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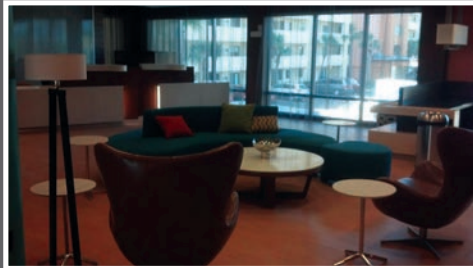


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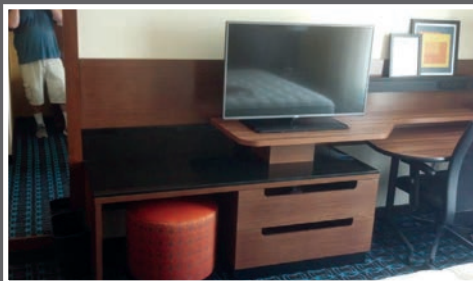
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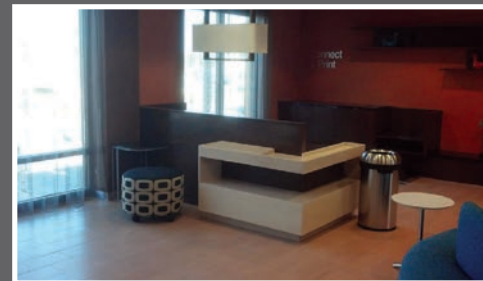


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2019: A Year of Change



Sharon Scott Wilson, RRP
Publisher Resort Trades



Of course, every year is a year of change, but for the timeshare resort industry it may be especially true this year. A few examples:

- Although Howard Nusbaum has promised to continue as president of ARDA at least through the 2019 ARDA World convention, he announced his intention to retire during the fall conference in November 2018.
- Experts project that the industry will continue to consolidate as a handful of large companies – mostly publicly held – will absorb smaller entities.
- The trend of declining viability of aging resorts has continued to grow over the last decade. Slip-sliding away, as Paul Simon might say, is a result of various apparently irreversible factors.*
- And don't even let me get started discussing the emergence of timeshare cancellation companies – a self-immolating business at best!

In view of the industry's, ... uh, evolution shall we say, *Resort Trades* has taken a fresh look at our mission of providing industry information and business advice to the professionals who have made the

resort business their 'career home.' We've seen other publishers in this niche reduce their services and even disappear altogether. This causes *The Trades* to feel the call to serve more strongly than ever. Yes, it's a calling to serve what is certainly NOT a shrinking audience, but a changing one. After all, our readers are those still marketing and selling vacation ownership, as well as managing and operating resort and travel companies.

2019 promises to be a year of change and growth for *The Trades*. After some pretty intensive, internal soul-searching, we are arriving at the point of completing a review and retrenching of our direction as a niche marketing company. Through our products, which are not only off- and online publications, but also the provision of consultation and SEO value-added services to those vendors and suppliers who undergird our industry, we enrich our reader's experience. We broaden horizons; we educate and illuminate. Occasionally, we even inspire.

We hope that 2019 is a year of positive change and growth for you, the reader. We have met so many of you during our thirty years in the resort industry. We know you to be smart, energetic,

entrepreneurial/intrapreneurial, and more importantly, devoted to making your customers happy. We sincerely wish you an enjoyable fun-filled day-to-day job, a profitable career, and a lifetime that is a fabulous adventure.

Sharon Scott Wilson is Publisher at The Trades Publishing Company, a Twenty First Century niche marketing company. Her firm, THE TRADES INK Content Marketing (formerly known as SharonINK PR & Marketing), is a subsidiary of The Trades.

*Rob Webb ticks off deficiencies typically experienced by maturing resorts in a January 2014 *Vacation Ownership World* magazine article, "Timeshare legacy resorts: what is the true situation and what is to be done?" "I would say that the core problems of legacy resorts include some or all of the following: (i) lack of professional management; (ii) lack of adequate reserves; (iii) a resistance by the HOA board of directors to impose an adequate assessment for operating expenses; (iv) an underperforming or non-existent external exchange relationship; (v) an aging owner base that no longer uses the resort or that wants to exit ownership but is generally unable to; and (vi) diminishing resort maintenance standards" ■

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Best Work Place

By Marge Lennon



Dan + Shay are Diamond Celebrity ambassadors who perform private concerts for members throughout the year.

Diamond Resorts Creates Events of a Lifetime for Members

Diamond Resorts offers destinations, events and experiences to help members make a habit of breaking from the routine. From unforgettable getaways to exclusive concert series to VIP receptions and dinners, members turn to Diamond to recharge, reconnect and remind each other what

matters most. Our focus on quality resorts, customer service and flexibility means members can return to a favorite resort, book a cruise to explore new countries or attend a once-in-a-lifetime event with the same level of confidence and anticipation. With access to a world of entertainment and activities, a Diamond membership ensures that people are always looking forward to vacation.



Cabo Azul Resort_Los Cabos.Mexico

How we differ from other timeshare companies. Our Events of a Lifetime experiential vacation platform is unmatched in the industry. No other companies are doing it with the success we have had over the past several years. In 2018, we held more than 3,000 of these events, including VIP chef experiences, meet and greets with sports stars or private concerts with big-name musicians such as Cole Swindell and Lauren Alaina. Through the platform, our members have access to a world of entertainment and activities that are handpicked just for them and planned perfectly to turn any getaway into an unforgettable escape.

