

Resort Trades

Every Resort; Every Month

MANAGEMENT COMPANY REVIEW

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**Management
Company?**

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The Year In Review



Sharon Scott Wilson, RRP
Publisher Resort Trades

As year-end approaches, this is a good time to sit down and take a look at your company's achievements and, yes, missed opportunities during 2018. What did we do right? What could we have done better? It's the perfect opportunity to engage your team in strategic planning. I've seen corporate planning sessions in which only a few members of the C-suite participated and others which included senior and midlevel management – a total of approximately 25-to-30 people! Whatever works with your corporate culture is the best approach, obviously. The real magic begins by giving participants a sense of empowerment. No idea is too simplistic; no one is more entitled to give their views than another. Likewise, if the review uncovers some shortcomings in an individual or a department, everyone should be reminded that you're there to fix the problem, not the blame.

Analysis & Planning

One way to approach a review of 2018 and an effort to put together a plan for the coming year is to schedule a series of strategic planning sessions. Often companies will rent space outside the office in which to hold these meetings. Perhaps food can be supplied (keep those brains fed, after all!)

Regardless of where the meetings take place, it's vital to disconnect from the day-to-day, avoid taking phone calls, and postpone handling 'emergencies' if at all possible. Each employee is a shareholder in the success or failure of the company. All should be encouraged to approach the process in an atmosphere of



mutual respect. Yes, failures, errors, or mistakes that occurred during the year are likely to surface, but they should be handled diplomatically and with a positive 'we can fix it' attitude.

One way to organize this exercise is to ask those participating to create a list of SWOTs (strengths, weaknesses, opportunities, and threats). Employees should be encouraged to include thoughts and ideas about every department, regardless of their own positions. These lists will undoubtedly focus on the areas of 1) budget and finance, 2) human resources, 3) asset management, 4) sales and marketing, and 5) technology.

As part of the review process, you might also want to take a look at your company's resolutions made this past January. How close did you come to reaching your goals this year? If you feel there was a shortfall, what went wrong? On the positive side, how can you make the most out of those things that went well?

This is a good time to identify which goals are worth keeping. You might even realize your goals include a cherished dream that just

isn't realistic. You and your team can discuss how to eliminate any timewasters that may be distracting your attention from a more profitable or beneficial direction. Don't throw the baby out with the bathwater, however. Perhaps there's a worthwhile goal that was not met, but which could still be viable using a different approach.

Make a Plan to Plan

Once you've accumulated each team member's SWOT list, these can be combined into one centralized list. You'll naturally find a lot of duplicates. Everyone is going to recognize the need to fix the crack in the back pool, for instance. You might have IT people weighing in on how sales are being handled. All ideas are welcome; nothing is irrelevant. Drill down until you have one consolidated list which your team can review, point by point.

Strategic planning is not done in one afternoon or even in a single day. To achieve the greatest benefit, you might want to schedule a series of meetings to be held on concurrent days of a particular week. The most effective strategic planning I ever witnessed was held

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each month religiously throughout the year. Even meeting quarterly to review a combined list of SWOTs essentially answers the need to conduct an annual review.

Don't forget to include metrics in your plan. It's like driving a car: If you don't know where you're going, how will you know when you get there? What will you use to measure your company's performance? Certainly, your financial statements and ROI are key in measuring sales and marketing efficiencies. Other metrics may include: positive reviews on sites such as TripAdvisor, number of tours generated by each source, book-to-show averages, owner and guest reviews on comment cards, and portfolio performance. Carefully review your metrics and ascertain what contributed to your growth, as well as best practices for further growth.

A Positive Corporate Culture

I believe it's important to use the planning sessions to acknowledge and applaud individuals and departments for their successes. Focusing on the positives reinforces the goodwill of everyone, not just those being lauded. Conversely, when you focus on the negative you are subconsciously inviting more of it into your life. (One side note here: I'd encourage each individual to try some self-examination on at least an annual basis. What top three achievements did you have? Think about the tools, talents, and processes that helped in each case. After you pat yourself on the back, think about ways to amplify these successes in 2019.)

What did you do this past year to cultivate a positive culture in the company? What opportunities were missed? How will you be even more intentional about it in the new year? In his article beginning on page 14 of this issue, "Is the Culture Monster Eating Your Team Alive?," Ron Tate shares ten fundamental belief areas affecting employees' attitudes. He says that according to a consultant, Excellent Cultures, Inc., achieving the ultimate heights in our performance are totally dependent on how someone feels about:

1. Change and Innovation
2. Accountability
3. Role Clarity
4. Handling Problems and Emergencies
5. Efficiency and Results
6. Leadership & Leadership Development
7. Their Potential and Their Goals
8. Teamwork
9. Competition
10. Problem Solving

Our attitudes about each of these areas makes us who we are in the corporate environment. Amassed as a whole, each individual's attitudes affect the culture of the entire collective. One business consultant once advised, "If you don't intentionally build a company culture, it will build itself--and you won't like the results." ■

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COVER PHOTO:

Sands Beach Club is located on beautiful Shore Drive in Myrtle Beach. It's location is exceptional – with the ocean on one side and the waterway on another. The property is mixed use with both whole owners and timeshare owners. There are 68 timeshare units and 3,500 owners which is currently managed by Capital Vacations Management, previously Defender Resorts.

Top Team Members

Meet the People Who Make the Resort Industry Great!

by Marge Lennon

Shannon Novakoski Senior Manager of Training Academy of Learning & Development Holiday Inn Club Vacations



It's not often that we can feature a timeshare hospitality professional who has won TWO ARDA awards in the same year. Meet Shannon Novakoski, who was the top winner in ARDA's Training & Development Manager/Team category and her Employee Engagement Campaign won in the Advertising & Promotion category.

As Senior Manager of Training for Holiday Inn Club Vacations in Orlando, Shannon leads a team of five regional training managers across the country that support 26 resorts, 48 local trainers, and nearly 5000 team members.

The majority of her work involves overseeing the Certified Academy Trainer (CAT) Program and facilitating most of the company's Leadership Development Classes. The CAT program is a volunteer opportunity that Team Members take on in addition to their regular roles to ensure everyone in the company has the same access to learning and development opportunities. She also consults with departments and/or properties to identify areas of opportunity to provide support from a learning and development perspective.

A Florida native, Shannon grew up in Ponte Vedra Beach near Jacksonville and received a B.S. in Hospitality Management from the University of Central Florida Rosen College of Hospitality Management in 2013.

In reflecting on her start with the company Shannon says, "Holiday Inn Club Vacations (HCV) took a chance on me! I was in school for hospitality and was looking to find my passion. I worked for Universal Orlando Resorts in F&B, the Orlando Magic in Retail, UCF as a Student Assistant, SeaWorld in Entertainment...through my classes I discovered a desire to work in Human Resources. As an intern at the Hilton Bonnet Creek & Waldorf Astoria Complex, I found my calling in Learning & Development and began looking for entry-level opportunities."

I learned HCV was hiring a Training Specialist and interviewed for the position towards the end of my junior year of college and was hired. The company was amazing and worked with my school schedule for my senior year. I've been here ever since."

She began her career as a Training Specialist in May 2012, supporting Orange Lake Resort and by January 2013 was advanced to Training Manager. She was promoted to Corporate Training Manager in February 2015 with a company-wide scope. At this time, she implemented the CAT Program – which she herself created – and a year later hired her first two Regional Training Specialists. She was promoted to Senior Manager of Training in May 2017. She is a Development Dimensions International (DDI) Certified Facilitator.

During her tenure with the company, she has gone far beyond what has traditionally been an "HR" function of driving employee engagement efforts throughout the organization. With multiple resorts in some very remote locations, the program she personally created ensures all leaders and trainers have the tools, information, resources and the inspiration needed to bring their employee engagement initiatives to life. This program has proven to have a huge impact on not only increasing employee engagement scores but more importantly on decreasing voluntary employee turnover for the company.

"Being a part of implementing dozens of training programs at HCV has been an amazing opportunity. I also have enjoyed being one of the point-people for training during the acquisition processes, it's like seeing a whole another side to the Timeshare Industry," she adds.

She adds, "Outside of work I enjoy going to the Theme Parks with friends and exercising most days, trying to relax and recharge when I can. I absolutely love the team I work on, they are truly like my family. I appreciate and respect the culture of our company. It is one of family, integrity, transparency, and I love the genuine people at every level of our organization."

