehicle: Keeps guests coming back for seconds with a lockable van box equipped with shelves and a food warmer box. Other options are available.

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- Ground Maintenance Ve-

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- Refuse Removal Vehicles: Large hopper lets you quickly and discreetly remove trash from your site. Standard or high dump models. Can also be used for carrying twigs, branches and other materials.

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I'm gonna spend every minute appreciating life!

After curing myself holistically of cervical cancer when I was in my twenties, I was vigilant in my yearly mammograms because of being a higher risk genetically. My mother passed away when she was in her late thirties and I was only 3 at the time.

I was diagnosed with breast cancer in July 2013 showing a tumor in both breasts - a 5% category. Challenged with a genetic autoimmune disorder, I wasn't a candidate for radiation therapy. I had a radical double mastectomy. What no one could've predicted is that after the drains were taken out, a month later I filled with fluid on the left side and traces of staph were found in the fluid.

It's a long, complicated story but due to the complications I went into emergency surgery. Sixty days total in the hospital and eight surgeries later, it turned into a four-year ordeal. My eighth surgery was June 30, 2017.

It truly is a miracle that I survived and alive today.

Since I don't have family and my closest friends were out-of-state, I had to do everything on my own. I juggled research, paper work; coordinating all tasks and doctors; continuous tests and appointments; not to mention the business of long recoveries and healing that all resulted in taking a serious toll on me. I'm on disability and struggling to resurrect my life on every level. I've been in therapy for PTSD and depression. I haven't been in any financial position to regroup and rejuvenate after fighting cancer.

It would truly be a miracle to go on a healing vacation!
Val

Send Me On Vacation's mission is

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



Preparing for ARDA Awards

By Marge Lennon



Grand Pacific Group shot of ARDA Winners

ARDA Award deadlines are just around the corner, so now is the time to recognize your company’s best people, products, and promotions and select your favorite wordsmith to craft their nominations, due in Washington by December 14, 2018.

Now in its 32nd year, the awards program welcomes nearly a thousand nominations each year and operates like a well-oiled machine due to the dedication of Catherine Lacey, ARDA’s VP of Meetings & Conventions, the awards committee – which is comprised of professionals representing different facets of the industry and scores of volunteer judges

Explained Catherine, “It is important to understand that Awards Committee members do not review or select winners for the Awards. We leave that process to the non-partisan judges, experts in the category they are judging. Instead, the awards committee is part of the planning process for everything related to the ARDA Awards submissions and ARDA Awards Gala. They review the Awards

Guide to determine any need to add, delete or modify any categories according to the ever-changing landscape of our industry. They also review and make recommendations on the talent for the Awards Gala. Our true award is seeing the growth of this program over the years and the recognition of our industry’s best of the best”.

How it works. In selecting the winners, about two dozen ARDA members from around the globe serve as volunteer judges. A certain number points are awarded for each question. The narrative with the highest number of points is the winner. Period. Since the judging is “blind” with the candidate’s name and company blanked out, everyone is on equal footing. This enables large companies to compete with the smaller ones. Professionals in their fields conduct judging for advertising and design entries at ARDA’s offices. **(See sidebar story on writing winning awards.)**

We spoke to Grand Pacific Resorts, Welk Resorts, and Bluegreen Vacations, who explained why they participate in the awards program and what it means to their employees.

“The ARDA Awards program is a valuable recognition tool that increases morale and associate engagement,” said Nigel Lobo, RRP, Chief Operating Officer of Grand Pacific Resorts. During award season, there is a buzz of excitement starting with a personal call from our Co-President David Brown congratulating a nominee along with a grand announcement to all associates. Each finalist is recognized at a special dinner with the executive team where they receive a certificate and medal to instill elation just before the Gala. We also honor each finalist with a warm welcome home from ARDA World with recognition in their department, mention in the press release, and special recognition at the annual meetings, in associate communications and at our own awards gala. When you’re a mid-size company, standing alongside big brands at the ARDA Awards program, you send a message to your associates that you know they have excellence within them and that their heartfelt contributions are equally as impactful as name recognition and size,”



Nigel Lobo

Alexandra Rosa, an associate at Grand Pacific Resorts, shared what the awards program meant to her, “It’s a great feeling working for a company that goes above and beyond to show its associates they’re appreciated. When I toasted a glass of champagne at the reception as Co-President David Brown approached me to ask how my evening was going, it was a surreal experience. I shook his hand and expressed my gratitude for being recognized. He laughed and said he should be thanking me. I beamed with pride that night and for days after.”



Welk Resorts Group shot of ARDA Winners



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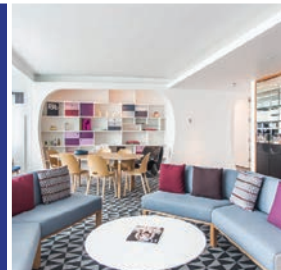
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Welk Resorts is very active in the ARDA awards program. Explains Tracy F. Ward, Vice President of Corporate Culture for Welk Resorts, "We honor our award finalists with a special invitation to attend the awards Gala at our expense. They are touched that we feel this strongly about them since attendance at the ARDA convention is typically limited to key leaders within the organization. During the convention, finalists are invited to a company dinner along with executives, creating a memorable experience. There is a special bond that's created when co-workers share in the winning moment at the Gala and an amazing level of pride, excitement and support is generated when we share our list of award finalists and recipients with the company."