Our events, coupled with our exclusive Member Escorted Journeys and Club Adventures, set Diamond apart in the industry and make for the ultimate

Diamond Resorts: At A Glance

- Global headquarters in Las Vegas and Orlando, Fla.
- About 8,500 team members
- Network of several hundred resorts around the globe
- More than 500,000 owners and members
- Held more than 3,000 Events of a Lifetime in 2018
- 19 Diamond Celebrity ambassadors
- DiamondResorts.com
- @DiamondResorts on Twitter, Instagram and Facebook

Characteristics

vacation package. Our members have no shortage of vacation options, whether they want to relax in the comfort of their favorite home away from home, cruise to another country or explore somewhere new.

Having a strong company culture is a major key to success, so we've put a focus on not only ensuring our team members are passionate and dedicated about our company mission, but building an environment that allows them to thrive. In doing that, we've created a culture where being part of Diamond Resorts feels more like being part of an awesome family.

Team member benefits. Outside of our culture, each department holds various contests and programs throughout the year to keep teams motivated. Each year, we also hold an annual company-wide awards event for our top performers. Those we qualify and are invited, receive a once-in-a-lifetime vacation experience – on us. The million-dollar event is a way for us to say “thank you” for all their hard work and to motivate them to continue going above and beyond next year. One of the best benefits team members receive is access

to discounted stays at our Diamond Resorts managed properties around the world. We're a vacation company and we always encourage team members to ensure they're taking their well-deserved time off.

Philanthropic efforts. We also place a focus on taking care of our communities. Giving back is a key tenet of our brand. As a company, there are several missions we take part in, including hosting events for local Boys and Girls Clubs, holding food drives and collecting toys for children during the holidays. Many of our resorts and regional offices also partner with their local charities to ensure we're taking care of the communities we call home. We also make philanthropy a key piece of our professional golf tournament, the Diamond Resorts Tournament of Champions. Since 2013, live and silent auctions held during the tournament have helped raise more than \$3.5 million for charity. We have no doubt that number will continue to grow with the tournament.

Looking ahead to 2019. Our focus for 2019 will be building on our innovative experiential vacation

program and developing new marketing techniques to continue expanding our owner base. We launched our Events of a Lifetime platform several years ago and have seen incredible success while consistently making adjustments to meet the desires of our members, owners and guests. Our goal is to take the platform to new levels using innovative techniques and strategic partnerships with celebrity ambassadors while continuing to find ways to improve vacation experiences.

Come join us! We have a passionate and driven team, and are always searching for ways to expand on our best-in-class workplace by recruiting top talent. Our dedicated recruiters hold job fairs throughout the year and we often invite candidates to experience some of our unique experiential platforms before they commit to joining our team. Those interested in learning more about our company and what it's like to be part of the Diamond family can follow @DiamondCareers on Twitter. You can also sneak a peek at some behind-the-scenes team member action by searching #LifeAtDiamond. ■

Who's Running the Show

Chief Executive Officer Michael Flaskey has more than 25 years of executive leadership experience in public and privately-held companies, with a key focus on growth-oriented companies within the real estate and vacation ownership industry.

Throughout his tenure at Diamond Resorts, the company has achieved unprecedented growth both organically and through strategic acquisition integration. Mike has shifted the traditional timeshare marketing and sales model to an innovative, hospitality-infused process that includes a high-touch upstream engagement stance, thus providing owners and guests with a service-first approach. He has also put a focus on growing Diamond's leading experiential vacation model, revolutionizing the vacation ownership industry as a whole. Mike has overseen, developed and delivered strategic partnerships and relationships with numerous prominent sporting and entertainment professionals that resulted in the creation and growth of our innovative Events of a Lifetime® franchise, the Diamond concert series and, most notably, the Diamond Resorts Tournament of Champions™.

