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Think Like an Egyptian

In his best-selling book, *Making Ideas Happen, Overcoming the Obstacles Between Vision and Reality*, Scott Belsky writes, “Ideas don’t happen because they are great – or by accident. The misconception that great ideas inevitably lead to success has prevailed for too long. Whether you have the perfect solution for an everyday problem or a bold new concept for a creative masterpiece, you must transform vision into reality. Far from being some stroke of creative genius, this capacity to make ideas happen can **be developed by anyone**. [Emphasis added.] You just need to modify your organizational habits, engage a broader community, and develop your leadership capability.

Just think about that for a second. Anybody – you, your kid, your best friend – anyone can make ideas happen. Belsky says, “Everything in life should be approached as a project. Every project can be broken down into just three things: Action Steps, Backburner Items, and References.” This is how the Egyptians built the pyramids, one brick at a time. Surely Leonardo da Vinci had more ideas than one person could possibly handle; but by taking action, he produced some of the finest art the world has ever seen.

My friend and a loyal *Resort Trades* supporter, Kevin Mattoni, gets things done. I remember when he first came to us and spoke of his new business, C.A.R.S. (If you are interested in learning about the lowest-cost non-judicial foreclosure service for timeshare out there, see his ad on page X.) But this is not ‘native advertising’ or ‘sponsored content.’ I just think of Kevin as my Poster Boy of an achiever.

I first met Kevin in 1992; I believe it was in Sarasota. He was a partner with Sharon and Richard Cunningham, founders of Cunningham Property Management. Today, he is managing partner of the company. At that time, Kevin was responsible for finding an answer for the financial needs of a number of timeshare resorts that had been impacted by the S&L fallout in the late ‘80s. The original developers of the resorts had defaulted on their acquisition construction loans, the banks were now the owner, and the banks were not willing to fund the resort’s operational expenses. The properties and all the deeded owners were in jeopardy. Kevin needed to immediately generate income to remain open.

ACTION STEPS: As Kevin tells it, “Everything started with organizing the inventory to implement rentals, then sales, then all the legal work to inevitably sell out the inventory. Because we had no funding, we needed to rely on our industry contacts for advice, advertising, marketing, everything.” The result is all the Cunningham managed resorts are operating today, continually receive the highest ratings, and are financially viable.

The next challenge Mattoni took on while managing The Cunningham Family of Companies and their asset recovery division was how to gain industry recognition and obtain executed agreements from resorts in several states to efficiently and economically resolve their delinquent intervals by using non-judicial foreclosure. The launch of Cunningham Asset Recovery Service (C.A.R.S.) was the result.

ACTION STEPS: When Kevin had the idea for C.A.R.S. his goal was to make the entire process easy for the client. He based his service on utilizing the software that resorts were already using, an accounts receivable program. Kevin developed an easy program to track the status of every existing and potential client. “I don’t have the best memory and didn’t want our success to depend on that. Working with management software already in place and then bringing in what was needed for tracking, sending emails, surveys, it allowed me to stay organized.” The result is that C.A.R.S. is one of the leaders in providing these services to associations, developers, and lenders. “This was all accomplished within 3 years”

It wasn’t a miracle that produced the Mona Lisa, raised the pyramids, or established C.A.R.S. As Mattoni says “To turn dreams into reality, we need to work and live with a focus on efficient action, getting something accomplished every day as if our livelihood depended on it.” ■



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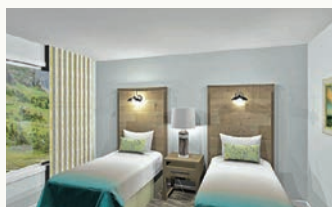
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22



10



20



14



16

Contents | Jan. 2019

FEATURES

- 8 Holding Strong For Almost Half a Century
- 10 Forecast 2019
- 14 Principles For Successful Living

- 16 Business Resolutions for a New Year
- 18 Executive Quest: The Resort Industry's 'Staffing Central'
- 20 Precision Design Through Technology

- 22 Top Team Members

TRENDING

- 23 Classifieds
- 24 Business Directory

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Holding **Strong** For Almost Half a Century

By Sharon Scott Wilson, RRP



SPI Founder & CEO Karl Lange

It was the mid-70s. A handsome, young naval officer returned to the Pentagon from the Mediterranean where he'd been involved in handling communications to seek his next assignment. Once there, McNamara gave him orders to work on establishing a joint control center to enforce rerouting of messages between services. Until then, the services were relying on archaic technology like teletype machines, telegraph, and radio.

The officer was Karl Lange, who was later to become the founder and CEO of SPI Software. Lange delights in telling how serendipity changed his life. "One day a

guy came in wearing these huge glasses and bringing in a big cabinet, which he said was a computer," Lange grins. "He said, 'You know when you have to convert switching messages, the computer will do it.' I was immediately sold!"

Lange had an ulterior motive in learning all he could about this new phenomenon. He felt computer science might prove to be an avenue out of the dim aspect of working for the rest of his life in the Goodyear plant in Akron, Ohio, like his father and grandfather before him.

Fresh out of the service he enrolled in Wharton at the

University of Pennsylvania and got his MBA. He became a consultant; more or less a gun for hire as he puts it. "I was working for Martino Associates in Philly when one day I got caught up in a snowstorm and couldn't get up my driveway. That very day I trudged uphill to get to the house and told my wife and kids we're moving to Florida!"

Not too much later after moving, he was hired by a computer sharing company. Lange grins and rolls his eyes as he remembers the day he made another precipitous decision. "I was sitting in a bar after work and realized that I had to make a choice: Either I could continue

to climb the corporate ladder or launch my own company. I decided it was now or never. I walked out one day without a prior plan."

It took a lot of gumption, but he was resolute about making a go of it. "I had a wife and two kids; my new company was not well funded," he admits ruefully.

Perhaps the best lesson Lange learned over the course of all this was the importance of sales. From the time he arrived in Florida, he began schooling himself by talking to salesmen, which gave him the confidence he needed to continue building a cadre of clients. Lange eventually found a good client in Freeport, Nassau. When the client wanted to invoice him, he realized it was time to find a name for the company.

"My lawyer observed that we were in the business of selling computer systems and products. We were doing a lot of work in the Bahamas, making ours an international company. He said, look, you're selling systems; you're also selling products; plus you're working out of the country. Why not call it Systems Products International. That sounded like a good idea. Eventually, it came to be shortened to SPI and, 45 years later, we're now known as SPI Software."

One of his clients was a CPA firm that needed mortgage software for a resort. "My first question was why did they need mortgage software for a hotel? After learning about the new phenomenon of timeshare, Lange decided to host a booth at an early Interval International seminar in Hollywood, Florida. There he met Bob Burns from Vacation Internationale who told him to jump in, explaining how it was an underserved market.

It took a few years-- Lange might even say decades -- before he felt the company had finally 'arrived.' Lange believes his secret to success is first of all, the desire to succeed.

"Next, you've got to enjoy the people," he says emphatically. "Whether they're involved in the technical, financial, sales,





operations, or marketing of SPI Software; I love being around the people. That's why I'm not retired. "

He might have added the need to remain flexible. "When the recession hit the U.S., we were able to market our software to resorts overseas." The company has clients in Mexico, Canada, New Zealand, Dubai, Europe, and the Far East.

SPI remains the dominant software in the industry because it always has an eye to the future, he adds. "Every five to seven years there's a technology platform change. We've evolved from the days of using main frame technology to mini-computers, to DOS database, to .Net, and now to the current Cloud phase. No one knows what's next, but SPI has always been self-funded. That's been important. We're always on the leading edge; never following behind."