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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FACES & PLACES

Faces



David Pontius

Bluegreen Vacations announced that COO **David Pontius** will be retiring as executive vice president and chief operating officer this month (December 2018). Pontius first joined Bluegreen

Vacations in 2007 as senior vice president and president of Bluegreen Resorts. He was eventually named EVP and chief strategy officer in September 2010. During September 2017, Pontius was promoted to chief operating officer. Pontius has been a pillar in the industry for almost 40 years serving in an executive capacity across all industry disciplines. His achievements include founding his own marketing company, managing a finance company and holding various leadership positions at companies such as RCI, Wyndham Vacation Ownership, Hilton Grand Vacation Club, and Bluegreen.

"Dave is an industry veteran and Bluegreen has benefited from his experience and leadership over the past eleven years. Bluegreen is a company known for strong relationships, unique product and impeccable service and Dave has made a strong contribution in all of these areas. Dave built a strong team of leaders in his areas who deliver outstanding service to our owners and guests. We expect that our high levels of service and performance will continue to be maintained by these strong leaders as we move forward with a more streamlined management team," said **Shawn B. Pearson**, President and CEO of Bluegreen Vacations.

Commercial Recreation Specialists (CRS) announced the addition of Project Channel Manager **Ryan Hartberg**. Ryan will be leading the CRS project team and will be a resource for both aquatic and land-based recreation solutions. Hartberg's management and communications skills will serve him well as he oversees both public and private sector client projects involving Splashpads, playgrounds, shade structures, site amenities and lightning detection.

Hilton Grand Vacations Inc. (NYSE:HGV) announced the appointment of **Patrick Duda** as vice president, enterprise digital capabilities. In his new role, Duda will work closely with HGV's business leaders and IT



Patrick Duda

partners to enhance overall customer engagement and experience throughout HGV's digital marketing platforms.

"Patrick will help ensure we develop and maintain an efficient, effective, data-connected online environment that enhances our user experiences and helps us to attract and retain new owners," says **Sherri Silver**, executive vice president and chief marketing officer at Hilton Grand Vacations.



Ryan Hartberg

Most recently, Duda worked in the highly competitive auto and home insurance industry, where he helped advance digital, customer experience and data-oriented capabilities for Erie Insurance, a Fortune 500 company. He has also held progressive roles with AT&T and GE.

Myrtle Beach-based vacation ownership company, **National Hospitality Group (NHG)**, recently welcomed **Travis Bary**, a former Executive Vice President with Wyndham Vacation Ownership as their Chief Operating Officer.

"We look forward to the unique vision and varied experience Travis will add

to NHG as we continue to grow within the vacation ownership industry," said **Jason Shroff**, CEO of National Hospitality Group. During his time in the industry, Bary was an integral part of Wyndham's growth and innovation and brings extensive operational experience, exceptional leadership, and a long history of successful results.



Travis Bary

"I was drawn to National Hospitality Group because the company has created a unique niche in the timeshare industry. NHG is only at the beginning of a long and successful run," said Bary. "We are going to do some great things together, so I am very excited about the future."

Awards & Events

CustomerCount® and *Resort Trades* magazine announced they will once again host the annual 2018 **CustomerCount® Customer Engagement Pro-**



fessional (CEP) **Resort Trades Award**, which recognizes outstanding leaders who exemplify the best in customer engagement practices. Nominations for **CustomerCount® Customer Engagement Professional Resort Trades Award** opened in September. The winning customer engagement professional and their company/resort will be profiled in the January issue of *Resort Trades*. Two trophies will be presented; one for the company and one for the individual CEP. To submit a nomination, visit CustomerCount.com for a link to the entry form.

Westgate Resorts announced they were giving away 1,500 free vacations to U.S. military personnel beginning Nov. 9 at 9 a.m. EST at www.WestgateSalutes.com. The first 1,500 eligible military personnel who visit www.WestgateSalutes.com, complete the online military appreciation form and place a fully refundable \$100 deposit will receive a complimentary stay for up to four guests at Westgate Town Center Resort & Spa or Westgate Vacation Villas Resort & Spa during the weekend of May 10-12, 2019.

On October 18th, **Karma Group** held its annual awards in a gala event at Bali's culturally inspired beachfront venue Taman Bhagawan, coinciding with a celebration of 25 successful years of working hard and playing harder! Founded in Goa, India by **John Spence** in 1993, Karma has



John Spence

gone on to now operate 29 resorts in more than 10 countries, including Australia, France, Germany, Greece, India, Indonesia, Thailand, Vietnam and the United Kingdom.

Every October, world-wide awareness focuses on the struggles that over 12 million people, (mostly women) experience fighting breast cancer. **Send Me On Vacation (SMOV)** works to ease the effects of living with breast cancer by partnering with vacation providers who find it in their heart to donate vacations to survivors. **Lifestyle Holidays Vacation Club (LHVC)** is SMOV's top vacation contributor of all-inclusive vacations, sending 20 applicants on dream vacations each year, according to SMOV President and Founder Cathy Backus.

"It's an honor and a privilege to host these vacations at our resorts. Both our staff and our vacationers love to see the happiness and share in the excitement of all the survivors," says **Markus Wischenbart**, President of Lifestyle Holidays Vacation Club and Resorts.

(Who's Doing What and Where!)

Wyndham Bonnet Creek Resort once again earned recognition as fourth on Conde Nast Traveler magazine's list of Top Resorts in Orlando.

News

Worldwide timeshare exchange provider, **DAE**, launched a new website, completely overhauling the functionality and feel of their vacation exchange platform at daelive.com.



Francis Taylor

Managing Director, DAE Global, **Francis Taylor**, said the new website had been designed with the overall member experience as the primary focus. "Members have always loved DAE's simple and easy framework for exchange, and now we are proud to deliver that same level of service online through our new and improved, interactive website," said Taylor. "As well as easily searching for exchanges by region, Members can now find inspiration for their next vacation adventure through destination articles and resort collections – wherever they want to go in the world."

Colebrook Financial Company – an independent lender specializing in the timeshare and shared ownership resort industry – recently finalized a new financing arrangement with Di-



Bill Ryczek

versified Global Ventures' dba, Travel Transparency. At its luxurious sales center based in Oceanside, California, Travel Transparency promotes



travel packages to consumers using the SaveOnResorts.com product. "Colebrook is enthusiastic about the prospects for travel club receivables when the product is reliable and the sales are made by reputable principals," says Colebrook Principal **Bill Ryczek**. "We look forward to working with Derek and his staff as they grow their business."

The Registry Collection® program, the world's largest luxury exchange program, recently added two new resort properties in the Caribbean to its luxury exchange network. The resorts, **LANAIS at Maré** in San Juan and **Hideaway at Royalton Saint Lucia**, expand The Registry Collection program's presence in these popular vacation destinations. "Both of these resorts offer an excellent fit for our luxury portfolio, providing our members with unparalleled experiences in the Caribbean islands," said **Gregg Anderson**, global vice president of The Registry Collection program.

RCI, the global leader in vacation exchange, is proud to welcome the newest resort from Dominican Republic **Lifestyle Holiday Vacation Club** to its vacation exchange network. The newly constructed property, Presidential Suites by Lifestyle - Cabarete, marks the newest building in Cabarete, helping to revitalize the destination's downtown area. The resort joins six additional resorts by Dominican Republic Lifestyle Holiday Vacation Club that are designated as RCI Gold Crown Resort® properties and available to RCI's approximately 3.9 million subscribing members.

"We are very proud of our newest breathtaking and luxurious all-inclusive resort located on one of the most exclusive spots in Cabarete," noted Lifestyle Holiday Vacation Club's president, Markus Wischenbart. "With its turquoise waters and golden beaches, the area is a paradise for windsurfers and kite surfers around the world."

Headlines

A recent story appearing in The Maui News says there is an appeal by Maui County to reverse a decision involving timeshare tax involving the **Ocean Resort Villas Vacation Owners Association** and **Ocean Resort Villas North Vacation Owners Association**. To read about the case in greater detail, visit <http://www.mauinews.com/news/local-news/2018/11/county-awaits-appeal-of-timeshare-tax-ruling>.

A November 10, 2018 report appearing in the Lakeland Observer (<https://lakelandobserver.com/shares-slip-ping-over-the-previous-full-year-hilton-grand-vacations-inc-hgv/245906>) said that **Hilton Grand Vacations** (:HGV) stock prices have declined over the last 52-week period. The Lakeland Observer is an independent financial media company located in Lakeland, MN.