Shared Ada Soriano-Grzywna, Senior

Vice-President of Resort Operations for Bluegreen Vacations, "We believe this recognition serves as a vehicle to reward our top performers and to propel their careers to the next



level. We value this program, in part because having dedicated industry professionals serving as judges validates the contribution the nominees make to the mission and vision of the organization. Over the years, we have been strong supporters of the ARDA awards as they have provided an opportunity to feature our best talent and give our associates a sense of appreciation for their accomplishments." ■

TIPS ON WRITING AN AWARD-WINNING NARRATIVE

To give you a few tips on writing award narratives and help you walk away with an ARDY, we are sharing a few suggestions from veteran judges.

- Make your nomination count by including examples. Give details, specific results and measurable outcomes. Entries with typographical and grammatical errors send a message that the submission was not important enough to have multiple people review it.
- Focus on specific accomplishments and not general requirements of the job. Be sure you are answering the questions being asked.
- Present a narrative that helps the judge "meet" your nominee and appreciate their accomplishments.
- Stick to the required page length.
- Avoid using acronyms or initials that are only familiar to people in your company.
- Try to make the person come alive on paper; a good writer can do this. Describe them in a manner that will make the judge want to meet them in person and exchange ideas. If you can't hire a professional writer or publicist, use the best writer in your company. The quality of the writing is paramount to the success of the narrative and a huge factor

in scoring high points. Thus a professionally aided nomination of less merit may overshadow a nomination written by someone with less writing skills.

For design categories With as many as 100 design awards and related materials to review in a single day, judges agree that brevity of the narrative is important. When the write-up and the visuals appear to tell different stories, or required elements are missing, this will hurt an entry. Without both "before" and "after" images taken from the same angle in the renovation competition, it is difficult to adequately judge such an entry. Quality photography is a key element to design award winners.

For advertising and promotion categories, Collateral materials are required for certain categories so judges can see how all the pieces worked together. Even for something as straightforward as a logo, knowing its intended use helps judges decide its effectiveness. Collateral is of utmost importance, since that's the "deliverable" in advertising and promotional campaigns.

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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Making Travel **Inclusive** Across Generations

By Mike Flaskey



As technology continues to increase its influence on logistical planning, and millennials' preferences have companies scrambling to capture their attention, the travel industry has undergone a notable transformation.

Today's consumers demand a seamless process in most every part of their day-to-day lives, and they expect these comforts to translate into their travel experiences, from hotel bookings to restaurant reservations to unforgettable live events. But in catering to the instant gratification driven by the demand of primarily millennials, it is possible for the hospitality industry to unintentionally overlook another demographic of travelers that remains as equally as robust as the millennial market: baby boomers.

Though their demands may be less focused on upgraded activities or digital check ins,

baby boomers expect to embark on four or five leisure trips a year according to the AARP Travel Research: 2018 Travel Trends survey. The survey also found there's a growing sentiment among the generation that they travel to relax and rejuvenate, up to 49 percent compared to 38 percent in 2017. And with the majority of boomers noting their primary motivation to travel is to spend time with friends and family, it presents new opportunities for us in the travel industry to make vacations a family affair and embrace the multigenerational travel trend.

Finding Common Ground

Baby boomers make up more than half of our member base at Diamond Resorts and we have seen the power vacations have to bring multiple generations together – as long as they present an opportunity for everyone to find common ground. While catering to a variety of preferences isn't easy, we can use data to conduct analysis of our members and guests' interests and travel habits to help identify which activities they are most likely to enjoy. Doing this helps us in the industry subsequently develop new programs and offerings.

Vacations are most successful, for both families in terms of satisfaction and hospitality companies with regard to retention, when all walk away happy. Having options that have mass appeal, as well as ones that are targeted toward a certain group, can make this possible. For example, at Diamond Resorts, we developed Events of a Lifetime, a unique experiential vacation platform that includes once-in-a-lifetime events and experiences. The events range from private concerts to dinners with sports stars, so there's

something that appeals to anyone in the family.

Putting Family First

Our primary goal at Diamond Resorts has always been to facilitate the family vacation. Vacation time is an opportunity for families to reconnect and spend quality time together. We offer a variety of family-friendly programs that appeal to different tastes so that every family member feels at home in any of our global properties. We strive to ensure optimal comfort for families of all sizes by offering amenities such as portable cribs, separate spaces that allow parents to have some extra privacy and even washing machines.

Pulling It All Together for Maximum Inclusivity

Customer service remains at the forefront of our resort offerings no matter the destination. Our team believes that a perfect vacation experience is the top priority and can be achieved regardless of age or destination. After a day of engaging in different activities, families can gather and catch up over a quality meal or share in the unforgettable experience of watching a Major League Baseball game with Hall of Famer Reggie Jackson, one of our Diamond Celebrity ambassadors. When guests know they can count on a commitment to customer service and an inclusive experience that allows them to create lasting memories with their loved ones, they're bound to return time and time again. ■

Mike Flaskey, CEO of Diamond Resorts, has more than 20 years of senior leadership experience in public and privately held companies, with a key focus on growth-oriented companies within the vacation ownership industry. He previously held the position of executive vice president and chief sales and marketing officer for Diamond Resorts from 2014 to 2016, and executive vice president of sales and marketing, North America for Diamond Resorts from 2010 to 2014. Throughout Flaskey's tenure at Diamond Resorts, the company has achieved unprecedented growth both organically and through strategic acquisition integration.



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of our in-house efforts come in the form of kits that can then be assembled easily and quickly on-site, thereby allowing our customer to avoid unnecessary construction fees, or at the very least reduce overall construction costs.



natural product, are not only possible, but extremely effective. Along those lines, our outdoor MDF and dyed MDF panels, outdoor coating systems, and especially Safari's partnership with GRASSBuilt – producer of the only strand-woven Bamboo building material made in the USA, all allow for applications that previously could not be done.