In 2017 Lange passed the day-to-day reins to CEO George Stemper, who arrived on the job with all the right credentials, having held top positions in the hospitality software field. Joining Stemper in his commitment to delivering advanced technology are Gordon McClendon, who serves as VP, Client Relationship Management; Matt Brosious, VP of Sales; and Alejandro Gata, VP, Customer Service & Sales Support – all of whom are well known in the vacation ownership industry. Other key players are VP of Software Development

Michael Del Pino; Director of Business Analysis and System Implementation Kyle Oliver; Steve Schmidt, CFO; and Zoila Aguilera, HR manager.

From his early interest in computer technology almost fifty years earlier, to the present day, Lange exemplifies one of the true success stories in the industry. The testament to his leadership, SPI Software, today serves more resort developers and operators of timeshare, vacation club and mixed-use properties with comprehensive software solutions than any other entity of its type. The company's flagship software product, SPI Orange System, does it all with modules for marketing, sales, property management, finance, maintenance fees, receivables servicing, centralized reservations, owner services, advanced web reporting, and website applications. ■

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Forecast 2019

By Phil Perry



Businesses should enjoy brisk economic tail winds in 2019. Corporate profits will continue to rise at a nice pace, and the improving job market will inspire consumers to spend freely. It should all translate into a healthy operating environment for the coming 12 months, although economists are starting to see early signs of an eventual slowdown.

"The business cycle has entered its boom phase," says Sophia Koropecyk, Managing Director of Industry Economics at Moody's Analytics, a research firm based in West Chester, Pa. (economy.com). The nation's total revenues from goods and services, or the Gross National Product (GNP), the most commonly accepted measure of economic growth, is expected to grow at a 2.7 percent clip in 2019.

Despite the generally sunny outlook, the GNP forecast represents a modest deceleration from the 3.0 percent increase anticipated when 2018 numbers are finally tallied. Why? "There are several reasons for slower growth in 2019," says Scott Hoyt, Senior Director of Consumer Economics for Moody's Analytics. "The largest is that deficit-financed tax cuts at the start of 2018 lifted growth. No such support, in terms of an additional increase in after-tax income, is expected in 2019. In addition, job growth will be slower because of there being fewer available workers." Finally, Hoyt notes that interest rates will likely be higher, a factor that can have a softening effect on business investments.

Profits grow

Going into 2019, business owners possess a lot of optimism. That's fueled by healthy corporate profits, which are expected to rise by 3.7 percent in 2019,

according to Moody's. "We expect corporate profits to benefit from the tax reform mainly through the lower top tax rate and the new equipment accelerated expensing provision," says Koropecyk. "Another positive to corporate profits is the rollback of Dodd-Frank Act provisions, which had increased costs for businesses." The anticipated level of business growth actually represents a deceleration from the 6.9 percent increase expected when 2018 numbers are tallied, a moderation largely due to an anticipated rise in labor costs and higher interest rates.

Reports from the field corroborate Moody's readings. "Our member companies are reporting significant upticks in business growth, and most are anticipating a healthy 2019," says Tom Palisin, Executive Director of The Manufacturers' Association, a York, Pa.,-based regional employers' group with more than 370 member companies (mascpa.org). "There is so much demand they can't keep up. Lead time has extended appreciably, from a couple of months a few years ago to three to six months today."

Business optimism rests atop a firm base of consumer confidence, always an important driver for the economy. "Consumers seem to be euphoric right now," says Hoyt. "The fiscal stimulus in the form of tax cuts, as well as the tight job market, mean there are very few

negatives when it comes to consumer fundamentals. The fact that consumer confidence is near historic highs makes sense given the current conditions of low unemployment and the gradual increase in wages—even though wage growth is still not high."

Wages rise

There's no doubt that consumer confidence is rising in response to a happier jobs picture, one that should only brighten in the months ahead. Moody's expects unemployment to drop to 3.4 percent by the end of 2019, down from

the 3.7 percent recorded at the end of 2018. (Moody's Analytics first declared that the economy had reached the state of what is often called "full employment" with its 4.1 percent showing in 2017).

"The fundamentals of the labor market look good at least into the mid-year of 2019 and probably longer," says Hoyt. "The nation is adding jobs faster than the growth in the wage-earning generation, so we expect a further tightening of the labor market in 2019."

And it seems that healthy job growth is finally affecting wages. Average hourly earnings are expected to grow by 3.2 percent in 2019, up from the 2.8 percent of 2018 and the 2.6 percent of 2017, according to Moody's.

"The recent rise in wages is very good for the economy," says John Manzella, a consultant on economics and global business, Buffalo, NY (JohnManzella.com). "The more disposable money consumers have, the more they spend, and consumer spending represents 70 percent of the nation's economy."

You'll get no argument about the importance of steady work from consumers. Indeed, the flurry of paychecks seems to be a more important consideration for people than any negative economic news. "Consumers do not seem to be worried about the effects of a possible trade war, or gridlock in Washington, or the rise in gasoline prices that has taken place over the past year," says Hoyt.

Housing rebounds

Yet another powerful driver of business and consumer sentiment, the housing market, should deliver good news in 2019. Moody's believes housing starts will rise by 19.4 percent in 2019, a substantial increase over the 7.0 percent expected to be clocked when 2018 are finally tallied. Median home prices should rise by 2.7 percent, slower than the 4.8 percent of 2018.





The challenge for home builders is finding enough workers. “Residential construction as a whole remains bedeviled by a shortage of capacity,” says Koropecykj. “The unemployment rate for experienced construction workers is at a record low of less than five percent, suggesting that construction labor for the U.S. as a whole is critically short.” Shortages in workers with certain skills, such as electricians and steel-erection specialists, are particularly acute.

Indeed, the labor shortage contributed to a leveling out of construction starts for new and existing home sales and multifamily housing, through the first half of 2018. “The construction industry has been operating at full capacity and is still struggling to reduce its backlog of projects,” says Koropecykj. The coming 12 months should experience a rebound as new multifamily building ebbs, releasing workers for the less labor-intensive single-family category.

A healthy retailing sector is an important factor in a growing economy, and here again the outlook is good. “The coming 12 months should be a good year for retailers,” says Hoyt. Core retail sales are expected to grow 4.7 percent in 2019, a bit slower than the 5.0 percent growth expected when 2018 numbers are finally tallied, but better than the 4.1 percent increase clocked in 2017. (Core retail sales exclude the volatile auto and gasoline segments.)

Clouds loom

Troubles, as always, loom on the horizon. The major near-term concern for businesses is the rise of protectionist trade policies. “The growing uncertainty caused by the trade war is throwing a monkey wrench into a finely tuned system and creating volatility,” says Manzella. A common cost-cutting measure—sourcing products from countries not subject to import tariffs—is no panacea. “Unless such companies can buy in large quantities, they often find that price points are higher,” says Manzella. “As a result, they end up raising their prices to unfavorable levels.”

An equally troubling issue is the effect tariffs have on confidence, says

Manzella. “When companies are faced with an uncertain future they typically hold onto their cash, invest less and spend less, and that puts downward pressure on economic growth.”

Koropecykj agrees. “Escalating trade tensions between the U.S. and China could dampen investment more than expected,” she says. “Company profits may be squeezed by the higher costs of imports. Not only could affected companies be hurt more than expected, but an erosion in business confidence due to heightened uncertainty would weigh on spending decisions.”

A related issue involves Chinese tariffs placed on US imports, boosting costs to Chinese consumers and industries, says Manzella. “Chinese importers are reacting by looking for alternative sources from other countries,” he says. “A major fear is that the Chinese may just stick with those alternative sources even after the trade war is minimized.”

Retailers largely share the concerns of general businesses. “For retailers, tariffs are the monkey wrench that everyone is trying to figure out how to deal with,” says Bob Phibbs, a retail consultant based in Coxsackie, NY (retaildoc.com). “They will affect margins and ultimately consumers will pay for them.”

Here are some other potential problems peeking over the horizon, for businesses of all stripes:

* Labor shortage. “The labor shortage and skills deficit is a major issue for businesses,” says Manzella. “If you can’t find the employees you need, you can’t grow your business. And if you have to go where the skills are, that might mean moving overseas.”