"Following the Ultimate Oscillator reading for **Bluegreen Vacations Corporation** (BXG), we have recorded that the Ultimate Oscillator is presently below the 40 mark," says the Steele Herald in a November 10, 2018, article, "Bluegreen Vacations

Corporation (BXG): UO Reading Under 40 for These Shares." The Steele Herald is an independently owned financial news site covering breaking news, analyst actions and technical analysis. The story appears at <https://steeleherald.com/2018/11/10/bluegreen-vacations-corporation-bxg-uo-reading-under-40-for-these-shares>.

Bay Tree Solutions Chief Marketing Officer **Doug Milbrath** is sharing his company's message with travelers interested in traveling abroad by reaching out to online publications. One article sponsored by his company entitled, "Bay Tree Solutions



Doug Milbrath

Shares the Most Unusual Timeshare Countries," appeared in the Prague Post's online issue. Go to <https://www.praguepost.com/opinion/bay-tree-solutions-unusual-timeshare-countries> to read more.

Withum's Hospitality team members **Lena Combs**, **Tom Durkee**, and **Erik Halluska** discuss hot topic financial trends, Withum's annual benchmarking study, and outline what impact tax reform has on the vacation ownership industry. Hear their podcast at <https://www.withum.com/resources/podcast-financial-trends-vacation-ownership>. ■

What Makes a Quality Resort Management Company?

By Kelley Ellert



The question posed by the title of this article can be answered in one word – service.

Service is the key ingredient that binds everyone in the hospitality industry; from the front desk to management companies to boards of directors. In the hospitality industry “service” is the gold standard for making a resort stay memorable. In that same regard, a quality management company is one that provides service that exceeds the needs of a resort. However, service is much more than the friendly face that greets the customer or the warm voice that answers the phone. Quality service comprises all the items that a customer doesn’t see.

Service Matters Most

Management companies exist as support networks, so a variety of support services are important. Within a management company, a tight-knit communication line between all departments, operations and boards of directors ensures that all needs are being exceeded.

Service means communication, understanding and delivery. It’s being able to see eye-to-eye with what the board envisions for their resort and the right management company will have the programs, personnel and expertise to deliver on those.

Providing cost savings through bulk buying to preparing timely financial packages are just a couple of the specific services that a quality management company will perform.

Service Through Opportunities

Creating opportunities for resort properties is one of the most important value-adds a management company can offer. When Hurricane Florence ravaged multiple properties in the Capital Vacations management family, for example, they were able to leverage the managed insurance program that Capital Vacations provides to its resorts. That

opportunity alone saved the affected resorts a cumulative \$1.3 million in insurance deductibles.

“The services and opportunities we provide come in the form of both saving resorts money through group benefits and also earning them additional income through sales, marketing and rentals,” said Travis Bary, Chief Operating Officer at Capital Vacations. “Strong sales and marketing strategies are integral for properties to utilize their unused inventory for income.”

“At Capital Vacations, this is done through multi-site vacation interval sales operations that assist legacy resorts by selling timeshare ownership in their resorts. This critical service keeps resort’s finances healthy because it keeps a constant stream of fresh owners visiting the resort property while also increasing the income of the resort. For example, at a resort Capital Vacations performed sales, collections increased over \$300,000 from the new dues paying members.”

All resorts experience a natural rate of owner/member attrition and integrating a sales and marketing teams to access open intervals in the resort is a financially sound decision for all involved, explains Bary. However, there are also those unsold intervals. This is where a great rental management team will create value.

Remember when marketing a resort was as easy as making sure your “vacancy” sign out front was turned on? Those days are long gone, and now rental management has grown from people driving down the road in search of glowing red signs to consumers spending hours settled in front of their computer screens hunting for the perfect accommodations.

This part of the management business has morphed from something a resort can easily do themselves to a complex system that requires digital reservations systems that link a property’s complex inventory to the global reach of online booking websites and more.





A quality management company brings the resorts it works with up-to-date from a technology perspective and increases their revenue with rental management programs.

“For example, Capital Vacations welcomed a property to its management portfolio in 2015 that had been trying their own, internal rental program with little to no success,” Bary continues. “Within one year of implementing the Capital Vacations systematic, online rental programs, the rental revenue of the resort grew by more than \$290,000 and continues to increase annually. Without a quality management company, some properties are missing out on a key revenue opportunity.”

Service Through Collections & Billing

While it’s not glamorous, collections and billing are important services that are absolutely necessary for a quality management company to provide. Without collections and billing resorts risk losing their income stream and livelihood.

There are some services that are easy for resorts to take on themselves, collections and billing is not one of them. Between the regulations and required manpower, this area of resort property management is best left to those who live, breathe and understand it.

Once new owners are introduced to a resort it is important to follow up in a methodical manner on collections and billings for resort dues. “At Capital Vacations, we employ a dedicated team of professionals that solely focus on owner relations to ensure that owners enjoy their resort assets and to gently remind them of the importance of their dues,” says Bary.

According to Bary, they’ve found that many resorts require additional assistance in this part of their business and it is best if such is handled by experts that are trained in management of collections and billing.

Service Saves the Day

By definition service means “the action of helping or doing work for someone.” Simply put, that’s exactly what a quality management company should do - help resorts and do work FOR the resorts in which it they are partnered.

For any business, thriving means a healthy financial situation and a management company that focuses on and provides the services that lead to that are what truly makes a “quality” company. ■

Kelley Ellert is the Director of Marketing for Capital Vacations, one of the largest timeshare management companies in North America with 71 properties for which she oversees the marketing and communication efforts. She resides in Myrtle Beach, South Carolina where Capital Vacations corporate headquarters are located.

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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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CMI Time Management Releases the New TouchTime® III Time Clock and Workforce Management Terminal



CMI Time Management, a leading global provider of innovative workforce and resource management products for companies in a variety of major industries, announced the release of the latest entry in its proprietary TouchTime line of data collection terminals. Powered by an updated Windows operating system, the TouchTime III time clock and workforce management solution delivers sophisticated employee self-service capabilities designed to minimize time-consuming manual data entry for human resource and operations departments.

“Because of the nature of their work, many companies do not provide every employee with a personal computer,” said James Bianco, Vice President of marketing for CMI Time Management. “This touch-screen tablet allows all employees to access an array of data including work schedules, salary accruals, FMLA leave status, vacation updates and more. They can also use the tablet to submit information such as the results of their shifts, vacation requests, leave requests and benefits modifications.”

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For more information about CMI Time Management's workforce management products, visit www.cmitime.com or call (800) 722-6654.

Top Team Members

Meet the People Who Make the Resort Industry Great!

by Marge Lennon

Mat Euretig
Manager of Activities & Events
Holiday Inn Desert Club Resort, Las Vegas



As the Manager of Activities and Events at the 658-unit Holiday Inn Club Vacations Desert Club Resort in Las Vegas, Mat Euretig has transformed his resort's activities program from a moderately used option to a full-fledged daily entertainment and exercise activities center. But that's only part of his story!

After serving 4-years in the famed US Army 82nd Airborne Division – including a 15-month deployment to Iraq – Mat truly understands the benefits of discipline. “Serving in the Army gave me a ton of perspective,” he explains. “It helped me understand the importance of getting things done right away and correctly. Few jobs in the civilian world are tougher than field time and military deployments, so in comparison you realize the real benefits of this type of career. You also learn how to keep yourself composed and not react too strongly to any adverse circumstances that come your way and to complete the mission, no matter what.”

All of this is perfectly natural to Mat as an “Army Brat” who was raised on military bases all over the country as his dad, brothers, and uncles were also career military, helping install a strong work ethic.

In his current position for nearly two years, Mat previously worked as a pre-teen program director at Nellis AFB Youth Center in Nevada and was activities supervisor and an F&B assistant manager at Wyndham Grand Desert in Las Vegas, NV. He earned a BS in Recreation and Sports management from UNLV and is married with two children. He loves sports, outdoor activities, and is involved in coaching youth sports including basketball, baseball and flag football.

With so many fun things for owners to do in Vegas, how does Mat keep his owners participating in resort activity programs? He accomplishes

this by offering things at his property they can't find anywhere else in Vegas. He established popular weekly magic shows, introduced free popcorn hour in his lobby during peak check-in times, free BINGO where guests can win money, and coordinated live music and karaoke events.