Why Choose Safari?

When we started our thatch and bamboo company, we had no idea that we would become renowned in design and architectural circles for being truly unique, or that we would become the largest supplier of tropically themed architectural materials in the United States.

We simply wanted to capture the soft, tranquil, unhurried ambiance that exists in places untouched by concrete and steel, internet access, and cellular phones. We wanted to take the textures, colors, materials, and abundant beauty of the natural world and help our clients fully realize their visions.

Material Wholesale

From coastal hot-spots and resorts, to family amusement parks, public zoos and private tropical backyards retreats, we've helped business owners and homeowners from all over the world create exotic escapes and personal oases that are destinations within themselves.

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In addition, over the last three decades, Safari has established relationships both domestically and abroad capable of mass-producing products incorporating Safari's materials. Missing that one item that finishes off a room? No problem.

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Safari maintains strong working relationships with several General Contractors whom we work with regularly. We either introduce our clients to these contractors in the event full construction services are required, or customers can use their own contractors.

While using one of Safari's approved builders ensures an experienced and highly capable construction crew, there are certainly other very skilled contractors that our customers often choose. In this case, depending on the complexity of the work, Safari may have one of its principals travel to the site and train workers on the various methods of installation to achieve the most authentic results.

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5 Questions to **Evaluate** Your Total Resort Revenue Strategy

By Blake Madril



Optimizing revenue for resorts is all about capturing and capitalizing on the unique opportunities that business model creates. While traditional hotels have well-established room revenue management processes, the modern resort business model encompasses a wider variety of revenue streams that can be incredibly complex, but not impossible, to manage.

Resorts require a more tailored approach that goes beyond the well-traveled road of rooms revenue management. Now resorts are seeking to optimize their flexible guest rooms to accommodate families of all sizes, while pricing per person or by unit, as well as dynamically price or yield a multitude of offers and wholesale rates.

The unique resort business model presents a wealth of opportunities for revenue strategists to transform their revenue performance, but it also introduces some barriers to success. Here are five questions resort owners and managers must ask themselves as they adopt revenue management principles to achieve total revenue optimization.

1. How do I get my pricing strategy up to par?

When it comes to pricing, developers, general managers and revenue managers all struggle to identify the optimal pricing strategy to maximize revenue at their properties. Achieving an optimal

price point is difficult considering the amount of data across many systems, the integrity of that data and volatility in demand. Because of these complexities, and the many ways in which resorts must price their products, traditional dynamic pricing simply isn't an ideal solution for many resorts. Yet without it, there is a greater risk of resources spent on constant manual oversight of rules-based pricing.

Moving forward, resorts leading the charge in revenue innovation are deploying automated-pricing technology through machine-learning that can analyze historical and future market data to price each room product or rate plan for the desired channel. They can track and report on acquisition costs to personalize pricing based on guest attributes and understand their most profitable business to strategically shift business mix as desired. Whether all-inclusive resorts require optimized per-person pricing or a traditional resort is looking to analytically price each room type and strategic rate plan, only adaptive, automated

technology will help resorts focus on total profit optimization.

2. We may need wholesale, but do we need it to dictate our revenue strategy?

Unlike traditional hotels, resorts have been known to derive up to 70 percent of their business from wholesale contracts. These contracts appeal to resorts because they often provide foundational business well in advance, year-round business and

even preconfigured additional guest spend. With less “priceable” business to manage, resort owners may view revenue management as a lower priority.

Resort revenue managers' greatest ability to influence revenue performance is through the business they can price and yield—so it shouldn't be left on the back burner. When possible, resort revenue managers should determine “wish, want, walk” parameters internally and participate in evaluating wholesale contracts. They should push for contacts to be yieldable or governed by inventory controls—even when pricing cannot be flexed. Seasonal rates and blackout dates are good, but demand-based pricing and flexible inventory controls to promote length of stay are better. Wholesale rates can provide great incremental revenue opportunity, but resort revenue managers should ensure it supplements, not defines, their revenue strategy.

3. How do I build a revenue culture in all areas of the resort?

With a variety of revenue streams, resorts have less reliance on guest-room income than traditional hotels, and often require spend elsewhere at the resort to secure group rooms. The prospective revenue uplift in other areas is an opportunity for revenue management to broaden their breadth of knowledge—data-driven menu engineering in spas, restaurants and other outlets is becoming a regular practice at resorts. The additional amenities require hands-on attention from key operational staff, working alongside revenue managers, who can identify and enhance additional revenue for the property.

Broadening revenue strategy to another area of the resort does not mean the revenue stream will be optimized as seamlessly as guest





rooms overnight. Resort revenue managers and operational staff can begin by making small changes, based on the data they have readily accessible. Implementing processes to capture more meaningful data and drive small changes, with minimal strain on operations, can make a big impact on total revenue performance.

4. Am I forecasting demand and pricing for my constantly changing inventory successfully?

One of the assumptions of revenue management is that capacity is fairly fixed each day. But as resorts get more creative with their inventory that assumption may no longer be the case. Flexible guest-room inventory has become more prevalent and critical to a resort's ability to serve a variety of group sizes and needs. Many make use of adaptable, virtual room types, or component rooms, which are comprised of a combination of two or more physical rooms that enable larger and more tailored accommodations. For example, the combination of a king room and a double room might be sold as a "suite."

This gives guests more tailored options while shopping, but managing multiple room configurations on top of conventional room inventory can be challenging. As a result, resort revenue managers have traditionally priced these assets manually and limited their availability online. Technology can now account for these component room complexities and, through artificial intelligence, arrive at the optimal price and configuration to sell on any given day and channel.