Palisin concurs. “In our survey, about 70 percent of manufacturers plan to increase employment next year, but over 90 percent have had difficulty hiring enough skilled trades. They are especially concerned about what’s called ‘the silver tsunami,’ in which baby boomers are leaving the workforce, taking their

Continued on page 13

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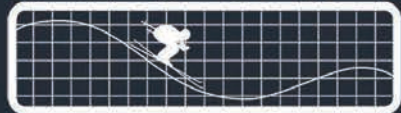
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Continued from page 11

skills and knowledge with them. At the same time not as many young people are going into skilled trades.”

In response to the talent shortage, manufacturers are increasing work hours for their current employees, introducing more automation, and running apprenticeship training programs to build workforce pipelines within their companies. “All this will help, but it won’t solve the problem,” says Palisin. “That’s why many companies are being proactive in promoting manufacturing careers in their local school districts.”

* Wage hikes. It’s the negative result of low unemployment: Higher labor costs. “With the economy chugging along as it is and unemployment lower, employers may need to raise wages to attract enough people,” says Hoyt. That can crimp profits.

* Rising interest rates. Higher costs of money pose a challenge for everyone, especially if the Federal Reserve raises rate too quickly. “Rising interest rates may not cause much impact in the short term,” says Palisin. “But later in 2019 the higher cost of money may start to constrict the availability of capital.”

* Health care costs. “On the cost side, health care is still a concern,” says Palisin. “Some 70 percent of our members report an increase in medical costs over the past year. Again, there is a lot of unpredictability in that sector. Will the Affordable Care Act continue? Be replaced? And will that result in higher costs? Employers don’t know where all this is going.”

* A “hard Brexit.” If The U.K. fails to land a favorable deal with the European Union, an unmoderated departure can cause problems to the world economy. “We expect a Brexit deal to be reached at the last minute,” says Hoyt. “If it is not, it would be a negative for the global economy and US consumers as supply chains and movement of workers would be disrupted.”

Business cycle ages

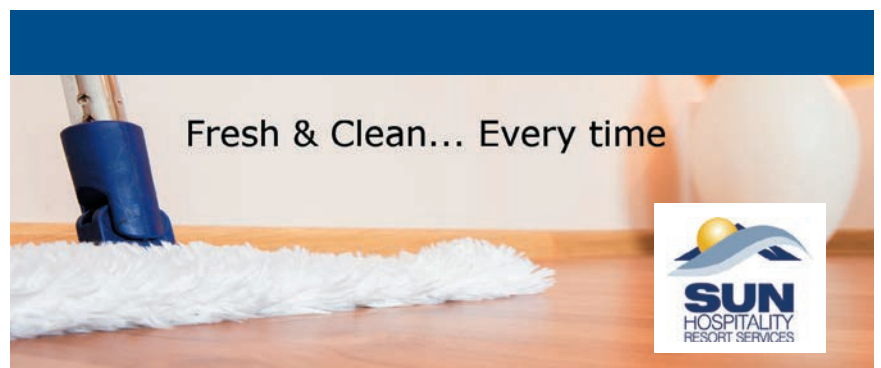
To look a bit further down the track, there are signs that the fast-moving economic carriage may be nearing the top of the

roller coaster. “The nation is experiencing robust economic growth, tightening labor and product markets, intensifying wage and price pressures, monetary tightening, and higher interest rates,” says Koropecyk. “These characterize a business cycle nearing its end, just prior to a recession.”

When might that event occur? “We prefer not to forecast recessions, because they are often caused by shocks that cannot be predicted,” says Koropecyk. “However, our forecast for 2020 includes a set of conditions that are consistent with a recession. While we do not expect the textbook definition—two quarters of GDP decline—to occur, real GDP growth is expected to slow to a crawl.” Other relevant predictions include a too-rapid increase in unemployment, the cessation of job growth, flat industrial production, and a deceleration of personal income growth.

For businesses of all stripes, the prudent course seems to involve capitalizing on the current good times while setting up Plan B for the inevitable correction. “Businesses are optimistic about 2019, but we are all aware that recessions are cyclical,” says Manzella. “And there is no doubt that the next recession is on its way. The only question is when.” ■

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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Principles For Successful Living

By Tom Goetschius



What could be more appropriate for the start of a new year than a roadmap pointing the way to a life well-lived? Resort Trades is proud to present a summation of Tom Goetschius' three-part series, "Principle Based Training." (See the August and September 2018 issues of Resort Trades to read Parts One and Two.)

Parts One and Two of "Principle Based Training" (Communication Principles and Sales Principles) helped sales people understand that there are fundamental truths that serve as the foundation for a system of behavior that they call "sales techniques". Let me add "Principles For Successful Living" as the third set of principles. One might question the relevance. What does advice on how to live a good life have to do with training salespeople? I would submit that it has everything to do with training salespeople. Where is the validity in whatever behaviors proposed in Parts One and Two if those sales practices are at odds with the most universal of all principles? Indeed, maybe this section should be the first set of principles presented in an effective sales training program.

There is no lack of advice on how to get the most out of life from Napoleon Hill's Life's Lessons, to Tony Robbins' Unleash The Power Within, Dr. Stephen Covey's The 7 Habits Of Highly Successful People, and a host of others. In a

March, 2018 study Business Wire, a Berkshire Hathaway Company, reports that motivational self-improvement is a \$9.9 billion a year industry.

What follows are three of the most basic of universal laws that guide us to a life well-lived. They are chosen to be included here because of their relevance to the behaviors of salespeople.

Reciprocity:

"As a social construct, reciprocity means that in response to friendly actions, people are frequently much nicer and much more cooperative than predicted by the self-interest model; conversely, in response to hostile actions they are frequently much more nasty and even brutal. Reciprocity makes it possible to build continuing relationships and exchanges."

(Fehr and Gächter, "Fairness and Retaliation: The Economics of Reciprocity," Journal of Economic Perspectives)

In terms of predictive behavior in a sales situation, reciprocity means that the behavior that you desire in others you must first model. What do you want from your customer?

- 1) If you want your customer to be friendly and congenial, then you project a friendly and congenial attitude.
- 2) If you want your customer to be open minded to the possibility of buying something, then the salesperson must be open minded to the notion that what they are selling may not be suited to what the customer wants or needs. Self-serving sales advice like, "Your money is in their pocket" is ill advised and contrary to developing a good relationship.
- 3) If you want your customer to be understanding of your point of view, then you must be willing to understand theirs. Take the advice from Dr. Stephen Covey in his book, The 7 Habits Of Highly Successful People, "Seek First To Understand.....Then To Be Understood."

Whatever behavior you want from your customer, be willing to give it. Be aware, however, of the negative aspect of this powerful principle. If you give arrogance, you will get arrogance in return. Whatever negative behavior you give will earn you the same in response.

The Investment/Return Principle:

This simply means you must put something in, in order to get something out. One does not get something from nothing. There is no free lunch. The larger the investment, the larger the return. Whatever you want in life is equal to the amount of work, effort, dedication and sacrifice you are willing to put into it.

Advice for salespeople:

- 1) There are no shortcuts to success. Study your craft. Read books. Listen to tapes or CD's
- 2) Put in the time. Know your product. Know the competition or alternatives.
- 3) Learn from those who have come before you.
- 4) Practice, practice, practice.