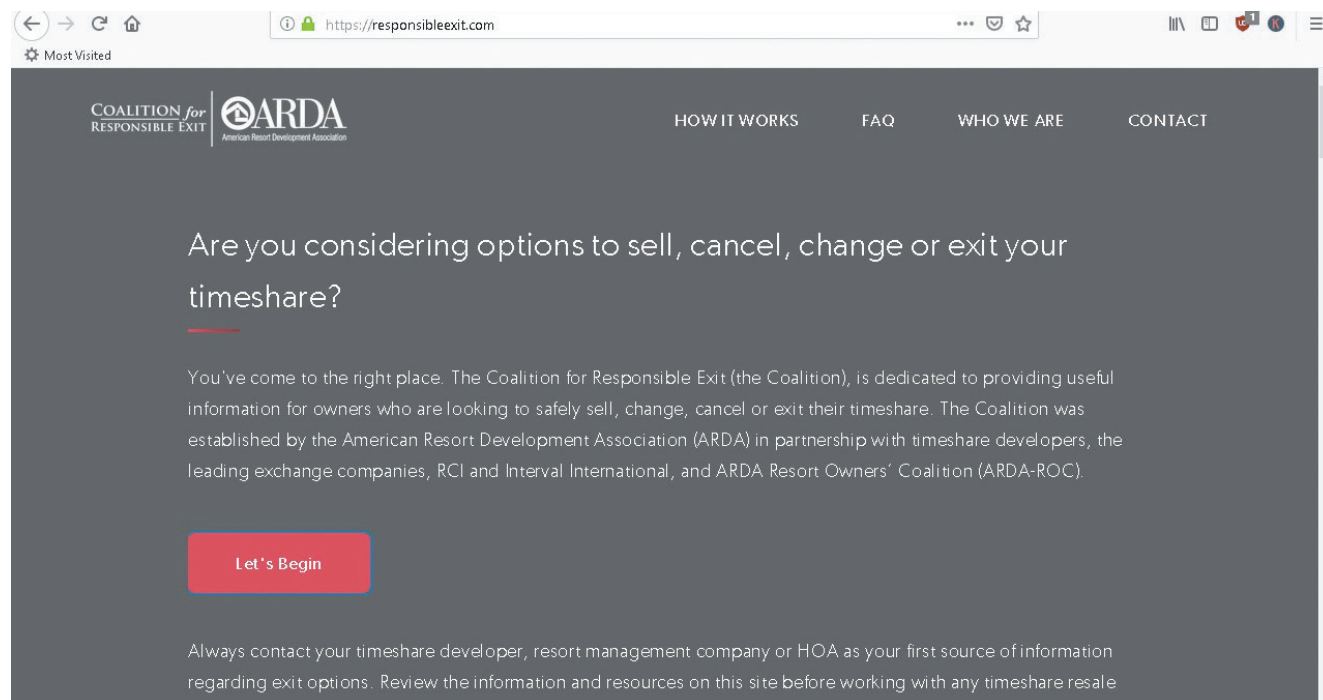


Lauren Alaina, another Diamond Celebrity ambassador, singer, songwriter, actress and 10th season American Idol runner up

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.

Developers Launch ‘Responsible Exit’ Programs and Resources for Owners

By Jeff Weir



Just in time for the holidays, US developers launched a “responsible exit” program to accomplish what none of them ever wanted to include in their business plans --- a clear and efficient way for longtime owners to get rid of their timeshares.

The Coalition for Responsible Exit was recently created by the American Resort Development Association (ARDA) in partnership with 15 timeshare developers, exchange companies RCI and Interval International, and ARDA’s Resort Owners Coalition, known as ARDA-ROC. The coalition’s initial output is a comprehensive website, <https://responsibleexit.com/>, that provides resources, tips, tools and developer contacts for owners who want to pursue

resale, deed-back, cancellation or other exit options.

The website is easy to navigate. It provides common sense tips on how to research exit options (such as, contact your timeshare company or resort HOA, first, to investigate your options; or, contact your exchange company, or ARDA-ROC). It also offers direct links to the customer-care centers for every company that is participating in the coalition, as well as telephone contacts for

exit specialists at ARDA-ROC (800-515-3734). Finally, the site answers “frequently asked questions” for timeshare owners who are contemplating an exit plan. A key question for many owners: how to avoid scams on the resale market.

While most companies have developed internal exit programs for members, very few, until recently, ever wanted to talk about them. That’s because they’re focused on high-dollar retail sales to new

and existing customers, not on helping longtime owners get out of their contracts. Wyndham, the world’s largest timeshare company, changed this dynamic three years ago when it introduced Ovation, which offered a variety of deed-back options for members. In recent months, other major companies have followed Wyndham’s lead by launching customized (and different) exit programs for members. However, there are still no comprehensive exit programs for owners whose resorts are managed by independent homeowner association boards --- which explains why RCI and Interval are members of the coalition. Exchange companies routinely work with thousands of owners and hundreds of so-called legacy resorts to help them monetize unused inventory and defaults.

“This is a great first step for the industry, and more will follow,” said Peter Roth, ARDA’s vice president of marketing, communications and industry relations. “As a coalition, we want to take back the narrative and let people know they can call back their developer instead of spending money” on third-party exit companies.

The coalition includes Club Wyndham, Diamond, Hilton, Holiday Inn, Hyatt, Margaritaville, Marriott, Shell, Sheraton, Vistana, Welk, Westgate, Westin, Worldmark and Capital Resorts. Bluegreen and others are expected to join soon.

“Our mission is to provide information, resources and tools for owners looking to exit. There’s no selling, no fluff, no BS,” Roth added. “We want to focus on what you can and should do. As a coalition, our message is the same (even though) individual programs are different.”





By any measure, creation of the exit coalition is a major sea-change for an industry that focused on retail sales while the secondary market not only expanded, exponentially, but became a breeding ground for up-front fee companies and law firms that, at times, preyed upon owners who are desperate to get out of their timeshare contracts.

Exit Coalition Dovetails with Developer Lawsuits Against Exit Companies

The coalition's outreach to consumers complements the industry's two-year legal

crackdown on transfer-and-relief firms that, according to lawsuits filed by developers, have interfered with customer contracts, urged owners to stop paying maintenance fees, and charged owners thousands of dollars for cancellation services.

In one such case, according to an ARDA press release, the Tennessee Supreme Court recently disbarred attorney Judson Wheeler Phillips, founder of Castle Law Group, on a variety of charges related to consumer fraud complaints. Castle subsequently ceased operations in the face of numerous lawsuits from

Diamond Resorts. In the aftermath of a similar consumer-fraud case prosecuted by Wyndham against American Consumer Credit, one of the largest exit companies, ACC filed for bankruptcy on Sept. 8. Wyndham continues to press its civil case against ACC's principals.