5. How can out-of-the-box technology manage my unique resort?

Although faced with pricing complexities, resort revenue managers are also presented with unique challenges and opportunities. Revenue managers at traditional hotels have transformed their strategies and eased the manual processes in their roles by implementing modern revenue technology. They have been able

to apply an advanced, analytically-driven revenue strategy that provides automated forecasting and optimized pricing to drastically reduce manual data entry and report building. Yet, what works for one property or market may not work for another. Technology, now more than ever, must be easily configurable and tailored to business objectives, and it must avoid the costly practice of putting the onus on the user to constantly validate rules based on hunches rather than data-driven insights.

Resort developers and management need to carefully consider their approach to revenue management, property-wide revenue culture and how technology can support people and processes. Not only does top-tier revenue technology offer per-person pricing and component-room optimization, it also allows revenue management to optimize all business through a combination of room-type and rate-plan pricing based on guest demand and price sensitivity. Cloud-based, automated revenue management technology is here and firing on all cylinders for resorts. With the right technology, defined business objectives and revenue culture, resorts can be innovative and confident in their revenue strategy. ■

Blake Madril, Senior Industry Advisor, IDEaS Revenue Solutions, has over 10 years of experience in hospitality operations, marketing, sales, distribution and revenue management. Blake is responsible for global initiatives that enable IDEaS clients to implement, adopt and maximize their return on revenue technology and services ultimately aimed at helping hospitality, and new industries pioneering revenue management, develop the tools and processes to optimize profitability.

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For three decades, Concord has been a recognized leader in portfolio servicing and financial technology, delivering innovative, flexible and scalable solutions to meet the demands of loan originators and capital providers in multiple asset classes. Founded in 1988, Concord's corporate headquarters and base of operations is in Scottsdale, AZ, with a satellite office in Mexico City, Mexico. With a staff of approximately 200 professionals, Concord delivers comprehensive portfolio servicing solutions, including billing, payment processing and critical reporting. Additional services include loan validation and audit services, electronic custodial services, third-party customer service, delinquency collections and loss mitigation.

As the timeshare industry's leading third-party loan servicer, Concord has amassed two million secured and unsecured consumer obligations in more than 2,000 unique portfolios, with a portfolio size of approximately \$5 billion. In addition to primary loan servicing, Concord also serves as a Master/Backup Servicer for approximately 180,000 loans with combined balances of \$2.37 billion. As a Backup Servicer, Concord provides investors with additional assurance that a backup resource has been structured and is in place, should circumstances warrant. As an experienced Master Servicer, Concord aggregates other primary servicers' activities onto Concord's loan servicing platform, providing a single point of consolidated information.

As a financial technology service provider, Concord works assiduously to keep data safe and secure by investing in enterprise technologies, implementing stringent physical security controls and mandating strict procedural controls.

A Message from Concord's Chairman & CEO, Robert "Bob" Bertrand:

As we celebrate our 30th anniversary, we especially want to thank our valued customers and respected business partners that have supported us along the way.

Concord is equally blessed to have a team of professionals who are dedicated to delivering proven technology platforms and ensuring our interests are aligned with our customers. Our passion runs through every aspect of the business and the

results speak for themselves.

We're proud of our heritage and will continue to deliver superior quality, innovative technology, accuracy, and responsiveness.

Looking back, however is not what's key - what's more important is where we are now, and where we are headed.

On behalf of all of us at Concord, we Thank You for your support and trust - it's what fuels us each and every day.

Concord is PCI Data Security Standard (DSS) compliant and has incorporated tokenization for credit cards through a third-party payment gateway. Concord's platform includes a significant investment in disaster recovery processes to ensure business continuity in the event of a disruptive event.

Annually, KPMG, LLP performs a Statement on Standards for Attestation Engagements (SSAE 16) Service Organization Control Report 1 (SOC 1) over Concord's receivables servicing system and suitability of the design and operating effectiveness of its controls.

Concord fosters a workplace culture that values integrity and ethical conduct by operating an effective corporate compliance program that integrates all compliance efforts – from compliance with external regulations to compliance with internal rules and procedures. As an example, Concord's Contact Center maintains a formal Compliance Management System (CMS), which outlines the policies and procedures for activities within the Contact Center and identifies the systems and controls in place to ensure consistent compliance with all applicable laws and regulations, including the FDCPA, FCRA, and the TCPA. Concord's full-time Chief Compliance Officer oversees all efforts in this area.

As a business process outsourcing company, Concord offers clients exceptional services, robust technology, an experienced and tenured workforce, and a variable cost model that affords scalability and operational efficiency. Concord's on-demand technology solution, coupled with a comprehensive servicing strategy, affords clients increased efficiencies in critical operational areas – allowing clients to focus on their core competencies.

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To learn how Concord and/or Blackwell Recovery can develop a customized loan servicing solution or debt recovery plan for your portfolio(s), contact Kyle Derry, Vice President of Business Development at kderry@concordservicing.com – or visit us online at www.concordservicing.com.



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Board Members: Don't get caught in a scam in making your last decisions. Beware of any one that says, "we can do it all, and you will make a lot of \$\$". Marty Kandel is a former Assistant Attorney General, member of the Board of ARDA, timeshare developer and consumer advocate. Re-purposing does not have to be the new "re-sale scam" and might not be the right solution for your resort. TARS works with you towards the best solution for your resort!

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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.

Concord Servicing Corporation CEO Bob Bertrand Talks About the **Past, the Present, and the Future** (and what else is there?)

By Bill Ryczek

(Reprinted courtesy of Colebrook Financial Company from the Spring 2015 Colebrook Chronicle.)