The Law Of Attraction:

"Simply put, the Law of Attraction is the ability to attract into our lives whatever we are focusing on. It is believed that regardless of age, nationality or religious belief, we are all susceptible to the laws which govern the Universe, including the Law of Attraction. It is the Law of Attraction which uses the power of the mind to translate whatever is in our thoughts and materialize them into reality. In basic terms, all thoughts turn into things eventually. If you focus on negative doom and gloom you will remain under that cloud. If you focus on positive thoughts and have goals that you aim to achieve you will find a way to achieve them with massive action. This is why the universe is such an infinitely beautiful place. The Law of Attraction dictates that whatever can be imagined and held in the mind's eye is achievable if you take action on a plan to get to where you want to be". (Catherine Hurst, The Secret Law Of Attraction, Greater Minds LTD, London, UK, 2016)

The 'Law Of Attraction' is as old as the universe itself. "Everything in The Universe is energy; your thoughts, emotions and even actions



are energy that affect other energy. Therefore, what you decide to focus on will attract other energies that are vibrating at the same frequency. Like energies can only attract like energies". ("The Ancient Origins Of The Law Of Attraction", Josh Gwatkin, posted on "Unveiling Knowledge" website, 2015)

Buddha said "All that we are is the result of what we have thought. The mind is everything. What we think, we become."

As A Man Thinketh, by James Allen was first published in 1903 and reprinted a number of times, most recently in 2018. The best seller

talks about the power of thought in shaping what happens to us, whether positive or negative. It drew its inspiration from Proverbs 23.7, "As a man thinketh in his heart, so is he."

The 'Law Of Attraction' may be the most profound of any natural law. It affects us knowingly or unknowingly, and when understood and applied in a positive fashion can give a life of success, fulfillment and happiness.

"You become what you think about all day long." -- Ralph Waldo Emerson

"Your life moves in the direction of your most dominant thoughts." -- Earl Nightingale

Advice for salespeople:

1. Of course, have a positive attitude. But it goes beyond just that. Don't entertain negative thoughts because... "The thing which I greatly feared is come upon me, and that which I was afraid of is come unto me." -- Job 3:25 King James Version
2. Be careful with whom you associate. "The less you associate with some people, the more your life will improve. Any time you tolerate mediocrity in others, it increases your mediocrity. An important attribute in successful people is their impatience with negative thinking and negative acting people." -- Colin Powell
3. Engage in Positive Affirmations: "The power of affirmations lies in their ability to transform your external world by first changing your internal one. In addition, you can use affirmations for all sorts of goals, from self-confidence to career success, love, and abundance. Their only limitations are the ones you place on them (Catherine Hurst, The Secret Law Of Attraction, Greater Minds LTD, London, UK, 2016)

The power in Principle Based Training is the confidence that salespeople develop knowing that there are fundamental truths that form the foundation for the methodology they employ.

Salespeople should strive to always be in alignment with these principles and practice the behaviors they demand. They make evident the power and effectiveness of whatever sales technique that is taught and, moreover, according to Emerson, enable salespeople "to develop their own techniques and be successful in any environment." ■

Tom Goetschius spent 35 years in the resort industry as a salesperson, manager, director of sales, trainer, and project director. He started Tom Goetschius Associates, a training and consulting company, in 1994. Currently, Goetschius is Adjunct Professor of Speech, at Valencia College, Kissimmee, Florida. (TomGoetschius.com)

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Business Resolutions for a New Year

By Kelley Ellert



Honoring achievements of the previous year is crucial to starting the new year with motivation behind goals. Capital Vacations President of Resort Operations, Bill Young and Chief Operating Officer Travis Bary, present Regional Vice President of Operations Trish Docherty and General Manager of Foxhunt at Sapphire Valley, Jennifer Gainey with the Hospitality Award at their 2018 Capital Vacations Awards Gala.

Pictured from left to right: Bill Young, Trish Docherty, Jennifer Gainey, Travis Bary

The New Year – a time when people reflect on the personal and professional successes of the past year and create goals for the upcoming year. There are predictable trends in personal goals with overall health topping the list. Gym memberships, workout gear, and juicers fly off the shelves. But professional goals tend to be more specific and less predictable, and therefore take more effort than just traveling to your local retail store.

As hard as they may be to set, neglecting to set professional goals and following through with a plan can result in a company

staying stagnant or even losing out on opportunities, revenue and business.

Here are tips for setting and acting on vacation ownership industry business goals in 2019.

Acknowledge the Accomplishments of the Past Year

Looking back at the past year helps guide the process of creating a path forward with the most successful tactics.

For example, at Capital Vacations two of the business goals

are to create quality vacation experiences and increase the value and benefits their clients receive from their ownerships. For a company that manages 72 properties, operates a multi-state sales and marketing division for its club product, and acts as the sales partner for many of its managed resorts, that means focusing on increasing value and benefits for fixed week owners, club owners, renters and employees – a feat that is not possible without a plan.

“We set aggressive goals to achieve in 2019. I am confident that we will exceed those goals

because of the work we’ve completed to finish 2018,” said Travis Bary, Chief Operating Officer at Capital Vacations. “We’ve merged three established companies into one cohesive brand and partnered with other companies to fund growth and add travel benefits that will improve our Club product. We look forward to the future, but also applaud our entire organization for all we’ve accomplished so far.”

To practice this is to talk with people in your organization, especially team and department leaders, and discuss with them what they are most proud of accomplishing in the past year. There may be significant accomplishments that are shared company-wide, but you may also find lesser accomplishments that shed light on unutilized opportunities.

Examine What Didn’t Work

While no one wants to focus on the negative, we can find a lot of helpful insights when we look at WHY something didn’t work.

Failure is typically viewed negatively, and this is often the case because we associate blame with failure. Individuals don’t want to admit failures and discuss what went wrong, because it is assumed they will be blamed for the failures. So, our egos take over, and most failures get pushed under the rug. But, when we adjust our mindset to see failures as an opportunity for improvement, we can use those failures to propel us to future success.

The innovative Toyota Production System is an example we can look at to prove this theory. The Toyota Production System is based on owning up to small failures in order to improve the product and increase efficiency. This is how it works: during production, any time anything “off” is noticed by the machines, they shut down immediately, so the issue can be inspected. If employees notice something, they are encouraged to pull a cord that automatically halts production. If there is no issue, they are still applauded by making certain, not reprimanded for being wrong. By building technology and empowering employees to





call attention to even the tiniest issues, the problems are fixed and also prevent major issues from occurring.

While the resort management industry isn't producing cars, there are a variety of lessons we can learn from this production system. For example, instead of focusing on the immediate loss of revenue that occurs when halting a process, focus on the benefit and improvement to the quality of work that can occur as a result of the brief pause. For example, in resort operations, if you receive a complaint about water issue, you can choose to inspect the unit immediately. This response could find a small issue that can be resolved in a few hours.

"We have built a quality assurance team that inspects all our properties with fresh eyes and leverages those shared experiences to ensure success across all of our other properties," said Bill Young, President of Resort Operations at Capital Vacations. "It's important that someone outside the daily operations of a property provides feedback along with strategies and ongoing training on implementing that feedback. We credit programs like this with enhancing the quality of our management services."

Embrace the Execution

Just as with personal resolutions and goals, the easy part is to set the goals. However, it is the focus planning and execution that will help ensure you reach those goals.

"At Capital Vacations, we focus on specific strategic goals that we

share across the entire company so that collectively we are all working with the same purpose in mind," said Bary. "Our number one goal is to put people on quality vacations, so every detail from their booking experience to the cleanliness of their room affects that goal."

As you move into 2019, just like with personal resolutions, set business ones that are attainable, have a plan and communicate that plan to all parties whose actions affect those goals.

Happy New Year! ■

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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Executive Quest: The Resort Industry's 'Staffing Central'

By Sharon Scott Wilson, RRP



"We're placing more and more timeshare professionals overseas these days in places like Dubai and the Far East," says Executive Quest Founder, President and CEO Keith Trowbridge, Ph.D. as his company celebrates its 25th anniversary.

As always, Trowbridge is enthusiastic about how he, along with Partners Jim Perkins and Heather Trowbridge, now manage the only global, placement agency dedicated exclusively to the timeshare/vacation ownership industry. It's easy to understand why the company is so successful. In a narrow niche such as this, Executive Quest has become the only viable option when it comes to tapping into the top talent.