"Seeing two significant actions against these companies sends a very clear message to others trying to take advantage of timeshare owners. You won't get away with it," said Robert Clements, ARDA's vice president of regulatory affairs.

Clements, a former deputy attorney general in Florida, heads up ARDA's Joint Investigative/Enforcement Task Force to combat fraud in the secondary market. The task force lobbies authorities to take regulatory action against companies that defraud owners in conjunction with consumer protection initiatives waged by ARDA-ROC, the owner group funded by contributions from maintenance fees.

"These actions send a strong signal to criminals that fraud and deceptive activities will not be tolerated by our industry," said Ken McKelvey, chairman of ARDA-ROC.

For more information about the Coalition for Responsible Exit, contact your timeshare company or HOA. For many aging owners who have long enjoyed their timeshares, the time to investigate legal exit options is right now, because maintenance fees are typically due, for most companies, during the first quarter of every year. ■

Jeff Weir is the chief correspondent for RedWeek.com. He writes about timeshare issues on a monthly basis. Jeff previously worked as a daily newspaper reporter in California and Washington DC, as a press secretary in the US Senate, and as the global PR director for National Semiconductor in Silicon Valley. He is well versed in legal, legislative, consumer and economic issues impacting the travel industry and timeshare owners.

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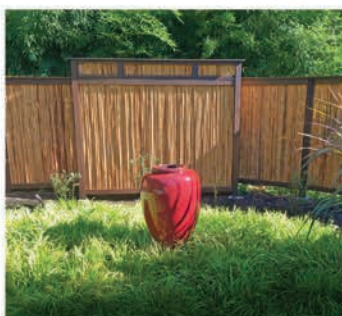
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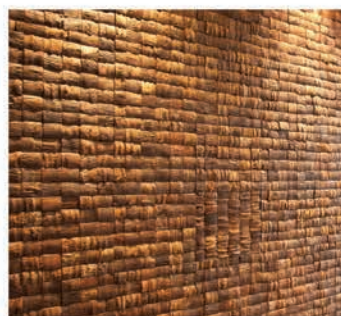
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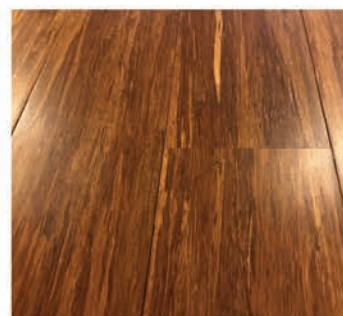
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Is Your Legacy Resort Sustainable?

By W. John Funk, Esq.*



The term “legacy resort” generally refers to hundreds of “sold out” resorts that were created prior to the 1990s that are managed by owners associations. Most are single site and smaller than newer resorts.

Most have deeded ownership. Most have not been in active sales for many years. Most have an older population that constitutes the majority of its ownership base. Their owner base is shrinking as owners default or abandon their timeshare interests. While many are well maintained, their properties have smaller units and seem dated compared to those of newer resorts.

These are some of the challenges facing legacy resorts. What’s to be done?

The single most important task for an association is to commission an analysis of the resort to determine whether or not it is sustainable. A sustainability analysis will look at the state of the membership, the quality of its management and board of directors, the condition of the property, the financial circumstances of the association,

including its operational budget, its debts, its reserves, its collections and the amount of bad debt, the legal structure of the resort, including its provisions for amending or terminating its organizational documents, the status of the legal title to its timeshare inventory and resort property, the effectiveness of its market-

ing outreach and communications with its owners, its comparison to other resorts in its market area, and other relevant information.

Once the profile of the resort has been established, the next important task is to identify its options. Should it continue on its present course with some adjust-

ments? Should it downsize to fit the number of its units with the size of its membership and sell the surplus property? Should it merge with another local resort and gain strength in numbers? Should it dissolve the timeshare program and repurpose the property for another use?

These are difficult questions and should not be answered by a board of directors in isolation. It has a fiduciary responsibility to its owners to manage the resort properly in their best interests. Informational materials and meetings should be held with the owners to get their views. Consultation with legal counsel, real estate brokers, marketing companies and other service providers should be conducted as appropriate to give the board an understanding of the challenges of the options under consideration.

What should a board of directors be thinking about?

These are some of the considerations. Is the resort competitive with other resorts in its market area and likely to be so for years to come? If the membership is shrinking, how does the resort effectively sell its inventory? Are larger clubs or timeshare companies interested in acquiring the resort or blocks of timeshare inventory? What is the consequence to the control of the association?

idea → plan → action



If that option is not viable, what is involved in establishing a sales program? Is the legal title of the timeshare inventory and resort property good and marketable? How much money is required to maintain and improve the resort property to satisfy existing owners and attract new ones? How does the resort create loyalty – personal touch through exceptional communications, fresh experiences, or attractive pricing and dues?

If the sustainability of the resort cannot be assured, is it feasible to downsize to a footprint that is sustainable? How would that be achieved and what would be the cost/benefit of such a course of action? Is there a local resort that could be a good merger possibility? How does one approach the merger prospect and explore the opportunity? If none of the other options makes sense, what is involved in terminating the timeshare program and selling the property? Will a termination result in meaningful proceeds to its owners?

How should a board of directors implement a plan?