“People tend to think of an entrepreneur as a hail-fellow-well-met, a glad handler, an extreme extrovert,” said Concord CEO Bob Bertrand, a reserved, deeply thoughtful man who is the antithesis of the back-slapping salesman.



“I don’t think that’s true. I think an entrepreneur is someone who’s willing to take risks and to live with the consequences of those risks.” Just a few months after he launched Concord in September 1988, Bertrand became painfully aware of the consequence of taking risks. He had a new company, a few clients, and a court-issued injunction that prevented him from using the software that was essential to operating his business.

In the spring of 1988, Bertrand

28 | The Resort Professionals’ monthly News Journal since 1987

was the CEO of a small company in Virginia called Finalco, but after a hostile takeover, he found himself back in Arizona sharing office space with a gentleman named Scott Spangler. Spangler had been approached by two managers of a small timeshare servicing firm who wanted to raise money and buy the company. He wasn’t interested, but suggested they speak with Bertrand, who had some capital and was looking for his next opportunity. “I always wanted to have my own company,” Bertrand said. “I’d dreamed of it since I was a little kid.”

The owners of the company didn’t want to sell, so Bertrand teamed up with the managers and formed a new entity. Although he had legal assurances that he could lease the same software used by the managers’ old company, the company filed a lawsuit that resulted in an injunction.

“As a startup,” Bertrand recalled, “we were losing money, and at the rate we were going, I thought I might have to shut the company down by the middle of the next

year. I was spending all my time trying to find someone who could develop software for us, and I finally did.” At about the same time the new software came on line, Concord acquired two sizable new clients that put them over the breakeven point, and the pressure was off.

A technology problem nearly sunk Concord before it left shore, but Bertrand believes that technology is now the company’s strongest suit. “Technology, demographics, globalization, and urbanization are the great forces of our time,” he said, “and anyone who’s not investing in technology isn’t going to be successful. I realized early on that our business is ultimately about technology. We never want to tell a customer we can’t solve their problem, and that requires a very flexible system.” Of Concord’s 180 employees, 52 are in the IT Department.

The timeshare industry has changed dramatically since Concord began operations in 1988. There has been consolidation, an increase in

securitizations, and a severe recession, all of which have impacted Concord’s business. “Some of our clients were acquired by companies that did their servicing in house,” said Bertrand, “some developers went out of business during the recession, and lower sales levels meant lower revenue for us.”

But if entrepreneurs need to take risk, they must also be capable of adapting to changing circumstances. “Despite all that happened,” Bertrand said, “we never came close to having a problem with profitability. We work very hard to maintain our existing clients, and for new business development, we’re focusing on the bigger companies in the industry. Larger companies are more complex and have a need for more sophisticated technology. They’re probably operating internationally, which means that in addition to the usual issues, they have currency and language problems. Our systems can handle all those issues.”

How important is pricing when competing for clients? “It’s always an issue,” Bertrand said, “and it’s usually the most important issue in a relatively small, vanilla transaction. But as the size of the deal increases, the client is more interested in how well you can meet all of their specific needs. Take disaster recovery. Everyone asks whether a servicer has a disaster recovery plan, and when you say yes, they check it off their list. But there’s a big difference in quality. I was told by a Fortune 100 company that our plan was the best they’d ever seen. It’s got to be, because we control a huge share of our client’s money, and they can’t operate without it. In a disaster situation, each of our employees would be able to work from home. That may not seem like much, but it’s incredibly difficult, especially when you consider that we have 35-40 employees in Mexico and the rest in the U.S.”

After more than a quarter of a century collecting other people’s receivables, what advice would Bertrand give to a developer who wants to maximize portfolio performance and minimize defaults? “The most important factor,” he said, “is to exceed

the consumers' expectations. Happiness occurs when reality exceeds expectations. You have two golfers who each shoot an 86. The scratch golfer is depressed while the 36 handicapper is ecstatic. Deliver more than you promised rather than the other way around. A second key, of course, is credit scores. We know from overwhelming empirical evidence that portfolios with higher FICO scores perform the best. Finally, use professional collectors backed up by a sophisticated system."

What does the future hold for Concord? "I think the timeshare industry is here to stay," Bertrand said. "It's about vacations, and I think vacations will always be with us. We're diversifying into other lines of business, such as servicing energy conservation loans, but we expect timeshare to constitute the bulk of our volume. It's an incredibly complex business, which is both a curse and a blessing. It's a curse because every portfolio is different, and the software has to be capable of accommodating those differences. On the other hand, it's a blessing because the complexity creates very high barriers to entry. During the past decade, we've seen a number of our smaller competitors exit the business because they couldn't afford the investment in technology."

Concord celebrated its 25th anniversary in 2013, a milestone Bertrand wasn't sure he'd see when he was burning up the phone lines in late 1988 looking for anyone who could create the software he desperately needed. Nor did he foresee, when he was running Finalco, that a few months later he would own a timeshare servicing company.

"As fate would have it," Bertrand said, "some of the very difficult and troubling things that happened to me along the way turned out to be blessings in disguise, just very well disguised at the time. The Dali Lama once said: 'Remember that sometimes not getting what you want is a wonderful stroke of luck.' Not remaining president of Finalco and being forced to develop our own software in 1988 were things I didn't want at the time, but led to Concord being what it is today, which was indeed a great stroke of luck." ■

Bill Ryczek is a principal of Colebrook Financial Company, a lending institution specializing in timeshare finance. The above article appeared in a recent edition of that company's newsletter, The Colebrook Chronicle. To subscribe, visit www.colebrookfinancial.com.