With a Ph.D. in Education from the University of Michigan, as well as a B.S. and M.B.A. from Bowling Green State University in Ohio, Keith Trowbridge began his career in academia. Early on, he decided there would be a greater challenge and financial upside as a developer in hospitality. Various events rocked his plans for developing a successful motel on Sanibel Island, however. Subsequently, Keith heard there was a new European concept that involved sharing the costs of developing a resort by leasing units to customers for one or two weeks at a time. Trowbridge adapted the concept to include a real estate component and became the first person to launch a successful purpose-built vacation ownership resort in the United States: the Sanibel Beach Club under the auspices of his company, Captran Resorts International, Ltd.



When he retired from the development business in 1994, Trowbridge formed Executive Quest, Inc., the leading executive search firm in the timeshare industry. Shortly after, he was joined by Jim Perkins.

"The concept of becoming a head hunter came about rather naturally," says Keith. After all, he had a vast knowledge of the industry and a wide acquaintanceship among its C-suite executives.

"After having gone through the hiring process as an employer, myself," he says, "I knew how tedious and costly the vetting process can be. To do it without an able resource like ours, you'll invest anywhere from two-to-three times the new hire's salary. This includes such items as placing ads, reviewing resumes and checking references. But it also extends to getting to know the individual and allowing him or her to become familiar with the company to ensure there's good 'chemistry' for both sides. Plus, replacing a failed new-hire bears heavy costs particularly in terms of lost productivity; irretrievable."

Keith's daughter, Executive Quest Director of Operations Heather Trowbridge, essentially grew up in the business and has served the timeshare industry in a number of capacities since 1980. "It takes expertise in the timeshare industry to fill a position quickly and with the best fit; you've got to know the business, the company, and the candidates, which no high-cost general headhunter could possibly handle. For example, we recently finished filling a sales management position for a multi-



site resort developer by going straight to an individual working for one of their competitors. We knew this applicant would be happier with our client and that they would be the perfect fit. It took only one interview and they started the following day! Big retainer firms typically take six-to-ten weeks to start sending over candidates; we need four-to-ten business days!"

Perkins explains why using an online bulletin board site like Monster.com makes little sense in the timeshare industry. "This industry is so specialized," he observes. "For employers, they will get a bunch of ads, social media hits and resumes for candidates who usually have no knowledge of the resort industry, whatsoever."

He adds that job seekers who rely on advertising sites or friends' advice are most often wasting their time. "We have spent years in the industry meeting individuals at every level and with every different competency," he continues. "Plus, Keith maintains a robust database of interested applicants. Executive Quest's position is to have the company pay the fee. We're not there to find you a job. If you're in our database and the right job comes along, we'll tap you. We don't go promoting individuals. We take the job and find the person."

Having an existing network of acquaintances in the industry makes recruiting easier plus, unlike typical agencies outside the industry, Executive Quest does not charge a retainer. The big retainer firms only work on filling senior level positions, charging a

third when they start the search, a third when they present results and the final third upon placement. If an employer isn't satisfied with any of the firm's recommendations, they are still out a substantial sum.

"We make finding the right candidate very simple for the company looking to hire: There's no fee; they can interview candidates as frequently as they like. They pay when they hire. Plus, our fee is lower as compared to big firms that charge 33 percent of the first year's salary."

Thomas Edison said, "Genius is one percent inspiration and 99 percent perspiration." One thing Edison's quote might have included in his statement is tenacity. Executive Quest has all three of these characteristics: They started the firm with a great concept, have worked pretty doggoned hard to build strong relationships, and have woven for themselves unparalleled access to the spheres of influence in our industry (the inspiration and the perspiration). Add to that, 25 years of strengthening and building a solid business. We'd like to posit, then, that Keith and his team have truly produced an ingenious product. ■

Sharon Scott Wilson is publisher at The Trades Publishing Company, publishers of Resort Trades and The Golf Course Trades. She is also managing partner of The Trades Marketing Company, a new company offering B2C and B2B Content Marketing.



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Precision Design Through Technology

By Mary A. Daust



The world of commercial interior design has grown leaps and bounds in regards to digital technology. It allows designers to communicate their creative concepts for interior spaces visually with such fine-tuned accuracy that the expensive and lengthy process of completing a model room is often not necessary.

Of course if you have the budget and time, it is always advantageous to complete a model room so you see the actual product in the space. Another advantage of an actual model room is that you can touch and feel all the product and display it for future owners and guests as a marketing tool.

In the pictures below you can see the digital presentation and the actual completed unit. Illustrated below, The Hammocks on Bald Head Island in North Carolina is a collection of 27 fractionally owned homes managed by VRI. Navigating the design process was a little tricky with many owners wishing

to have a say in the final design. Given they each owned multiple weeks, it was a fair request. It was imperative that we convey our final design concept to the board. The ability to present this digital concept gave us the approval we needed. There would have been no way to move forward without this

technology. Generally speaking, some people are visual and some are not. This technology allows those that do not naturally comprehend visual concepts to see the design in its entirety.

Often our clients will also retain us to complete a digital presentation so they can get the board members and owners excited about an upcoming renovation and/or assessment. We recently completed a digital presentation for Americano Beach Resort located in Daytona Beach, Florida managed by ARC Resorts, LLC. They are in the stages of completely renovating their property and needed to be able to show the investors, owners and future owners the conceptual finished space to obtain 'buy in' from all parties. To convey our design, we created multiple digital presentations of various rooms and a 360 digital where you can essentially walk around the room on tablet or phone. The images below illustrate digital perspective room images, and if you go to our website at www.hrdorlando.com you can access the digital 360 in the renderings section.

There are multiple software options available to designers. We have chosen Chief Architect X10 that includes ray trace capabilities which offer high definition images to better convey our vision. Chief Architect, AutoCAD and Sketch up are all compatible and communicate with each other. Our process works in a very





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systematic way. Myself, or one of our designers, measures the space/unit, and the unit is then drawn in AutoCAD to precise dimensions. As the design progresses, we create custom pieces of furniture to fit and look exactly how we envision them in the unit. Those elements are drawn in Sketch Up and all of the custom pieces of furniture and dimensioned floor plans are imported into Chief Architect. In Chief Architect the entire room can be drawn and then shown as a 360 perspective.

Another exciting new technology is digital printing on textiles. You can digitally print on all kinds of surfaces, but for the purposes of this article, I am going to highlight textile printing. One of our Senior Designers, Cam Abascal and her team recently had the opportunity to work on an exciting project called Massanutten Resort, located in Virginia. The design concept included items geared toward the region's natural and active environment. To incorporate the foliage associated with their surroundings, we printed nature-inspired patterns on the top sheets. While we are all used to seeing artwork on the walls it is new and fresh idea to see it on the top of a bed. In addition at Massanutten, to highlight the

mountain's role at the resort, accent pillows on twin beds depict the trail maps for both winter skiing and mountain biking. A high resolution art file from the property gave us exactly what we needed. The guests love them so much that the property managers are considering selling them in their gift shop. While there are lots of attractive, pre-designed and stocked products available to designers, customizing the design of a product is often our best path towards visually inspiring rooms. Thankfully technology and the advanced processes of manufacturers allow us to this. ■

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

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Top Team Members

Meet the People Who Make the Resort Industry Great!

by Marge Lennon

Tom Schmid
Senior Director of Talent Ac-
quisitions
Welk Resorts

As the Senior Director of Talent Acquisitions for Welk Resorts in Escondido, California, Tom Schmid leads a recruiting team that hires over 550 sales and

Miller (Marketing Recruiter); Audra Chadwick (Recruiter Sales), and Eva Mayfield (Recruiter, Operations).

Adds Tom, “I truly enjoy the people I work with. We have built a culture of fun, integrity and hard work. Everyone on my team has a ‘Just Say Yes’ atti-

person can greatly impact the entire company adds a greater sense of responsibility to the selection process.”