Ultimately, the board of directors needs to produce a plan of recommended action and present it to the owners for approval. What approval is necessary will depend on the resort's organizational documents. It is critical that the board get broad authority to execute the plan and be given discretion to modify the plan as necessary to achieve its ultimate objective. The authority should include the right of the board to

execute documents on behalf of the owners.

Once the direction of the resort is determined, then the board must diligently carry out the plan of action. It is likely to take time, money and effort to accomplish. Inevitably, there will be surprises down the road, and the board will have to adjust the plan to respond. Experience has shown that one of the biggest headaches involves getting clear title to the resort property if the plan involves a sale. A board should employ professionals to assist it because much of the work is technical and complicated. However, if the plan is well conceived and realistic, at the end of the day a board will have discharged its fiduciary duty to the owners and leave them in a better place.

What directors should do right now.

The most important takeaway from this article is that doing nothing is not a choice. Every board of directors of a legacy resort needs to be thinking about the question of sustainability and what steps it should take to answer that question. ■

W. John Funk practices law with Gallagher, Callahan & Gartrell, P.C. in Concord, New Hampshire. He specializes in resort and finance law.



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Proper Employee or Independent Contractor

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A business might pay an employee and an independent contractor for providing similar or even the same work, but there are important legal differences between the two. Determining whether a worker is an employee or a contractor is not always a cut and dry decision, but rather requires an analysis of multiple factors.

Unfortunately, there is no bright-line test, and for each situation the individual facts and circumstances involved must be analyzed. In the past, the Internal Revenue Service (IRS) has a list referred to as the “20-Factor Test”, but some of the factors are no longer as relevant as they once were. Now this list, which can be found on the IRS website, is used as more of an analytical tool and more emphasis is put on the overall situation by IRS agents.

What Is an Employee?

An employee is someone who works in exchange for a specific wage or salary. The employer withholds income tax, Social Security, and Medicare from wages paid. The characteristics typical of an employee include:

- Typically only work for one company
- Eligible to receive benefits
- Job training provided
- Do not have to supply their own tools or workspace

What Is a Contractor?

An independent contractor typically works for themselves, oftentimes as freelancers who consult or work on specific projects. They make their money by providing services to various clients/companies. The customer does not withhold taxes from funds paid to the independent contractor. Employment and labor laws also do not apply to independent contractors. Here are some characteristics typical of an independent contractor:

- Set their own hours
- Negotiate their own rates and fees
- Choose their own workspace
- Can work for multiple companies
- Use their own tools

Making a Determination

To determine whether a worker is an employee or an independent contractor, a company must weigh certain factors to identify the degree of control it has in the relationship. Generally speaking, the more control the company has, the more likely the

recipient is an employee. The more independence the worker has, the more likely they are an independent contractor. There are three main categories to focus on when making this determination: behavioral control, financial control, and relationship of the parties. Below are some examples of these factors.

1. Behavioral Control

- Does the business have the right to direct and control the worker, even if the right is not being exercised:
- Employees are subject to more direct control.
 - What work is being performed?
 - How is the work being completed? With contractors the customer is generally more concerned with the end results than with the processes.
 - The degree of instructions provided.
 - More detailed instruction and supervision usually indicates an employee.
 - Periodic or ongoing training on how to do the job.
 - Contractors normally already have the necessary skills and training.

2. Financial Control

- Does the company control the financial and business aspects of the worker's job:
- How is the worker paid?
 - Hourly or salary are most common for employees.
 - Flat fee by job or a commission is common for contractors.
 - Are worker's expenses reimbursed by company?
 - Contractors are more likely to incur unreimbursed expenses than an employee.
 - Can a profit or loss be incurred?
 - A contractor can control the costs associated with the project and earn a profit if the job is managed well, or suffer a loss if the costs exceed expectations.
 - Since an employee's expenses are reimbursed, they do not have the risk of financial loss.
 - Who provides the tools and supplies?





- o A significant investment is often a good indicator of a contractor.
- Does the worker work predominantly or completely for one company?
 - o If so, the worker is likely an employee.

3. Relationship of the Parties

- Is there a written contract?
 - o An employment contract spells out job title and description, if there will be a probationary period, frequency and amount of pay, and benefits, among other factors.
 - o A contractor agreement will indicate the duration, services to be provided by the contractor, and how much and when the contractor will be paid.
- Are there benefits provided such as insurance, PTO (sick or vacation), or a retirement plan?
- Will the working relationship continue?

- o Employees are often thought of as more indefinite or “long-term.”
- o Contractors are likely to be more “short-term” or have a fixed period of engagement.
- Is the work being provided a key aspect of the business and is the service being provided similar to the work the business does for its customers?
 - o If the worker provides the same services as the business itself, the worker is likely an employee.
 - o The more vital a worker is to the business, the more likely they should be classified as an employee.
 - o If the worker is in a different line of business or has a specialized skill, they can be classified as a contractor.

Different Factors for Different Reporting Agencies

While the IRS has their own guidelines in resolving the employee

vs. contractor issue, it is important to recognize that the IRS and Department of Labor (DOL) have different standards. Each state also has different tests regarding workers’ compensation and unemployment insurance laws. Many states use an economic realities test that makes it harder to classify a worker as an independent contractor. In addition to the test regarding degree of control, many states also consider how economically dependent the worker is on the business.