Tell them you saw it in The Trades

Get All the Facts

By Sharon Scott Wilson RRP

Let me state this emphatically: Bob Bertrand was the best boss I ever had. I worked with Concord Servicing Corporation from 1996 through 2006 and saw, first-hand, how Concord maintains its reputation for excellence. In my opinion, his management style is the perfect example of what leadership should be. Bob employs an extraordinarily cogent and remarkably effective set of rules for running a business. There are quite a few of them, but several have made a big difference to me.

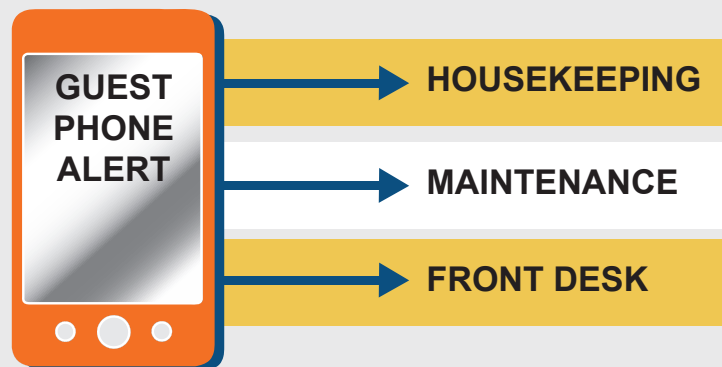
- **Pool the collective intellect.** Bob instituted a policy of holding strategic planning meetings each month with his entire management staff. No idea was considered silly; good, solid listening was (and still is, I'm sure) the order of the day.
- **Accountability.** If you are given an assignment, you'd better be prepared to show results – good or bad.
- **Respond quickly and fully to clients.** Bob taught me how important it is to go to wherever your client is. No prospective client is to ever be considered less worthy than another; they're all to be accorded the same attention, courtesy, and respect.
- **Do your homework.** Whether you're representing your company before a struggling developer operating on a shoestring, hosting a high-level Wall Street Six Sigma Black Belt, or demonstrating your technology in a booth at ARDA, prepare the best presentation you can.
- **Get all the facts.** Perhaps the most valuable lesson for me was to not race off on a possible tangent when presented with a problem or challenge. By nature, I'm an impatient person, often known for blabbing before thinking. But I watched this remarkably patient man listen to each player involved in a situation, make lists of pros and cons, and spend time in careful consideration before determining what path to take. Ultimately, you wind up with the best, most optimal solution.

I'll admit it takes practice to live these lessons. But his example is still the cornerstone of my effort. In November of 2017, Bob's son Stephen joined Concord's management team as Chief Financial Officer, the majority of which have been with the company for decades. I suspect Concord is still operated under the tenets Bob instilled 30 years earlier. I am delighted to give Bob and his great organization my congratulations on their three decades of continued success!

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Timeshare Escrow & Title Offers Hidden Benefits

Timeshare Escrow & Title offers several regulated services to assist buyers and sellers seamlessly and securely transfer timeshare titles. Dave Heine, President and his partner, Crystal O'Berry, Vice President have been involved in vacation ownership business for more than 20 years combined.

In fact, "Timeshare is in our DNA," says Heine.

The Orlando-based firm offers five basic services: Deed-only Closings, Secure Escrow Transactions, Title Insurance, Disbursement of all Purchase and Sale Documents and Funds and Legally Complicity Records of Deeds.

The company actively performs timeshare title transfers in a total of 23 states, Mexico, the Bahama's, the Caribbean, plus other locations around the world, positioning Timeshare Escrow & Title as one of the largest independent national title agencies serving the timeshare community. It is fully licensed and appointed to perform closings for customers as a title agency for Fidelity National Title Insurance Company, the largest title insurance agency in the US.

"We respect our competitors," says Crystal O'Berry, TET Vice President. "However, what makes us stand out is our long-time history and depth of knowledge in the timeshare industry. There are unique intricacies in dealing with timeshare legalities and we are trained, experienced and trusted by our clients."

In addition to traditional services, Timeshare Escrow and Title also has a what they call a "quiet program" whereby companies can take advantage of some surprisingly profitable procedures. This most recent venture has some hidden



*Dave Heine,
President*

money-making opportunities for developers and Homeowners Associations.

"There has been quite a buzz about our phenomenal 'buy-back' program," says Heine. "Folks are surprised about the simple program which allows them to add revenue. It helps existing owners who want to recoup some of their money and it assists HOAs and developers to get their resorts fiscally healthy again."

Timeshare Escrow and Title regards adherence to their three core primary values as its pillars to success:

1. **Honesty:** We will guide you through all resale options and provide you with information on industry association facts about scams. We believe in reducing the confusion surrounding timeshare resales through open communication.
2. **Security:** Your private information, payment methods, and documents are stored on the latest Cloud technology which operates and protects your transaction. Our server technology employs the same technology that hospitals and medical facilities have to safeguard



*Crystal O'Berry,
TET Vice President*

your private information. We protect your information as if it were our own.

3. **Support:** Timeshare Escrow & Title's mission is to help customers meet their goal to close while providing new owners the opportunity to make memories at the property they'll love.

Title Insurance protects the buyer against monetary loss in case of unforeseen title defects that could delay the transfer period. Many HOAs and timeshare owners are not clear about the process of buying and selling a pre-owned timeshare. Educating consumers and professionals is of extreme importance to Heine and Berry.