Tom believes that recruiting is best accomplished away from the desk, in front of prospective candidates, taking them to lunch and becoming the face of the company. His team often speaks at large networking events, mixers and chambers of commerce meetings, demonstrating why Welk Resorts is a great place to work.

After having utilized the same recruiting practices for some time, Tom and his team implemented dramatic outside-the-box interview techniques that deviated from generic question and answer guidelines. They now focus more on how well a candidate can hold a fascinating conversation ... examining body language, drive, passion, vacation lifestyle and dreams.

This system has enabled the team to target individuals blessed with the two most-important characteristics a person can have: heart and passion, which they believe are attributes that cannot be taught; just improved. Once they identify that a candidate has these qualities, the team can train them to become great, no matter what job they perform.

Because of strong competition in their area, Tom’s recruiters let prospective hires know they provide a better compensation plan with the largest number of tours. Unlike competitors, they don’t always seek sales people with “traditional” timeshare backgrounds. They prefer to utilize a group-interview process where they can see how a candidate interacts in a group setting, allowing them to witness points of passion after asking their “heart and passion” questions. After the group interaction, a one-on-one interview is conducted, with a series of exercises and questions that provide a peek inside

the qualifications, job history and candidate’s lust for life.

During their tours of potential candidates around the property, they gain additional insight into characteristics of cordiality, confidence, and manners (like opening doors and even picking up trash). These are tiny nuances that reveal the character of a candidate. They may seem small at the time but often it’s the smaller details that help make the perfect hiring decision.

Tom earned a BS in Business Management from California State University, Fullerton and holds many recruiting certifications including the ECRE (Elite Certified Recruitment Expert). A professional recruiter serving multiple industries since 2002, Tom has been in timeshare for seven years and with Welk resorts for past three years. Originally from Dearborn, Michigan, Tom’s family moved to Southern California when his dad accepted a job at McDonald Douglas – now Boeing Corporation – and he grew up in a small town called Brea, CA. Now a scratch golfer, he played ice hockey for many years, winning a California state championship when he was seventeen. ■



marketing associates and support staff each year for five Welk Resorts in multiple states and one international location.

Much like “matchmakers,” Tom’s team of seven takes tremendous satisfaction in matching people who will flourish in the perfect position. The secret is how they find them. For starters, they are huge at networking and social media. Tom has more than 16,000 contacts on LinkedIn plus his own timeshare professionals page with 5,000+ exclusive subscribers and over a thousand Facebook followers. His team hired 40% of last year’s work force utilizing these venues and believes social media is their most powerful tool.

Team members include Dianna Fisher (Senior Recruiter, Sales), Mike Vargas (Senior Recruiter, Corporate); Shelia Gray, (Senior Recruiter, Owner Services); Venus Becker

(Marketing Recruiter); Paradyse

tude that supports each another and makes me very proud. Welk is a family owned/run business and our team treats each other as if we were family.”

In conjunction with non-stop networking meetings and passing out business cards – which they zip through at the rate of about 500 a month – this amazing team gets the job done with stunning results. As an example, one recruiter gave his card to a waitress he felt would be a good sales person, never thinking she’d respond. Today, she is among the top 5% of sales people in the entire company!

“We understand deeply that our company is only as good as its people,” says Tom, “and if we can recruit the right person the first time, 98% of our challenges can be eliminated. We look at each selection decision from a ‘big picture’ perspective and how that person will fit into the entire company far into the future. Knowing that the right

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



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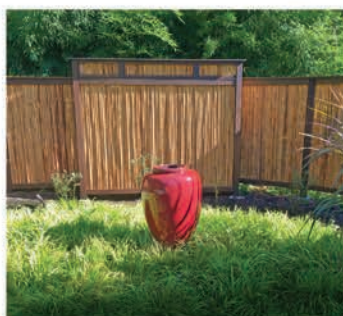
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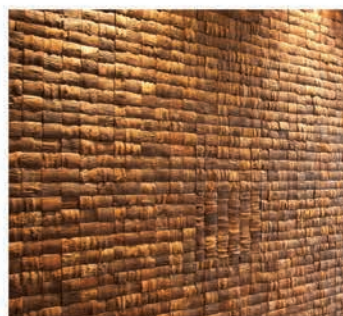
Tiki Bars and Cabanas



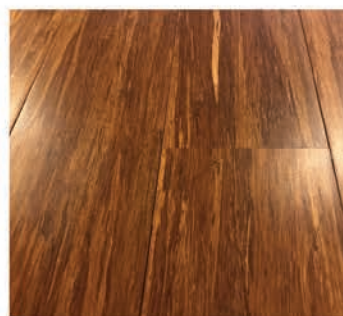
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I wish that I could take some time for me. Spending some selfish time just being myself, exploring, experiencing, discovering and grieving all that I have lost as well as celebrating being here and present for myself. I have a very hard time justifying anything for me because I have a terminal illness. I also think that some me time would give me the opportunity to recharge myself and allow me to feel refreshed.

Thank you for considering me.

Heather



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

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

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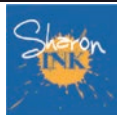


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ARTICLES, BLOGS, WRITING



SharonINK

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

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**Gregory Crist
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Orlando, FL 32814
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Fax: 407-855-0352
Email: rich@hrdorlando.com
Website: www.hrdorlando.com
Contact: Rich Budnik
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Contact: Eric Newburn, Director of Hospitality
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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."

LANDSCAPE AMENITIES



The Brookfield, Co.

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

26 | The Resort Professionals' monthly News Journal since 1987

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



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 Ryczek
Specialty: Colebrook Financial Company, focusing on timeshare lending, provides hypothecation and other financing products for small and mid-sized developers and can offer loans in amounts ranging from \$100,000 to \$30 million or more. We have an innovative approach to financing with rapid turnaround, personal service and no committees. You'll always talk to a principal: Bill Ryczek, Jim Bishop, Fred Dauch, Mark Raunika and Tom Petrisko, each of whom has extensive timeshare lending experience



Wellington Financial

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

LENDING INSTITUTIONS



Whitebriar Financial Corporation

575 Mystic Drive PO Box 764
Marstons Mills, MA 02648
Phone: (508)428-3458
Fax: (508)428-0607
Email: hvswwhitebriar@aol.com
Website: www.whitebriar.com
Contact: Harry Van Sciver
Specialty: Receivables Financing. We can Lend or Purchase, including: Low FICO, No FICO and Credit Rejects. Fast Fundings of up to \$5 million. Non-Recourse Financing available, with no Holdbacks. We also Finance Inventory and HOA's, and assist in Workouts. Resort Equity and Bridge Financing available.

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



Liberte Resort Management Group

118 107th Ave
Treasure Island, FL 33706 USA
Phone 1: 800-542-3648
Phone 2: 727-360-2006
Email: libertecio@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.

NON-JUDICIAL FORECLOSURES



Cunningham Asset Recovery Services

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

OPERATIONS SUPPLIES & EQUIPMENT



AMTEX

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

OUTDOOR AMENITIES



Kay Park Recreation Corp.

Janesville, IA 50647 | USA

Phone: 800-553-2476

FAX: 319-987-2900

Email: marilee@kaypark.com

Website: www.kaypark.com

Contact: Marilee Gray

Specialty: Manufacturing "America's Finest" park equipment to make people-places people-friendly, since 1954! Product line includes a large variety of outdoor tables, benches, grills, bleachers, litter receptacles, drinking fountains, planters, pedal boats, and more!

PEST CONTROL



Applied Science Labs

PO Box 2416

Mckinney, TX 75070

Phone 1: (619)825-2121

FAX: (732)892-0085

Email: appliedsciencelabs@att.net

Website: www.vaxinatewith88.com

Contact: Rodger Williams

Specialty: Bed Bugs! ONE and DONE. The ONLY product proven to eliminate or prevent bed bug infestation in ONE Treatment!