Consequences of Misclassification

An employer must show that there is a reasonable basis to classify a worker as an independent contractor in order to escape the burden of paying employment taxes for the worker. If it is determined that a contractor should have been classified as an employee, the IRS may hold the company responsible for the employment taxes of the worker. If it is determined by the IRS to be “willful neglect”, substantial penalties could apply. Conversely, if a company includes an independent contractor in their defined benefit pension plan, it risks the plan losing its tax-exempt status. Misclassification can also affect unemployment compensation claims. If a contractor files for unemployment with the state, it may decide that the facts and circumstances warrant that they really should have been an employee. As a result, the business

could be subject to having to pay additional fines and penalties beyond just the unemployment claim.

If a clear decision cannot be reached by the business as to how to classify a worker, it would be best to consult a tax professional or business attorney. They can help the business contact the proper governmental authority to request a ruling. If in doubt, the worker is most likely an employee and should be treated as such. It is prudent to err on the side of caution in uncertain circumstances, as a worker misclassification can bring unintended headaches to a company. If the circumstances surrounding a worker’s classification are nebulous, use the tools available for determination of status and be sure to document the conclusion for substantiation in the event of an examination of the classification. ■

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SEO: Could What You Don't Know Hurt You?

By Sharon Scott Wilson



We recently got a call from a resort company's chief marketing officer requesting copywriting services for news releases and magazine articles. A good start, but we recommended attention should also be paid to their online presence. After all, a Google search is the first thing a prospective customer does when planning a vacation.

Maybe, like me, you're not a SEO professional. But tremble as we might, we know the buck stops here. We need to be aware of some common misconceptions about how Google's algorithm works and learn all we can about how to make it work for us. Whether or not you're doing the actual hands-on work, or entrust these activities to an expert, understanding the world's most prominent search

engine is just about the most vital thing you can do to make sure you lead that race to the top of the search page.

In the case of our new client, we needed to review their online strategy and help their webmasters improve their ranking on Google.

Today, Google algorithms are looking for 1) authority in the form of your

site's overall strength in the market; 2) trustworthiness, as in hosting high quality content and backlinks from reliable sources; and 3) the relevance of your site to your product and your users.

According to SEO 2019: Learn Search Engine Optimization with Smart Internet Marketing Strategies, by Adam Clarke, Search Metrics (<https://www.searchmetrics.com/glossary/google-keyword-planner>) provides the following short list of the top Google ranking factors:

1. Overall content relevance
2. Click-through rate
3. Time-on-site
4. Bounce rate (lower is better)
5. HTTPS – security certificate installed on the site
6. Font size in main content area (larger is better)
7. Number of images
8. Number of internal links
9. Total social media activity
10. Number of backlinks

These factors are from a study released in 2016. After its release, it was announced that Search Metrics would no longer publish their rankings whitepapers. But odds are good that the above factors remain in effect with the notable addition of mobile support. In fact, we're constantly hearing about more emphasis being placed on the need for sites to be mobile-friendly.

The Internet and Your Marketing Mix

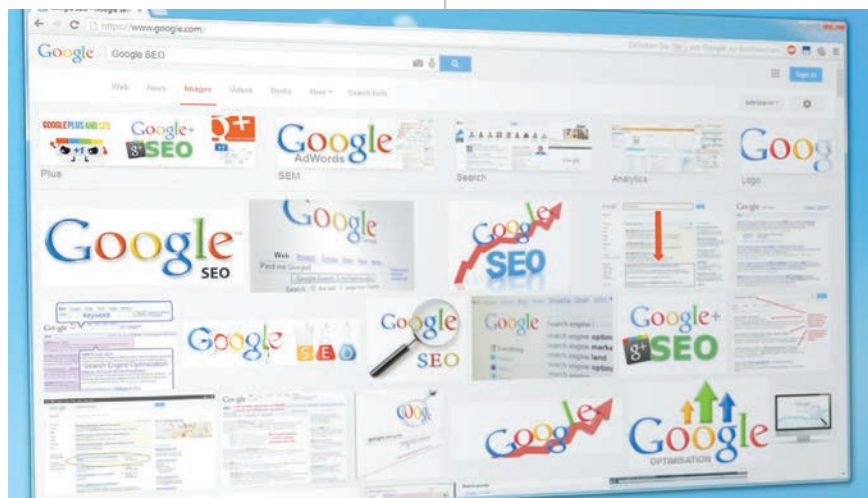
Prospective customers are learning about the world around them through the Internet every day, whether consciously or otherwise. Your challenge is to educate them about the value of your services, but first you need to show up on page one of a search results page. Advertising on Google will certainly help and brings with it some additional access to Google reporting.

But with or without advertising, the first step would be to identify your optimal keywords. Gone are the '90s when you could cram keywords into a page of copy. These days, keyword stuffing's about as passé as spats and suspenders. But relax, there are plenty of tools to help assess the most effective ones for your business.

Next on your to-do list would be to ensure your site is readable to Google's spiders through on-page SEO. Among other tactics, this entails using search engine-friendly URLs. Your URLs should accurately reflect the content of your page. Next, make sure your site's easy to navigate. "For an additional SEO boost, include links to pages you want visible to search engines and visitors on the home page," adds Clarke.

If your site loads like you're waiting for a red light to turn green, this could hamper your search engine results. Plus, beware of duplicate content that might cause you to be penalized. Other tricks of the trade include controlling your site's snippets, building backlinks, and maintaining an active and consistent social media campaign.