With his team of four activity professionals, Mat guides other programs like Zumba fitness classes, yoga, water aerobics, arts and crafts, ping pong and air hockey tournaments, Family Feud, Minute-To-Win-It, trivia, and water volleyball. There were 2035 participants in July 2018, with a monthly average of about 1000 guests

“Our programs are intentionally inclusive for everyone – no matter their age or mobility levels. We provide a welcoming, fun environment with little to no cost for all of our activities,” says Mat. “I love the fact that we can have a positive impact on people's lives and hearing later that a family loved their vacation because of what we provided them. We see some owners up to four times a year; many come to our activity center as soon as they check in just to say hi.”

To keep his guests on their toes, every morning he creates a positive guest experience by leading a power walk across the resort's beautiful 20 acres. During this walk, he enjoys one-on-one time with guests, making suggestions for dining, and shows to see. As one of the Certified Academy Trainers on property, he facilitates orientation and other classes and is the resort Corporate Social Responsibility Ambassador, coordinating all campaigns. Mat has collected over \$7000 in donations for Toys for Tots, Breast Cancer Awareness, local elementary schools, Nevada Partnership for Homeless Youth and various events for Christel House, giving back to his resort, organization, and community. His efforts have been acknowledged by Holiday Inn Club Vacations by naming him his resort's Heart Travels Ambassador and honoring him with their highest award, the Wilson Award, named after company founder Kemmons Wilson. ■

Congratulations to this military veteran for continuing to serve his company by helping resort guests enjoy fabulous vacations, year after year!

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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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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Is the Culture Monster Eating Your Team Alive?

By Ron Tate



Is the Culture Monster eating your best people for breakfast and then spitting them out into your competitor's workforce? Is he eating your best leads and holding your closing ratios down below the 35% that your team is truly capable of? Are your current rescission rates tolerable? Is he causing the rest of your organization to resent your sales team?

If the answer to any of these questions is yes, addressing your business culture as a key component of your business strategy could be the most profitable venture you've ever undertaken. Harvard Business School research indicates that your business culture is directly correlated to your sales, recruiting and retention, shareholder value and bottom line.

If any of the above challenges exist in your world, cutting to the chase of defining what corporate culture really is will be a great beginning for you and your team. While every leader talks about business culture, it seems to mean something different to all who discuss it. A couple of high category Google definitions should resonate with your struggles as well your successes:

- "The shared values, attitudes, standards,



and beliefs that characterize members of an organization and define its nature." Google: Encyclopedia of Business Terms

- "The beliefs and ideas that a company has and the way in which they affect how it does business and how its employees behave." Google: Cambridge English Dictionary

Bottom-line, Business Culture is the beliefs that your people hold that govern how they behave at work. If someone believes "My boss is a jerk and I hate them," they'll behave totally differently than someone who believes the opposite. If they believe that it's normal for 30% of your closed deals to rescind, then they'll actually unconsciously say and do things that maintain high rescission rates. If they believe that you can't trust the sales team and they are spoiled rotten, then they will of course behave accordingly.

Andrew Gennuso, President and CEO of Great Destinations Inc. of Lake Forest California, shared in a February 2018 Resort Trades article that "a corporate leader's

most important responsibility is to provide a culture of opportunity."

After being around the resort industry for most of my career, it's become apparent to me that Business Culture is the key factor in the success or failure of any resort team.

Frequently, businesses become so immersed in their existing cultural environment that they can't see how to elevate the performance of their management and staff. When we try to improve our team's culture by imposing a set of rules and guidelines, it never works (especially if you have millennials on your team). That's where a consultant with experience and a proven track record in influencing and introducing change can be invaluable.

I recently came in contact with a Seattle firm that has been researching and serving startups to Fortune 500's, helping them build cultures of opportunity that out perform their competitors, for 4 decades. Their research and

experience resonated with my 30 years of battle scars struggling with trying to identify missing keys to high performance in our industry.

One example of how a consultant can help direct the transformation of a company was demonstrated by Delphi Automotive in Saginaw, Michigan, and the United Auto Workers Union. "The data speaks for itself," says Excellent Cultures Managing Director Steve Gandara. After working with the two groups, Delphi Automotive was able to increase their bottom line over \$5.5 million in 20 short months of cost savings. During the same period they recognized a 60 percent reduction in scrap and reduced union grievances by 76 percent."

To identify where your team may be missing the high performance culture train let's take a shot at Business Culture Pop Quiz:

TRUE or FALSE?

Most leaders who believe that "We have a pretty good culture around here," have an Excellent Culture?

The answer of course is FALSE. According to research and data validation, leaders who believe that they have an excellent culture, typically have the worst.



MULTIPLE CHOICE

An Excellent (High Performance) Culture is one where:

- Corporate values are well defined and posted everywhere
- The working environment is warm, comfortable and inviting
- All employees can recite the corporate mission statement
- Millennials love to work there
- Employee engagement scores are high
- Employees are loyal, happy and trust each other
- All of the above
- None of the above

If you answered anything other than "H. None of the above" you missed it again.



While items “A-F” are all important, they are fruits not roots. Your team could have the highest engagement scores on the planet, be a millennial friendly magnet, all recite the corporate mission statement in unison, love and trust each other immensely and still drive you out of business.

According to Seattle based Excellent Cultures, Inc., Cultures of Opportunity and High Performance are totally dependent on what your people truly believe about 10 Fundamental Areas:

1. Change and Innovation
2. Accountability
3. Role Clarity
4. Handling Problems and Emergencies
5. Efficiency and Results
6. Leadership & Leadership Development
7. Their Potential and Their Goals
8. Teamwork
9. Competition
10. Problem Solving

While time and space prohibits exploring each of these in depth, let's take a look at some of the applications:

1. Do your people see change as a painful experience that they must avoid and endure or as an adventure and opportunity to excel and win?

2. Do they view accountability as something that managers force down the throats of employees or something that team members raise their hands and ask to be held to as their contribution to the success of the team?

3. Are they the NFL team in the pre-season competing against each other to see who'll win the starting position or are they the same team in the post season galvanized and pulling together while passionately competing against the opposing team with all that's within them?

4. Do they view their potential to achieve and perform as limited and tapped out or unlimited and continuously increasing and expanding like Olympic Athletes?

5. Do they believe that problems

and fire drills are just a “normal part of our business” so they tolerate them or is everyone on the team from the lowest to the highest all about solving them before they explode?



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Whether you use an outside consultant or not, the depth of these 10 core beliefs determines whether your team excels or is stagnate, expands or expires, stays the length of their careers or jumps from resort to resort stealing intellectual property as they go and much more.

If you're curious about where your business culture stands, invest 10 minutes and complete the complimentary Business Culture MRI simply by clicking the “NEXT” button at www.ExcellentCultures.com/MRI

This assessment can be completed in less than 10 minutes on a complimentary basis and will benchmark your actual business culture against both your vision as well as the world's best. ■

Ron Tate is a Resort Industry seasoned veteran with over 30 years involvement working with many of the industry's best developers and owners.

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Workplace Violence

How to Reduce the Risk of Tragedy

By Phil Perry



It's a nightmare scenario that haunts every business owner: A troubled employee's simmering anger finally boils over into an act of workplace violence. Too often the results are human injury, traumatized employees, and a damaged business reputation.

"A violent event leading to injuries and loss of life can be devastating to a business," says Wayne Maxey, Executive Consultant for Workplace Guardians, a consulting firm in San Diego (workplace-guardians.com). "Some organizations never recover because of the impact on their surviving employees and on their brand."

Not to be overlooked, as well, is the financial cost when injured members of the public bring costly lawsuits. "While theories of negligence vary by state, very often employers can be sued for negligent hiring, negligent supervision, and negligent retention of employees," says attorney Kathleen Bonczyk, founder of the Workplace Violence Prevention Institute, Orlando Florida (kathleenbonczyk.esq.com).

The resulting financial damages can be crippling for organizations lacking costly legal talent. "Small businesses are at higher risk of financial devastation because they possess limited resources to implement comprehensive preventive approaches," says Felix P. Nater, president of Nater Associates, a security consulting firm operating out of New York City and Charlotte, NC (www.naterassociates.com). "Yet they're no better than large organizations at predicting when disgruntled employees will transition into violent action."

Viable threats

Every employer must take steps to prepare for an unexpected act of workplace violence. Experts say that an effective policy starts with understanding the various manifestations of violence—including less extreme behaviors that too often grow into something worse.

"Most employers think of violence in terms of physical assault or homicide," says Nater. "However, it can also take the form of threatening behavior, verbal abuse, intimidation, and harassment."