- Kills on contact Knock 'em down and keep 'em down.
- Eliminates or Prevents for up to 12 months with lab and field proven Residulen!
- 100% nontoxic, hypoallergenic and odor free
- Because it is 100% nontoxic.....you can Do It Yourself and save!
- Back-in-service the SAME day!

PEST CONTROL/DISINFECTANT



SteriFab

PO Box 41

Yonkers, NY 10710

Phone: (800)359-4913

Fax: (914)664-9383

Email: Sterifab@sterifab.com

Website: www.sterifab.com

Contact: Mark House

Specialty: Approaching its 50th year on the market.

STERIFAB continues to set new standards as it continues to be the only EPA registered product that both disinfects and kills bed bugs and other insects. This ready to use product is available in all 50 States and is ready to use. Available in pints, gallons and 5- gallon containers. STERIFAB.COM 1-800-359-4913

PET SANITATION



DOGIPOT

2100 Principal Row, Suite 405

Orlando, FL 32837 USA

Phone 1: 800-364-7681

Website: www.dogipot.com

Contact: David Canning

Specialty: DOGIPOT® has numerous product designs made from various materials to help fit all of the possible needs of our customers in helping solve their dog pollution issues. We have the most aesthetically pleasing, commercially durable products on the market that are very economical. No one can match our experience, customer service, selection of products or reputation in the market. DOGIPOT® products offer dependability that saves you money!

Tell them you saw it in The Trades

POOL & WATER FEATURES EQUIP. & MAINT



Hammerhead Patented Performance

1250 Wallace Dr STE D

Delray Beach, FL 33444

Phone: (561)451-1112

Fax: (561)362-5865

Email: info@hammerheadvac.com

Website: www.hammerheadvac.com

Contact: Customer Service

Specialty: For 20 years, Hammer-Head has led the way in low-cost, safe, easy-to-use manual pool vacuum systems. Our portable, rechargeable, battery powered vacuums are designed for speed and simplicity. Remove debris without using the filtration system and cut your pool vacuum time in half, without shutting down the pool. Hammer-Head cleaning units are made in America and are the #1 choice of military, cruise line, resort, fitness club, and city managers from Key West to Okinawa.



LaMotte Company

802 Washington Ave

Chestertown, MD 21620

Phone: (800)344-3100

Fax: (410)778-6394

Email: rdemoss@lamotte.com

Website: www.lamotte.com/pool

Contact: Rich DeMoss

Specialty: The Mobile WaterLink® SpinTouch™ lab is designed to be used onsite. The precise photometer can measure 10 different tests in just 60 seconds to obtain perfect water chemistry. All the tests results can be viewed on the touchscreen or can be transferred into our DataMate water analysis program. Achieve precision without time consuming test and clean-up procedures. Visit www.waterlinkspintouch.com for more information.

PUBLIC RELATIONS



GBG & Associates

500 West Harbor Drive #822

San Diego, CA 92101 USA

Phone 1: 619-255-1661

Email: georgi@gbgandassociates.com

Website: www.gbgandassociates.com

Contact: Georgi Bohrod

Specialty: Public Relations: Positioning Strategy, Placement and Reputation Management

Let GBG create a positive platform for new business development and increase awareness. We provide resources and spearhead tailor-made B2B or B2C strategic plans incorporating both paid and earned media, as well as social media campaigns and marketing collateral materials. We manage many moving parts for an effective, comprehensive communications and reputation management program. Three decades of vacation industry success..

RECEIVABLE FINANCING



**WHITEBRIAR
FINANCIAL
CORPORATION**

Whitebriar Financial Corporation

575 Mystic Drive PO Box 764

Marstons Mills, MA 02648

Phone: (508)428-3458

Fax: (508)428-0607

Email: hvswwhitebriar@aol.com

Website: www.whitebriar.com

Contact: Harry Van Sciver

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

RENOVATION CONTRACTOR



Allied Group Hospitality Renovation

2109 Heck Ave

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

RENTALS AND RESALE



SellMyTimeshareNow, LLC

8545 Commodity Circle

Orlando, FL 32819

Phone: 877-815-4227

Email: info@sellmytimesharenow.com

Website: www.sellmytimesharenow.com

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 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

Phone 1: (855) 201-8991

Email: info@vacationmanagementservices.com

Website: www.VacationManagementServices.com

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

931-484-8819 | www.ResortTrades.com | January 2019 | 27

RESALES



Bay Tree Solutions

400 Northridge Rd., Ste. 540

Atlanta, GA 30350

Phone: 800-647-4130

Email: DMilbrath@BayTreeSolutions.com

Website: www.BayTreeSolutions.com

Contact: Doug Millbrath

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.

SHADE PRODUCTS



FiberBuilt Umbrellas & Cushions

PO BOX 9060

Fort Lauderdale, FL 33310

Phone: (866)667-8668

Fax: (954)484-4654

Email: jordan@fiberbuiltumbrellas.com

Website: www.fiberbuiltumbrellas.com

Contact: Jordan Beckner

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



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**

SHARED OWNERSHIP SERVICES



Dial An Exchange LLC

7720 N 16TH ST STE 400

Phoenix, AZ 85020 USA

Phone 1: 800-468-1799

Phone 2: 602-516-7682

FAX: 602-674-2645

Email: michelle.caron@daelive.com

Website: www.daelive.com

Contact: Michelle Caron

Specialty: Simple, no fuss exchange service with a priority on personal service for the consumer. We offer members and business partners:

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

SHARED OWNERSHIP TECHNOLOGY SOLUTIONS



SPI Software

2600 SW 3rd Avenue, 5th Floor

Miami, FL 33129

Phone: (305)858-9505

Fax: (305)858-2882

Email: info@spiinc.com

Website: www.spiinc.com

Contact: George Stemper

Specialty: SPI is the preferred software for selling and managing timeshare properties, vacation ownership clubs and resorts. SPI's Orange timeshare software is a comprehensive suite of services that includes sales and marketing, property management, billing maintenance and more. SPI is a global company with our software installed on five continents providing a breakthrough product based on over 30 years of industry experience. This includes an advanced user interface, all major integrations and cloud-based extendible applications.

SOFTWARE



Timeshare Pro Plus

3659 Maguire Blvd #100

Orlando, FL 32803

Phone: (833)877-7638

FAX: (321)281-6009

Email: Dave@TimeshareProPlus.com

Website: www.TimeshareProPlus.com

Contact: Dave Heine

Specialty: Cloud-based software handles title transfer activities, estoppel orders, account verifications and owner deeding requests: You handle owner communications; we automate the paperwork! Cloud-based software including RequestMyEstoppel.com, HoldMyEscrow.com and JiffyDocs.com – use individual modules or as a whole. Online software automates forms, collects payments and fees and produces documents. Title transfer activities, estoppel orders, account verifications, owner deeding requests: What once took weeks, now takes only hours! Call for a demo

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

**Warren Smith, Vice President,
Cranberry Waterfront Suites**

SPLASHPADS/SPRAYPARKS



Empex Watertoys

50-12 Innovator Avenue,

Stouffville, ON Canada L4A 0Y2

Phone: (480)562-8220

Fax: (905)649-1757

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.

TELEMARKETING



LogiCall Marketing

4411 S 40th St, Ste D-10

Phoenix, AZ 85040 USA

Phone 1: 602-483-5555 xt. 101

Email: tpranger@logiCall.net

Website: www.logiCall.net

Specialty: Day Drives and Mini-Vacs for Timeshare and Vacation Clubs. Direct Mail, Internet Marketing and Inbound Telemarketing

With our multi-faceted campaigns, it's never been easier to generate prospective buyers. With 40 years of industry knowledge, we know how to keep our clients ahead of the competition. Call today to discuss which marketing platform is best suited to achieve your goals and learn why we are the future of tour generation.