Continued on page 19



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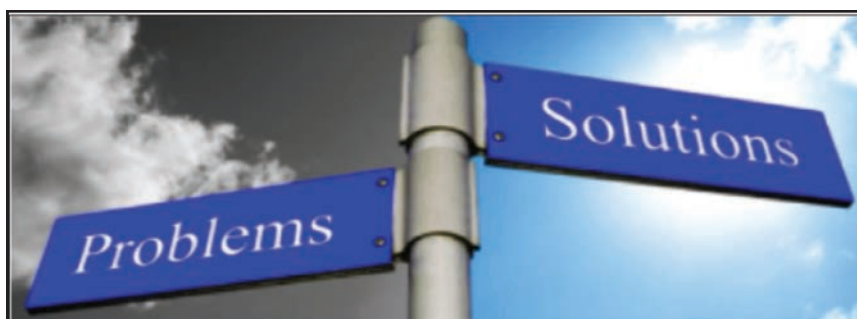


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Blogging and Other Secrets

In her book, *Own Your Niche: Hype-Free Internet Marketing Tactics to Establish Authority in Your Field and Promote Your Service-Based Business*, Stephanie Chandler notes that the number one tactic to build your audience and establish your authority online is to produce a lot of content. "This includes writing on blogs. And today you have to not only have your own blog – so that you can publish whatever you want,

whenever you want to – but you must also guest post on other blogs."

As I wrote in my May 2018 Resort Trades article, "4 Reasons Why Blogging is Still Relevant" (<https://resorttrades.com/4-reasons-why-blogging-is-still-relevant>), blogging helps you 1) optimize your website, 2) connect with the right customers and connect more frequently, 3) maintain archived content that continues to work for you, and 4) connect with customers.

Remember to focus on quality, not just volume. This includes composing blog posts that are of the right length. In my September 2018 Resort Trades article, "Online Lead Generation: Pipe Dream or Full Pipeline?," I discuss ideal article lengths by referring to an article in Forbes written by John Rampton in 2016 (forbes.com/sites/johnrampton/2016/05/05/7-seo-trends-every-small-business-needs-to-know). Rampton says, "Searchmetrics, for instance, found that the top 10 pages contained an average of 1,285 words. serpIQ, on the other hand, has found 1,500 words to be a good target length."

Another article suggests the number may eventually change as more readers sign on with mobile devices. According to a post by snapagency.com, (snapagency.com/blog/posts-2018-whats-best-length-seo), "In the past couple years, the best post length for SEO was around 2,000 words. Longer blog posts ranked better, but evidence also seems to suggest that readers don't typically want to read posts this long."

"One of the most powerful on-page SEO strategies is adding more unique, fresh content to your site," observes Clarke. "If you consistently add new pages to your site, you are going to receive more traffic. In fact, not only can you increase your traffic, you

can receive an exponential traffic increase as you publish more content.

"It's a no-brainer when you think about it. This is why blogs, publishing, and news-type sites consistently get good results in search engines. More content means more rankings, more visitors, and more sales."

Finally, a word about quality: If you're planning to handle the creation and distribution of content, yourself, you may wish to reconsider. Are you going to be able to produce and distribute quality materials consistently? You may well have the intellectual capacity on staff to research, write, post and follow through with the various tasks to optimize your blogging activities. But, before tossing a new, and fairly weighty, additional burden into your team's in-basket, make sure they have the time to make it a priority. Otherwise, you may be better off outsourcing your company's online content production. ■

Sharon Scott Wilson is Publisher of Resort Trades and Golf Course Trades magazines. Her firm, THE TRADES INK Content Marketing (formerly known as SharonINK PR & Marketing), is a subsidiary of The Trades Publishing Company.



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Rediscovering the Magic!

ARDA World Returns to Orlando

By Judy Kenninger



River Island Resort at Orange Lake has a 12-acre, lush tropical island setting with a 1,200-foot lazy river-style pool surrounded by beach-style pools, spas, waterfalls, waterslides, restaurants, bars and more.

After sampling the delights of Las Vegas, New Orleans and Hollywood Beach, Florida, the 2019 ARDA World Convention and Expo returns to Orlando April 7-11 at the Hilton Orlando. It's only fitting as many of the industry's biggest brands and largest independents are based there, and most of those that don't have resorts in the area.

After sampling the delights of Las Vegas, New Orleans and Hollywood Beach, Florida, the 2019 ARDA World Convention and Expo returns to Orlando April 7-11 at the Hilton Orlando. It's only fitting as many of the industry's biggest brands and largest independents are based there, and most of those that don't have resorts in the area.

When Wyndham Destinations spun off from its parent company, Parsippany, New Jersey, just couldn't compete. "Orlando is the right location for Wyndham Destinations to launch our new company," says Michael D. Brown, president and chief executive officer. "Florida is one of the most desirable states in which to do business, and we appreciate the partnership of the state and local economic development partners that helped us arrive at the decision to establish our headquarters here. With 72 million visitors last year, Orlando was America's most visited destination and we're proud to call Orlando home."