Threatening behavior, says Nater, can mean the shaking of fists, confrontation with or threatening of a victim with objects, and blocking another person's movement. Even non-physical actions can qualify: "Violence can take the form of words, gestures, intimidation and bullying, and inappropriate conduct such as swearing, insults and condescending language." Many such acts, he says, can rise to the level of harassment, activity which attempts to "demean, embarrass, humiliate, annoy, or cause alarm."

Any viable threat to cause bodily harm is an act of violence—and constitutes a crime under most state laws. Here are some examples in the form of statements made by one employee to another

- "I'm going to beat you up after work."
- "Employees who kill their supervisors have the right idea."
- "I'm afraid I'm going to lose control, and I have guns."

All such statements are serious matters. "You need to take action right away in response to any workplace threat," says John M. White, president of Protection Management, a consulting firm in Canton, Ohio (protectionmanagementllc.com). "If you ignore it, other employees will believe that making threats is okay. Then, eventually, someone may well carry out their threat." All employees must realize that if they say it, it's as bad as if they did it.

Grey areas

Some employee actions fall into the category of disruptive activity rather than workplace violence. Maybe Barbara tosses a pile of papers on the floor and begins to scream about how lousy the company is. The correct response to such an event is to counsel Barbara, come to a better understanding of the cause of her anger, and enlist her aid in improving the workplace environment. If Barbara were to knock a laptop off the desk in anger, on the other hand, she might be disciplined for destruction of company property.

Dealing with Orders of Protection

Many cases of workplace violence originate in the home. "An employer who receives an employee order of protection against a non-employee spouse must assess the risk to the workplace," says Felix P. Nater, president of Nater Associates, a security consulting firm operating out of New York City and Charlotte, NC (www.naterassociates.com).

Nater suggests consulting with local law enforcement officers on the best procedures to follow (such as calling 911) if the spouse is spotted on the workplace premises, then training employees in those procedures. Obtain a copy of the restraining order, and keep it on hand to provide to the police when necessary.

Work with the affected employee to reduce risk. The employer might reasonably accommodate the employee with a leave of absence or a flexible work schedule, and institute additional security measures such as changing the employee's parking spot and their work location. "The goal is to protect the workforce and reduce the employer's liability for a violent act," says Nater.

Finally, make sure the employee knows the game plan if the spouse shows up at work. Perhaps she should move to a predetermined location in a back room while the staff calls the police.

Still other actions fall into a grey zone between harmless and harmful. What should you do, for example, when humor contains a violent element? Suppose Sam tells Andy in a joking tone of voice, "I'm going to knock your block off after work." In such cases, experts advise taking the individual aside and counseling that you realized they were joking, but that such behavior is still not acceptable.

More troubling are statements for which a humorous intent is unclear. Sam's assertion in the previous paragraph, if uttered without sufficient humorous tone, might or might not be a serious threat. "Sometimes it can be hard to tell," says White. "It all depends on tone of voice, the environment, and the body language. But the investigation process should try to come to a conclusion."

In such cases White suggests starting to watch the employee's behavior more closely. Does Sam have attendance prob-



lems? Is he violating other organizational policies? Has he health or financial problems? "Try to observe the employee without being too invasive."

A final category of event is the statement that is obviously not a joke, but is so veiled as to call into question its violent intent. Suppose Alan tells his supervisor: "You had better not treat me like this." His voice has a warning tone and his demeanor is dark, but is the statement a threat to commit violence or just a threat to quit and go work for a competitor? The answer's elusive. The best response is to take Alan aside and counsel him on what caused him to make his statement and what he had in mind.

When in doubt, trust your gut and don't over-analyze. If you feel afraid, there is something amiss.

Act early

Barbara's outburst, described above, while perhaps innocent of violent intent, may also provide an early warning sign of more severe trouble down the road. Identifying such warning signs, and addressing them promptly, is the best way to obviate extreme behavior.

"Supervisors should be alert for employees who start to behave in strange ways, such as barricading themselves in their cubicles, or making statements such as their supervisors are poisoning their food," says Maxey. Be alert for those employees who are constantly unable to get along with others, who refuse to take responsibility for their own actions, who are quick to anger, or who respond in inappropriate and exaggerated ways when given minor directives. All can be early signs of greater issues down the road.

Employees should be trained to report any such behavior to supervisors who can start to more closely monitor the troubled worker. "The key is to catch a problem early on. When supervisors fail to address early warning signs, the employee's problems can marinate over time and then get to the point where there is some kind of damaging outburst."

Zero tolerance

Experts on workplace violence suggest that every employer establish a "zero tolerance" workplace violence policy that mandates termination for acts of violence, or threats of such acts. For less extreme behavior, an employer should mandate a system of progressive discipline that may include administrative leave and mandatory psychological evaluation and counseling.

A workplace policy should also address the subject of weapons. "No weapons should be allowed in the workplace or in the business parking lot," says Bonczyk. "You would be surprised what people put

in their purses and backpacks. Those things include knives and guns."

A caveat is that some state laws allow authorized firearm owners to keep guns in the trunks of their cars. Consult with an attorney to learn if your business is located in a so-called "guns in trunks" state.

Once you have written a workplace violence policy, make it available to all employees. Don't just put the document on the shelf and forget it. "I can't tell you how many places I go into and no one has read the policy in years," says White.

Tread carefully

So your workplace violence policy is written, communicated and posted. How should you approach the employee whose behavior violates its terms? Privately and with sensitivity.

"Do not approach the troubled employee in public," says Bonczyk. "That can be devastating and embarrassing, and can lead to still more aggressive acts." Bonczyk advises pulling the person aside and holding a meeting behind closed doors. "Put away the cell phone and focus 100 percent on the employee."

Start by putting the individual at ease, advises Bonczyk. "Break the ice and give the employee an opportunity to calm down by offering a glass of water or a cup of coffee, and by talking about common topics such as the weather or new movies."

Once the individual seems calm and collected, move on to a description of the behavior you have witnessed. You might open with words such as these: "Josh, yesterday I noticed that you shouted at Sandra when she asked you to help with her presentation. You seemed very angry. What was going on which caused you to behave that way? And how can we help?"

"Focus on what you have seen," says Bonczyk. Describe behaviors that you have actually witnessed rather than trying to interpret emotions or causes. Suggesting that the individual is troubled, or resentful, or envious of another employee's success, will only cause the person to deny the charge and become more upset.

As your conversation proceeds, take steps to calm any emotional outbursts. "If the employee starts to scream and to become aggressive, don't try to interrupt or become aggressive yourself," advises Bonczyk. "Instead, lower your own voice and try to defuse the situation by repeating your desire to understand and to help."

Continued on page 19

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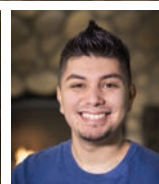


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The focus of the conversation should not be on placing blame for behavior, but on offering assistance to help the employee behave better. "Be sincere about your desire to assist the troubled employee," says Bonczyk. "People can tell when you're not."

Once the employee explains what is troubling him, offer whatever assistance is appropriate, says Bonczyk. Suppose Josh says he is having money problems. Here is where you can suggest he speak with a local financial counselor with whom your organization has a relationship. In many cases you may suggest the person meet a representative from your Employee Assistance Program (EAP), if you have one. The employee whose behavior relates to something like the serious illness of a family member may be entitled to time off under provisions of the Family and Medical Leave Act.

Make a note on your calendar for a follow up meeting, perhaps ten days or two weeks later, or even sooner if the situation warrants it. Find out if the employee has made gains in solving his problem and if there is anything else your organization can do to help.

So what happens if, despite your best efforts, the employee makes no progress and the angry or antisocial behavior continues? "If the employee is resistant to change you will need to look at termination," says Bonczyk. Before firing the individual, consult with your attorney to make sure you comply with all federal and state laws. "Put the employee on notice and document everything. Such documentation will be needed later if the employee sues for wrongful discharge."

The act of firing a troubled employee can itself lead to an act of violence. It is prudent to take steps to reduce the risk of injury. "Have a member of law enforcement on hand if you feel the employee may become violent during the termination," says Bonczyk.

Prevent tragedy

Taking quick action to deal with unsettling behavior is important. But so is doing whatever you can to obviate such situations. One of the most effective steps is exercising care when taking on new staff members. "Conduct adequate background screening when hiring a new worker," says Bonczyk. "It is very difficult to coach or counsel a troubled individual once that person has joined your organization."