They simplify sealing the deal with these few steps:

1. Assigns an experienced closing agent that will work throughout the process of transferring the timeshare.
2. Examines order forms and assists with filing any information that may have been left out or unknown.
3. Contacts the resort or management company to obtain records of ownership which will identify any remaining fees, taxes, or loans.
4. The assigned closing agent will compile detailed title and

closing documents and then prepare the deed. In states where a licensed attorney is required, our network of licensed attorneys will prepare the deed. We do this at no extra charge.

5. We will then send both the buyer and seller all documents listing the charges and costs related to the transaction, as well as other relevant documents, which will then need to be signed and returned.
6. Our team will double check that all forms are properly filled out and filed to guarantee a smooth transaction.
7. Using our secure escrow service, all funds will be safeguarded in an escrow account until the transaction closes to protect both parties.
8. A customer satisfaction agent will then send the resort or management company documents notifying them of the transfer.
9. The final step is notifying the buyer that their dream vacation timeshare has been legally filed under their name and ready to use.



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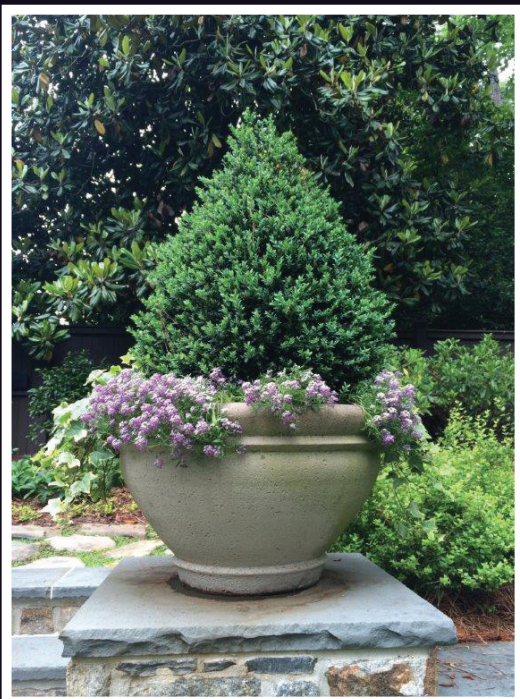
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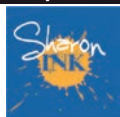


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Specialty: Writes print/online content for blog posts, feature-length articles, and social media. Content Manager Sharon Wilson is experienced in planning and implementation of online marketing strategy and is a prolific business writer. Her timeshare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

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Website: www.janiking.com
Contact: Eric Newburn, Director of Hospitality
Specialty: Jani-King, the leader in contracted housekeeping services provides comprehensive cleaning services to the hotel/timeshare industry. Jani-King takes care of your housekeeping needs so you can take care of what's really important; your guests.

CLIENT 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.

COLLECTION SERVICES



Blackwell Recovery

4150 N. Drinkwater Blvd., Suite 200
Scottsdale, AZ 85251
Phone: 480-214-2995
Fax: 480-951-8879
Email: KDerry@blackwellrecovery.com
Website: www.BlackwellRecovery.com
Contact: Kyle Derry
Specialty: Better debt recovery. You owe it to yourself. There's no reason for your portfolio to suffer financial headaches from non-performing obligations. Through propriety software, a consumer-focused approach and innovative tactics, our customized solutions for recovering debt will minimize your delinquent accounts and maximize your portfolio's performance. And in a tightly regulated industry, a debt recovery partner that puts compliance at the forefront is mandatory. Give us a call - we're ready to pay you back.

COLLECTION SERVICES



International Recovery Solutions

LA Law Center
205 S Broadway
Los Angeles, Ca 90012
Phone: (855)477-0010
Fax: (213)346-9700
Email: getpaid@irscollector.com
Website: www.irscollector.com
Contact: Javier Jimenez
Specialty: International Recovery Solutions (IRS) is a nationwide network of attorney and debt collection professionals. IRScollector seasoned team of third party collection specialists use sophisticated, next generation tools to maximise unyielding results. IRScollector's understands that not all member's situation are equal, so we dissect each case with aggressive and ethical collection tactics to preserve longterm member/client relationship.

COLLECTION SERVICES



Meridian Financial Services Inc.
1636 Hendersonville Rd Ste 135
Asheville, NC 28803 USA
Phone 1: (866)294-7120 ext. 6705
FAX: (828)575-9570

Email: gsheperd@merid.com
Website: www.merid.com
Contact: Gregory Sheperd

Specialty: Meridian Financial Services, Inc. is a sophisticated third-party collection agency able to provide service to whole and partial portfolios. Meridian understands the impact of bad debt, as well as the importance of keeping your owners' accounts current, and preserving their confidence in the purchase decision. Services include third-party collections for domestic and international clients, no-cost-to-client recovery program, customized industry collection strategies, credit reporting, skip tracing, online services, and credit and collection consulting

COMPUTERS AND SOFTWARE



RNS Timeshare Management Software

410 43rd St W
Bradenton, FL 34209
Phone 1: (941)746-7228 x107
FAX: (941)748-1860

Email: boba@rental-network.com

Website: www.TimeshareManagementSoftware.com

Contact: Bob Ackerman

Specialty: Designed for legacy fixed and floating time resorts, our software solution streamlines the reservation and accounting functions for TS resorts. Plus our responsive On-Line Booking module allows you to show the weeks available to rent (owner or association weeks) on your web site for booking by the traveler. Includes A/R module to invoice and collect owner fees. One simple package to automate your existing TS resort



TrackResults Software

5442 South 900 East Suite 203
Salt Lake City, UT 84107 USA
Phone 1: 888-819-4807

Email: sales@trackresults.net

Website: www.trackresults.net

Contact: Ryan Williams

Specialty: TrackResults tracks and reports sales and marketing activity for people with no time to waste. Used in over 100 travel club and 50 timeshare sales centers because it is easy to use, fool-proof, and intuitive. Plus, it includes both custom dashboard and blazing fast analytical reporting to uncover the gaps and inefficiencies that slow you down.