TITLE COMPANIES



Timeshare Escrow & Title

3659 Maguire Blvd. #100

Orlando, FL 32803

Phone: 407-751-5550 ext. 1105

Email: dave@timeshareresaleclosings.com

Website: www.Timeshareresaleclosings.com

Specialty: Trained. Experienced. Trusted

Offering several regulated services to assist buyers and sellers seamlessly and securely transfer timeshare titles. Full licensed, we perform timeshare tile transfers in 23 states, Mexico, the Caribbean and the Bahamas. Call 407-751-5550 for information about our phenomenal inventory buy-back program.

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

TOUR GENERATION



LogiCall Marketing

4411 S 40th St, Ste D-10

Phoenix, AZ 85040 USA

Phone 1: 602-483-5555 xt. 101

Email: tpranger@logiCall.net

Website: www.logiCall.net

Specialty: Day Drives and Mini-Vacs for Timeshare and Vacation Clubs. Direct Mail, Internet Marketing and Inbound Telemarketing

With our multi-faceted campaigns, it's never been easier to generate prospective buyers. With 40 years of industry knowledge, we know how to keep our clients ahead of the competition. Call today to discuss which marketing platform is best suited to achieve your goals and learn why we are the future of tour generation.

TRADE ASSOCIATIONS



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

P.O. Box 2803

Harrisonburg, VA 22801

Phone: 800-636-5646 (U.S. & Canada) 540-828-4280

(Outside U.S. & Canada)

FAX: 703-814-8527

Email: info@care-online.org

Website: www.care-online.org

Contact: Linda Mayhugh, President

Specialty: Established in 1985, C.A.R.E. is one of the industry's leading associations in ethical standards and value propositions. Its internationally diverse member base includes Resort Developers, Management and Exchange Companies, HOA's, Travel Clubs and Wholesalers as well as industry suppliers bringing value-added revenue enhancement opportunities. Members that possess or seek rentable inventory for fulfillment set the foundation of C.A.R.E. with a multitude of scenarios for securing client vacations, increased inventory utilization and heightened yield management.

TRAVEL CLUB



Global Connections, Inc.

5360 College Blvd, Suite 200

Overland Park, KS 66211

Phone 1: 913-498-0960

Email: mgring@gcitravel.net

Website: http://www.explorepci.com

Specialty: Global Connections, Inc. (GCI) - A highly respected resort developer and leader in the travel club and vacation industry, offering travel club fulfillment and servicing, travel search engine development, component-based products, private labeled leisure benefits, exit and affinity programs, premium incentives, resort condominium and cruise fulfillment, wholesale and exchange opportunities. GCI is the owner and developer of resorts in California, Colorado, Florida and Tennessee and further owns and leases multiple resort condominiums throughout the U.S., Canada, Mexico and the Caribbean.

TRAVEL CLUBS AND EXIT PROGRAMS



Travel To Go

7964-B Arjons Drive

San Diego, CA 92126 USA

Phone 1: 800-477-6331 ext. 108

Email: info@TravelToGo.com

Website: www.traveltogo.com

Contact: Jeanette Bunn

Specialty: Travel To go has been specializing for over 27 years in offering travel club and exit programs, specializing in 8 days, 7 nights luxury resort accommodations, cruises, hotels, and more at discounted rates with 5-Star service. Please contact us to demo our state of the art membership programs. We offer bookings by phone with 5-Star customer service or online options 24/7.

We are "A+" rated with the BBB, licensed and bonded and offer merchant processing.

Please contact: info@traveltogo.com

800-477-6331, ext 108



TRAVEL INCENTIVES



Executive Tour and Travel Services, Inc.

301 Indigo Drive

Daytona Beach, FL 32114 USA

Phone 1: 866-224-9650

Email: Frank@ettsi.com

Website: www.ETTSI.com

Contact: Frank Bertalli

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

Distributor Inquiries Welcome

TRAVEL INCENTIVES



True Incentive

2455 East Sunrise Blvd. Suite 200

Fort Lauderdale, FL 33304

Phone: (800)684-9419

Fax: (954)707-5155

Email: cgring@true-incentive.com

Website: www.true-incentive.com

Contact: Clayton Gring

Specialty: True Incentive, known for its incentive product innovation and quality service, offers a dynamic online catalog of its products such as land vacations, airfare and cruises designed to impact a company's marketing and sales objectives. True Incentive has recently expanded its services to stimulate consumer motivation with: TruePerk, TrueAir and TrueLead. For more information www.true-incentive.com or salesinfo@true-incentive.com

CUSTOMERS AVAILABLE!

Advertise in Resort Trades
The most economical & effective
B2B resort industry marketing
tool available!

PRINT
Resort Trades
More Than 6,000 Readers Each
Month
eNewsletter
Resort Trades Weekly
20+% Open Rate EVERY
WEEK
TradesWEB
ResortTrades.com
24/7; Updated Daily

To Advertise, contact us at (931)
484-8819; adrep@thetrades.com



ASK how you can get
RESULTS
quickly using our
CLASSIFIEDS.

Contact Marla Carroll
931-484-8819

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ARDA www.arda.org 30	Meridian Financial Services, Inc. www.merid.com 31
Blackwell Recovery www.blackwellrecovery.com 11	National Hospitality Group2 www.nhgvacations.com..... 19
Concord Servicing www.concordservicing.com 7	Resort Data Processing, Inc. www.resortdata.com..... 12
Cunningham Asset Recovery Services www.timesharenonjudicialforeclosure.com 15	Resort Management Services www.resortmanagementservices.com 29
Customer Count www.mobiusvp.com 17	Safari Thatch, Inc. www.safarithatch.com 23
Cutter & Buck www.cbextra.com 21	Send Me On Vacation www.sendmeonvacation.org 23
Dial an Exchange, LLC www.daelive.com 32	SPI Software. www.spiinc.com..... 9
Dogipot www.dogipot.com 7	Steri-Fab www.sterifab.com 9
Empex Productions Unlimited www.watertoys.com 31	Sun Hospitality Resort Services www.sunhospitality.com 13
Global Connections www.exploregeci.com 5, 17	The Brookfield Co www.thebrookfieldco.com 13
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Hospitality Resources & Design www.hrdorlando.com..... 5	True Incentive www.true-incentive.com 11
International Fair Timeshare Agency www.paradiseapproved.com 5	Whitebriar Financial Corporation www.whitebriar.com 7
Kenyon International, Inc. www.cookwithkenyon.com 19	

Tell them you saw it in The Trades



Performance.
Value.
Trust.



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Resort Management Services
"The Resort Upgrade Company"
"Upgrading Resort Experiences"

We specialize in member upgrade
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INTEGRITY

AN ADHERENCE
TO MORAL AND
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CONFIDENCE

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TRUSTWORTHINESS,
OR RELIABILITY OF A
PERSON OR THING
A BELIEF IN ONESELF
AND ONES POWERS
OR ABILITIES, SELF
CONFIDENCE,
SELF RELIANCE;
ASSURANCES

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the resort
industry**



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Protect.

Through rigorous advocacy—and with your support—we work to foster a fair and robust business environment.



Connect.

Your involvement in our community helps us create a culture of learning and promotes valued relationships making us stronger as a whole.



Affect.

Together, we influence integrity and growth—driving the success of our industry.



Learn more at www.arda.org/membership.

Meridian Financial Services is a sophisticated third-party collection agency able to service whole and partial portfolios.

Services include:

- Full-Service Collection Agency for Domestic and International Clients
- No-Cost-to-Client Recovery Program
- Customized Industry Collection Strategies
- Credit Reporting
- Skiptracing
- Online Services
- Credit & Collection Consulting

Meridian is a veteran of the vacation ownership industry. We understand the impact of bad debt, as well as the importance of keeping your owners' accounts current, and preserving their confidence in the purchase decision.

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

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

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



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