Document your vetting activity, recording the steps you took to uncover any previous history of workplace violence. That will provide important evidence in defending your organization against lawsuits by injured parties. "Plaintiffs' counsels will ask for personnel files to see if employers performed due diligence during the hiring process," says Bonczyk.

Another effective preventive measure involves employee training. "All employees need to know how to recognize at-risk behaviors," says Maxey. "Urge them to report what they observe to supervisors."

Employees often hold back from reporting what they see because they think they might get someone in trouble unnecessarily, or that they might be retaliated against by the person being reported or even by the company. "It is important to communicate that you will support individuals who step forward,"

Quiz: How Prepared are You for an Act of Workplace Violence?

Take this quiz to assess your preparedness for an act of workplace violence. Score 10 points for each "yes."

1. Have you published and communicated a "zero tolerance" policy?
2. Have you trained your workforce on violence warning signs and reporting practices?
3. Have you built trust and confidence in your workforce so that people feel safe from harm when they report what they see?
4. Have you trained all your supervisors on aspects of workplace violence prevention?
5. Do you resolve all reported observations and reports quickly?
6. Have you prohibited weapons in the workplace?
7. Do you discipline and treat every employee with dignity and respect?
8. Do you carefully vet potential employees for previous incidents of workplace violence?
9. Do you confront misbehaving employees with statements of observed evidence rather than judgments?
10. Have you coordinated with your local law enforcement in advance of any event?

Now total your scores and assess your readiness on this scale: 80 or higher means you are well prepared for an act of violence. Between 60 and 80 means you need to up your game. And below 60 means that you need to start developing good policies and procedures.

says Maxey. "State explicitly that an employee making a report in good faith will not be retaliated against. And establish multiple channels of reporting, including anonymously. That can encourage people to speak up."

Multiple paths

Experts on workplace violence emphasize that prevention is a continuing effort rather than a single magic pill. "Employers must engage in an ongoing process involving multiple prevention strategies from hiring to retiring," says Nater.

The key to a successful workplace policy is preparation. "Don't assume that a violent incident is not going to happen at your workplace," says Maxey. "Establish a workable policy, communicate it to all of the employees, and make sure everyone knows how to call and report what they see." ■

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



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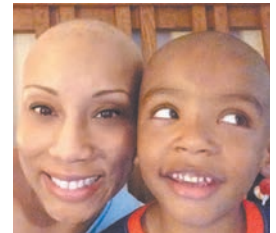
When I received it I went for my mammogram, ultrasound and biopsy and then received my diagnosis. I was stage IV, HER2+.

I met with the surgeon, oncologist and radiologist. I had my port put in and started chemotherapy. It wasn't until after my second treatment that I realized I was really sick. I cried. I had just received a permanent work position and was grateful for the opportunity. I worked through all of my treatment.

I was in remission but needed maintenance chemotherapy every three weeks, indefinitely. In December of 2016, I found another lump and had a double mastectomy, and 5 more rounds of chemotherapy. I continued to work and get my treatments.

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ESJ Towers Survives Hurricane Maria

By Bill Ryczek



“You can live for a while without food,” said ESJ Towers partner Rich Harnett, **“but without water you’re dead.”** For several pressure-packed days last September, it was the job of Harnett and Chief Operating Officer Craig Gangloff to make sure that roughly 1,500 people sheltered at ESJ Towers had food, water, and a dry place to sleep.

Last August, Harnett’s biggest challenge was generating quality tours for timeshare sales at his San Juan resort, but when Hurricane Maria hit the island of Puerto Rico at full force, he and Gangloff became rescue workers, security officers, and commanders of Camp ESJ, responsible for protecting the lives of the company’s guests, employees, and their families.

At two o’clock on the morning of September 20, the front doors of the property started bowing in, and soon the staff and the 348 guests

could do nothing but hunker down in the stairways and wait, along with the rest of the island. A number of people hunkering down in San Juan were refugees newly arrived from St. Thomas and St. Martin after Storm Irma. They got to experience a second hurricane within a 30-day period, this one even worse than Irma.

“After the wind died down,” said Harnett, “we had a three stage plan. First you stabilize. Then you assess, and finally you rebuild.” Stabilizing was perhaps the most difficult task, since the two main generators soon

went down, leaving the property with only an emergency generator, which operated the refrigeration system and the emergency lights. The service elevator was the only one operable and there was virtually no power on the upper floors. Nine of 11 cell towers were down and the only way for the staff to communicate was by battery-operated walkie-talkies. When Gangloff and Harnett needed to get information to the occupants, they did it the old-fashioned way, gathering everyone in the lobby.

“The first questions were,” said Harnett, “Is everyone safe and are there any medical issues? Fortunately, we only had one. And then the tough question. Can we feed everybody?”

Knowing the storm was coming, the company had stockpiled food and water. That was fortunate because they were soon feeding 1,500 people a day. “We gave everybody two pieces of bread, a slice of bologna, a slice of cheese, a bottle of water, and either pasta or rice,” said Gangloff. “If you were lucky, you might find a crumble or two of hamburger in your pasta. That was pretty much every meal.”

Once people learned that ESJ had food and water, they were overwhelmed and had to turn some people away. “That was the hardest thing I had to do,” said Gangloff. “We went to a wristband system—pink for owners, green for guests, black for rescue workers, and blue for employees and their families. That was all we could handle. When someone else came along, we had to give them a couple of bottles of water and send them away.”

People were sleeping on the floor of the lobby, the bar, and the restaurant. “They wanted to get to the air conditioning,” said Gangloff. “We only had it on the first floor and the mezzanine.” The bathrooms on the first floor were working but sometimes there were long lines. The laundries were shut down and water was eventually limited due to the sewage plants being without electricity to process waste. ESJ allowed guests to use the water in the rooms from 5-8 a.m. for showering and refilling containers.

ESJ maintenance personnel went to the upper floors to determine the extent of the damage. “If the bathrooms were blown out into the hallway,” said Gangloff, “that meant that the hurricane shutters had been breached.” Amazingly, the reinforced storm windows withstood the wind, but in many cases the entire frame had been ripped out, landing in the middle of the unit with the glass intact. “We put a mark on each door,” said Gangloff. “A check mark meant the room was OK. A circle meant we couldn’t get in. A circle with an ‘X’ through it meant the room was out of service.”

ESJ was one of the first San Juan resort properties to get back on-line. “This building is a battleship,” said Harnett. Since most hotels were closed, ESJ became a headquarters for FEMA. “We had 12 National Guardsmen to a room,” he said, “six cots against one wall and six against the other.”

Harnett was at the airport when rescue efforts commenced. “It was like something out of ‘Good Morning Vietnam.’ You could see the fear on people’s faces, like they were thinking, ‘just get me out of here.’ Planes were taking off continuously.” Many owners were trying to get out, and ESJ held their rooms in case they weren’t able to get a flight.

In the days that followed, before power was restored, Gangloff and Harnett learned an important lesson. “Fuel is the key,” Harnett said. “You’ve





got to have fuel." Generators consume massive amounts of fuel, and aren't meant to run 24 hours a day for extended periods. Even with conservation and limiting use to certain hours, fuel was running low and the ESJ team had to find ways to replenish the supply. The highest cash price they saw was \$9 a gallon, and they wound up bartering food or kitchen time for fuel.

Generators were a precious commodity and since they have to be operated outside, they were at risk. "Some people would go out with a lawn mower," Hartnett said, "and set it down next to a generator. They'd grab the generator and leave the mower there running so the people inside wouldn't notice the generator was gone. But that was the exception. In our building we didn't have as much as a laptop or a cell phone missing. This crisis really reaffirmed my faith in humanity." "There were no fights and no complaints," Gangloff added.

While the storm was raging and there was nowhere to go, CEO Keith St. Clair retreated to a closet in a friend's office and fished out some songs he'd written when he was an English rocker in the 1960s. While the winds howled, St. Clair sang and played his guitar.

When the winds died down and while Gangloff and Hartnett were passing out bologna sandwiches, St. Clair sprung into action. He chartered a plane to evacuate people with medical problems and worked closely with the foundation of former New York Yankee catcher Jorge Posada to bring much-needed supplies to the island. That posed somewhat of a dilemma for lifelong Red Sox fan Hartnett. "He was the nicest guy," Hartnett said, "so different from what I thought of him when I was rooting against him." After nearly a half century of cheering for Boston, Hartnett finally realized that the Yankees are the most admirable team in baseball and may change his allegiance.

The Posada Foundation, with help from companies like ESJ, flew in more than 100,000 pounds of supplies and Posada contributed significant amounts of his own money to supplement Foundation funds.