- Real-time digital tour manifesting
- Web-based. No installation, equipment or IT department required.
- Data level security to protect your business.

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

Gregory Crist
CEO, National Timeshare Owners

COMPUTERS AND SOFTWARE



TSS International

P.O. Box 262
Bountiful, UT 84011
Phone: 239-465-4630
Email: info@timesharesoft.com
Website: www.TimeShareSoft.com

Contact: Monika Voutov

Specialty: TSSI provides superior service to resorts and travel clubs in US, Canada and Mexico since 1998. Enterprise-level, Web-based, Fast, Powered by Oracle. Highly customizable, infinitely scalable and configurable. "All-inclusive" affordable monthly fee for a full-feature Hosted System that includes: Maintenance Fees, CC payments, Rentals, Deposits, Reservations, Sales, Marketing, Bulk Billing, Front Desk, Owner Portal, Extensive Reporting, Custom Reports, Accounting, Integration with Expedia, Booking.com, RCI and others. Various integrations with other software. Month-to-month. Cancel any time!

CONTENT MARKETING



SharonINK

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

Contact: Sharon Scott Wilson, RRP

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

DIRECT MAIL AND MARKETING



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.

“You look at every page of Resort Trades each month to see what is happening in the industry. Very informative and know that others on my team are reading it, too.”

Jon Fredricks, CEO Welk Resorts LLC

ESTOPPEL PROCESSING



RequestmyEstoppel.com

3659 Maguire Blvd #100
Orlando, FL 32803
Phone: (833)877-7638
FAX: (321)281-6009
Email: Dave@requestmyestoppel.com
Website: www.RequestmyEstoppel.com
Specialty: Online software for Estoppel Processing. You handle owner communications; we automate paperwork! Saves your staff time, is customized for your operation and can be accessed through a desktop or mobile device. Automates the entire process digitally including producing the estoppel package, handling correspondence and recording each detail. If the resort charges a fee for producing the estoppel, RequestMyEstoppel.com will collect it up front, sending the resort/management company a detailed report and a check.

EXCHANGE COMPANIES



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



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.

“Thank you for everything, we are starting to get responses to our Ad already!”

Warren Smith, Vice President, Cranberry Waterfront Suites

EXCHANGE COMPANIES



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.

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; it's 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



Concord

4150 N. Drinkwater Blvd., Suite 200
Scottsdale, AZ 85251
Phone: 480-214-2995
Fax: 480-951-8879

Email: KDerry@concordservicing.com

Website: www.ConcordServicing.com

Contact: Kyle Derry

Specialty: For three decades, Concord has been a recognized leader in portfolio servicing and financial technology, delivering innovative, flexible and scalable solutions to meet the demands of loan originators and capital providers in multiple asset classes. Founded in 1988, Concord has since amassed two million consumer accounts totaling nearly \$5 billion, and is now broadening its reach into dynamic new markets. Let us show you what 30 years of redefining portfolio servicing solutions looks like.

ADVERTISING OPPORTUNITY

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

Your Classified Ad in Resort Trades can run monthly in our print publication and everyday online at www.ResortTrades.com. Contact Marla at Marla@TheTrades.com or call 931-484-8819.

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!

“ 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**

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.

“ 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**

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@nexusband.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@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.

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



Wellington Financial

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



Whitebriar Financial Corporation

575 Mystic Drive PO Box 764
Marstons Mills, MA 02648
Phone: (508)428-3458
Fax: (508)428-0607
Email: hvswhitebriar@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@gprrs.com
Website: www.gprrs.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.



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.

MANAGEMENT & OPERATIONS



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

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 Bernardino, 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 Residuen!
• 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



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
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Indianapolis, IN 46220
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Fax: 317.251.0360
Website: www.renosys.com
Contact: Kym Webster
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San Diego, CA 92101 USA
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Website: www.gbgandassociates.com
Contact: Georgi Bohrod
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Fax: (508)428-0607
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Website: www.whitebriar.com
Contact: Harry Van Sciver
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Phone: (732)751-2522
Fax: (732)751-2646
Email: kphillips@addastar.com
Website: www.addastar.com
Contact: Ken Phillips
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Email: info@sellmytimesharenow.com
Website: www.sellmytimesharenow.com
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Fax: 407-477-7988
Email: Ryan.Pittman@timesharesonly.com
Website: www.timesharesonly.com
Contact: Ryan Pittman
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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

SALES AND MARKETING



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Seattle, WA 98168
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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.

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Fax: (954)484-4654
Email: jordan@fiberbuiltumbrellas.com
Website: www.fiberbuiltumbrellas.com
Contact: Jordan Beckner
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Website: www.daelive.com
Contact: Michelle Caron
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Website: www.spiinc.com
Contact: George Stemper
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Contact: Dave Heine
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Email: brad@watertoys.com
Website: www.watertoys.com
Contact: Brad Olson
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Phone 1: 602-483-5555 xt. 101
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Harrisonburg, VA 22801
Phone: 800-636-5646 (U.S. & Canada) 540-828-4280
(Outside U.S. & Canada)
FAX: 703-814-8527

Email: info@care-online.org
Website: www.care-online.org
Contact: Linda Mayhugh, President

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Distributor Inquiries Welcome

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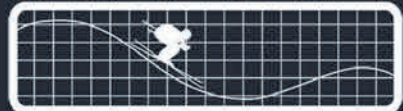
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