The next step in the ESJ plan was to rebuild, and for that they needed insurance proceeds. "The most important lesson I learned," Hartnett said, "was that you absolutely need your own adjuster. Not using one is like going to court without a lawyer. I had the naïve opinion that the insurance company would be fair. I quickly learned that their goal was to pay us as little as possible. Once we retained an adjuster, we were able to do much better. One of the things they discovered was that there was hidden damage. We were aware of the damage we could see but what we couldn't see was that there was a significant amount of damage inside the walls. We received an initial payment from the insurance company but haven't signed off on a final settlement, and with the help of our adjuster I think we're going to be fine."

The other postscript to the story is that St. Clair is singing and playing the guitar once more. He will be putting on a benefit concert on June 28, expected to be attended by about 2,000 people.

Storm Maria was a once in a lifetime event—at least Gangloff and Hartnett hope it was. When they agreed to work for ESJ, they had no idea of the adventure that awaited them. One never knows how they will react in a crisis until it arrives, and both men, along with their staffs, came through with flying colors when they were needed. The property is now operating and sales are back to where they were before the storm hit. But after what everyone went through last September, selling timeshare doesn't seem as hard as it did before. ■

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.



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"We take pride in the fact that IFTA is the only alternative dispute resolution organization specific to the timeshare/vacation ownership marketplace," says International Fair Timeshare Agency® (IFTA) co-founder, CEO, and head of the company's North American operations Patrick Dougherty. "We feel there has long been a need for an organization like IFTA, which cultivates honest and trustworthy relationships between timeshare/



Patrick Dougherty

vacation ownership companies and consumers. We believe that our work serves to improve both business and consumer confidence and is, therefore, of benefit for everyone in the marketplace."

In addition to providing alternative dispute resolution (ADR) services to both companies and consumers, IFTA applies a rating and review platform of individual businesses in the industry. "We take our mission very seriously, which is "...to be the foremost leader in the advancement of trust and ethical practices within the timeshare/vacation ownership industry through self-regulation and transparency."

How IFTA Got Started

The company was founded by Dougherty and his associate, CFO and Co-founder Ismail Bilgin, who operates the European division out of Zurich, Switzerland. Dougherty was engaged in the timeshare/vacation ownership industry as a young man. "Even in those early days, I saw a need for an entity that would be an impartial resource to cut through to the facts about the vacation ownership marketplace; a company that would disclose the unbiased truth – positive or negative."

After working in the resort industry in the States, Dougherty moved to Turkey where he provided management consulting services. While in Turkey, he founded the sport of lacrosse. "I take immense pride in having introduced the game of lacrosse as a recognized and respected sport in the Republic of Turkey."

Dougherty's almost ten years in Turkey led him to establish the Turkey Lacrosse Association (TLA), a non-profit organization to be the sport's national governing body. Under his guidance, the TLA prompted Turkey to become the first predominantly Muslim country to play lacrosse and to be the first Muslim nation member of the Federation of Interna-

tional Lacrosse and the first and only Muslim nation member of the European Lacrosse Federation.

As Dougherty and Bilgin strove to lead the Turkish team to victory, they were forced to grow their skills in diplomacy. "This was the basis of my interest in mediation and arbitration," he says. "Dealing with cultural differences and seeking to obtain a fair and evenly distributed outcome are the real basis for the practice."

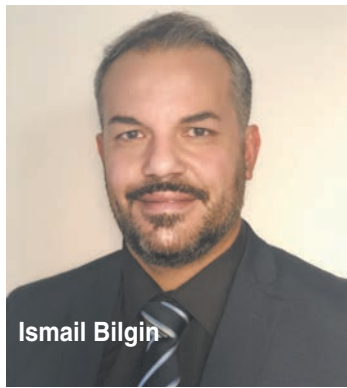
Before returning to the States to study international commercial arbitration law, Dougherty spoke extensively with his partner about how to create an organization that would serve both businesses and their customers – one that would add value and promote fair and open dealings in the industry. "It may seem overly idealistic in today's business environment, but nevertheless, my partner and I are intent on providing services designed to cultivate honest and trustworthy relationships between marketplace companies and consumers," he continues.

The public is given access to reviews of resort businesses, free of charge, and may also provide their own reviews of a business. Companies are rated from A+, representing the best score, down to F, based on information IFTA has on file. IFTA uses an impartial algorithm to assign the scores which are drawn from a series of categories. Both Paradise Approved® companies and others receive equal and impartial treatment based on factors organized into twelve categories, or 'elements.' Each of the twelve elements has its own defined scoring.

"Our rating platform is designed to give the public all the information and assistance they need when deciding on or already involved in the timeshare or vacation ownership marketplace."

Becoming a Paradise Approved Company

Because one of IFTA's goals is to establish self-regulation and transparency, the organization provides eligible vacation ownership companies with the opportunity to become Paradise Approved®, but only if they meet certain criteria. Criteria for the IFTA's Paradise Approved® seal can be found on the website. It includes the requirement to abide by the agency's Code of Ethics and the IFTA Code of Business Practices. IFTA's Paradise



Ismail Bilgin

Approved® Seal demonstrates to a company's potential customers, investors, and other shareholders that it is a legitimate, respectable organization, committed to ethical behavior. Paradise Approved® organizations pay a nominal annual fee. "We afford companies with the ability to become approved as a privilege and therefore keep the fees extremely affordable. We want every company to become Paradise Approved, and our fee schedule affords any company the ability to do so from a financial standpoint."

Mediation and Arbitration Services

When a conflict arises between two or more parties, the agency recommends all sides attempt to resolve any dispute between themselves. If negotiations do fail, then IFTA can be called upon to provide mediation and arbitration services, commonly called ADR, on behalf of both consumers and companies alike.

ADR is any mechanism of settling disputes between two or more parties outside of any formal court litigation proceedings. The process is often confidential and is generally less time consuming and more cost-effective than typical court proceedings. Parties often save money and settlements are usually reached more speedily.

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"In ADR proceedings, parties play an important role in resolving their own disputes while keeping the proceedings and outcomes typically confidential. This often results in more creative solutions, longer-lasting outcomes, greater satisfaction, and improved relationships between the parties. Smart resort industry professionals who represent sound, worthwhile products look at conflicts and complaints as opportunities to turn an upset consumer into a lifelong fan."



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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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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

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.

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

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.

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!

“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**

Tell them you saw it in The Trades

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@logical.net
Website: www.logical.net
Specialty: Day Drives and Mini-Vacs for Timeshare and Vacation Clubs. Direct Mail, Internet Marketing and Inbound Telemarketing
With our multi-faceted campaigns, it's never been easier to generate prospective buyers. With 40 years of industry knowledge, we know how to keep our clients ahead of the competition. Call today to discuss which marketing platform is best suited to achieve your goals and learn why we are the future of tour generation.

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.

**TAKE THE
TIMESHARE
INDUSTRY'S
MOST SOLID
INFORMATION &
NEWS SOURCE
WITH YOU,
WHEREVER YOU
GO!**

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

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.



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.

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

**Jon Fredricks, CEO Welk Resorts
LLC**

FINANCIAL SERVICES



Alliance Association Bank

717 Old Trolley Rd, Ste 6
Summerville, SC 29485
Phone: (888)734-4567
Email: Sdyer@allianceassociationbank.com
Website: www.allianceassociationbank.com
Contact: Stacy Dyer
Specialty: Alliance Association Bank is designed to provide a dynamic portfolio of financial services specific to the Timeshare HOA industry. Our products provide a blueprint to accelerate efficiency, reduce costs and increase revenue. AAB's desire is to be your business partner by continuously offering the innovative solutions necessitated by the Timeshare HOA industry. To learn more about AAB's services, please visit www.allianceassociationbank.com or call Stacy Dyer at 843-637-7181.



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.



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.

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

**Gregory Crist
CEO, National Timeshare Owners**

FINANCIAL SERVICES



WithumSmith+Brown, PC

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

FLOOR SAFETY PRODUCTS



Musson Rubber

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

GROUNDS MAINTENANCE



Mean Green Mowers

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

HOSPITALITY INTERIOR DESIGN



Hospitality Resources & Design, Inc.

919 Outer Road Suite A
Orlando, FL 32814
Phone: 407-855-0350
Fax: 407-855-0352
Email: rich@hrdorlando.com
Website: www.hrdorlando.com
Contact: Rich Budnik
Specialty: Hospitality Resources & Design is a licensed interior design firm. Services include interior design, LEED AP, kitchen & bath, purchasing, project management and installation. We strive to create long-term partnerships with clients by listening to and understanding their unique goals. The team uses their expertise to provide clients with innovative design while completing projects on time and in budget. Regardless of scope or location, we are happy to travel to you to begin a successful collaboration.

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HOUSEKEEPING SERVICES



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.

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

LEAD GENERATION



LogiCall Marketing

4411 S 40th St, Ste D-10
Phoenix, AZ 85040 USA
Phone 1: 602-483-5555 xt. 101
Email: tpranger@logical.net
Website: www.logical.net
Specialty: Day Drives and Mini-Vacs for Timeshare and Vacation Clubs. Direct Mail, Internet Marketing and Inbound Telemarketing
With our multi-faceted campaigns, it's never been easier to generate prospective buyers. With 40 years of industry knowledge, we know how to keep our clients ahead of the competition. Call today to discuss which marketing platform is best suited to achieve your goals and learn why we are the future of 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 Raunikar 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.

LENDING INSTITUTIONS



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



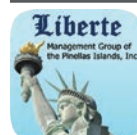
Getaways Resort Management

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@gpresorts.com
Website: www.gprgmt.com
Contact: Nigel Lobo
Specialty: For decades, we've created experiences worth sharing—from the moment you start dreaming of your vacation to long after you return home. We tailor our services to preserve the distinctive experience offered by your resort, delivering exceptional results based on our longevity and your vision. Our collaboration, consistency, and hands-on approach ensure your success. Owners vacation with us because they appreciate our service culture. Associations stay with us because of the financial strength we build.



Liberté Resort Management Group

118 107th Ave
Treasure Island, FL 33706 USA
Phone 1: 800-542-3648
Phone 2: 727-360-2006
Email: libertecoo@tampabay.rr.com
Website: www.libertemanagement.com
Motto: "From NEW to LEGACY Resort Management"
Specialty: Dennis DiTunno, 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.

MANAGEMENT & OPERATIONS



Capital Vacations

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: Capital Vacations is a vacation ownership and hospitality organization which provides quality, customized management services for the timeshare industry. Capital Vacations 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 sales



Vacation Resorts International

25510 Commercentre Drive, #100
Lake Forest, CA 92630 USA
Phone 1: (863)287-2501
Email: jan.samson@vriresorts.com
Website: www.vriresorts.com
Contact: Jan Samson

Specialty: Vacation Resorts International (VRI) is a full-service timeshare management company providing 35 years of innovation, success, best practices, and solutions to over 140 resorts throughout the United States. We have the resources and solutions to generate income for your resort through rentals, resales, and collections. We invite you to discuss your needs with us today! Please contact Jan Samson at 863.287.2501 or jan.samson@vriresorts.com.

MINIATURE GOLF



Cost of Wisconsin, Inc.

3400 Harbor Ave SW Ste 242
Seattle, WA 98126
Phone: (800)221-7625
Fax: (206)223-0566
Email: cfoster@costofwisconsin.com
Website: www.costofwisconsin.com
Contact: Chris Foster

Specialty: Since 1957, COST has been an industry leader in theme construction services. Our highly specialized team works collaboratively with resort owners and developers to deliver customized miniature golf courses that will turn unused, or underutilized, resort space into a profit center. Whether interests include prefabricated miniature golf kits, such as our Micro-Golf® system, or our on-site constructed Adventure Golf, our courses can be developed to fit nearly any space and any realistic budget. Please contact us for more information



I 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**

Tell them you saw it in The Trades

NON-JUDICIAL FORECLOSURES



Cunningham Asset Recovery Services

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

OPERATIONS SUPPLIES & EQUIPMENT



AMTEX

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

OUTDOOR AMENITIES



Kay Park Recreation Corp.

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

PEST CONTROL



Applied Science Labs

PO Box 2416
McKinney, TX 75070
Phone 1: (619)825-2121
FAX: (732)892-0085
Email: appliedsciencelabs@att.net
Website: www.vaxinatewith88.com
Contact: Rodger Williams
Specialty: Bed Bugs! ONE and DONE. The ONLY product proven to eliminate or prevent bed bug infestation in ONE Treatment!
• Kills on contact Knock 'em down and keep 'em down.
• Eliminates or Prevents for up to 12 months with lab and field proven 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: rdemos@lamotte.com
Website: www.lamotte.com/pool
Contact: Rich DeMoss
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Phone 1: 619-255-1661
Email: georgi@gbgandassociates.com
Website: www.gbgandassociates.com
Contact: Georgi Bohrod
Specialty: Public Relations: Positioning Strategy, Placement and Reputation Management
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Fax: (508)428-0607
Email: hvswwhitebriar@aol.com
Website: www.whitebriar.com
Contact: Harry Van Sciver
Specialty: Receivables Financing. We can Lend or Purchase, including: Low FICO, No FICO and Credit Rejects. Fast Fundings of up to \$5 million. Non-Recourse Financing available, with no Holdbacks. We also Finance Inventory and HOA's, and assist in Workouts. Resort Equity and Bridge Financing available.

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Neptune, NJ 07753
Phone: (732)751-2522
Fax: (732)751-2646
Email: kphillips@addastar.com
Website: www.addastar.com
Contact: Ken Phillips
Specialty: The Allied Group has been renovating hotels, resorts and conference centers since 1987. We have worked with the most prominent ownership groups, management firms and brands throughout the hospitality industry. We are licensed as General Contractors in 41 states. Give us a call to get started on your next project 732.751.2522 ext. 139 | www.addastar.com

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SellMyTimeshareNow, LLC

8545 Commodity Circle
Orlando, FL 32819
Phone: 877-815-4227
Email: info@sellmytimesharenow.com
Website: www.sellmytimesharenow.com
Contact:
Specialty: SellMyTimeshareNow.com is the largest and most active online timeshare resale marketplace worldwide. We provide a proven advertising and marketing platform to timeshare owners, while offering the largest selection of resales and rentals to buyers and travelers. With over 5.5 million visits to our family of websites and more than \$254 million in purchase and rental offers delivered to advertisers annually, we have been serving the needs of owners and non-owners alike since 2003.

RENTALS AND RESALE

Timeshares Only

Timeshares Only LLC

4700 Millenia Blvd.
Ste. 250 Orlando FL 32839
Phone 800-610-2734
Fax: 407-477-7988
Email: Ryan.Pittman@timesharesonly.com
Website: www.timesharesonly.com
Contact: Ryan Pittman

Specialty: Timeshares Only is a cooperative advertising company that has served the timeshare resale market for over 20 years. We connect timeshare buyers, sellers, and renters on our online resale platform. Timeshares Only also enhances the timeshare product value by providing owners with maintenance fee relief, numerous monetization options, and exclusive access to the largest selection of travel benefits at remarkable prices. It's a whole new timeshare resale experience.



Vacation Management Services

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

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Bay Tree Solutions

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

SALES AND MARKETING



Resort Management Services

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

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Website: www.fiberbuiltumbrellas.com
Contact: Jordan Beckner
Specialty: FiberBuilt is the leading manufacturer of contract grade fiberglass ribbed umbrellas for the hospitality industry. Our innovative rib construction ensures strength, resilience and durability across our full line of shade products. Our wide selection of custom cushions and pillows make a fashion statement at competitive prices. Every pool area, outdoor lounge and al fresco dining space is enhanced and made more comfortable with FiberBuilt's umbrellas and cushions which complement your design aesthetic and fit your budget.

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Phone 2: 602-516-7682
FAX: 602-674-2645
Email: michelle.caron@daelive.com
Website: www.daelive.com
Contact: Michelle Caron
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Fax: (305)858-2882
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Website: www.spiinc.com
Contact: George Stemper
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Website: www.TimeshareProPlus.com
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Email: brad@watertoys.com
Website: www.watertoys.com
Contact: Brad Olson
Specialty: Empex Watertoys is a world leader in Splashpads, Sprayparks and commercial water features for kids of all ages. Made of lightweight and durable composite fiberglass, our products offer a Lifetime Corrosion Warranty and are the industry's best choice for retro-fitting old water features at lower installation costs.

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TRADE ASSOCIATIONS



C.A.R.E. Cooperative Association of Resort Exchangers

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

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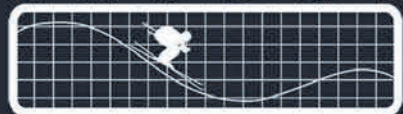
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