Wyndham Destinations employs more than 25,000 people

around the globe, including 3,500 in Central Florida, where the company established its headquarters in June of 2018. Wyndham Destinations has 19 vacation resorts in Florida, including six in metro Orlando. Its Wyndham Bonnet Creek Resort at Walt Disney World was named one of the Top 5 resorts in Orlando by Conde Nast Traveler last year. As is the case with other developers, they report that Orlando is their most frequented destination.

Orange Lake Resorts—which operates Holiday Inn Club Vacations—is building a new \$30 million facility in Orlando, which will house 1,500 of its 5,000 nationwide employees. In an Orlando Sentinel article, Tom Nelson, president and CEO, said the company wanted to solidify its presence there "There is something very unique about this area," he said. "People save their money to make that trip here."

Orange Lake operate two resorts in Orlando with 2,506 villas: Orange Lake Resort and Orlando Breeze Resort, representing 33 percent of the company's 7500

villas nationwide. "Because of Orange Lake Resorts proximity to Orlando's world class attractions, the size of Orange Lake Resort and its many family friendly amenities, Orlando continues to be the single most requested resort destination," says Brian Martin, senior manager of public relations. They have, however, branched out. "While Orlando is a great selling point because of its popularity, our recent expansions allows our owners to choose a variety of destinations and experiences, and we utilize the flexibility of our club product to sell our products as much as the destinations where our resorts are located."

Other long-time Orlando players include Marriott Vacations Worldwide (Marriott Vacation Club, Sheraton Vacation Club, Ritz-Carlton Destination Club, Hyatt Residence Club, and St. Regis Residence Club, among others), Westgate Resorts (one of the world's largest timeshare resorts) and Hilton Grand Vacation Club (four Orlando resorts). Disney Vacation Club is based in nearby Celebration.

A newer player in the market is staySky Vacation Clubs, which was introduced by staySky Hotels & Resorts in 2014. Although staySky Hotels & Resorts has over 1,100 units in the Central Florida market, four of its Orlando resorts are mixed use properties with staySky Vacation Clubs currently using 36 dedicated units. Orlando remains a top draw. "We have members that will exchange through Interval International to return to Orlando at resorts outside of our own when our availability may be low," says Randy Steinbeck, vice president of resort operations.

With this concentration of timeshare developers, competition for talent is fierce. How do these companies set themselves apart? "The company culture that we have fostered along with offering what we believe to be one of the 'richest' benefits packed memberships available for not only the sales team, but all team members to stand behind," Steinbeck says.

"In large markets such as Orlando, there is strong availability of experienced timeshare sales executives," says Maria Ruiz-Hays, Wyndham's vice president, sales development, recruiting & training. "What attracts them to Wyndham Destinations is our compensation and benefits packages, our commitment to their long term success, the amazing learning and development opportunities and our long history of growing and promoting from within. Additionally, we have a marketing operation second to none, so that our representatives are kept busy and touring well-qualified guests. We are committed to preparing great talent and supporting their career transformation. Our award winning training team and process is second to none and prides itself on the preparation and performance of our new associates."

Martin adds, "We have an extensive benefits and compensation package along with industry leading recognition programs." He also cites the new headquarters. "It was designed around our team member

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experience with natural lighting, a cafe, fitness center with classes and cutting-edge technology. Now all of our teams can work collaboratively across all of our business units."

Orlando's quality of life is another asset in attracting employees. "It is like nowhere else," Ruiz-Hays says. "Orlando is huge and it has diverse neighborhoods and experiences for every lifestyle! Whether you want a gated community, to live on a golf course, a home on the lake, near the action, or rural, it is all here. I am a fan of downtown, an area rich with art galleries, theaters, science museums, fabulous restaurants, drinking establishments, shops and green areas such as Lake Eola, with events and activities every week."

Where to Go During ARDA World – Advice from the Locals

- For those that want to take in the outdoors, I would recommend Wekiwa Springs State Park. It's one of Orlando's most popular parks for locals because of its miles of hiking trails, natural springwater pool (it's a bit chilly) and sightseeing. For a unique restaurant and nightlife experience, I recommend Mango's Tropical Cafe on International Drive. It has world class night life, entertainment and dining--50,000 square feet of fun. – Brian Martin, Orange Lake Resorts
- If you make it to downtown Orlando, I love Dove Cote and Kress for dinner and a great Sunday brunch at the Bohemian. --- Maria Ruiz-Hays, Wyndham Destinations
- Beyond the obvious, there is Mango's Tropical Café and Dinner Show, the ICON Orlando 360 complex featuring

the 400' observation wheel known as the Orlando Eye and several outstanding restaurants at Disney Springs. – Randy Steinbeck, staySky Vacation Clubs

Fast Facts

- In 2017, Orlando welcomed a record 72 million tourist visitors.
- The World Travel and Tourism Council says tourism pumps \$23 billion into Orlando economy.
- Orlando's population has grown 51 percent since 2000 — nearly three times the national average rate.
- Coming attractions in 2019: Star Wars: Galaxy's Edge at Disney World's Hollywood Studios in the fall, a revamped Harry Potter roller coaster ride at Universal's Islands of Adventure and a recreated Sesame Street land at SeaWorld Orlando. Also, construction is scheduled to begin on Virgin Trains' expansion to Orlando from South Florida.

Worst Orlando Advice

My company Captran's first timeshare in Orlando, Orlando Resort & Club, was a condo conversion located on International Drive, which was little more than a cow path about two miles long. I remember Kemmons Wilson of Holiday Inn asking me of what I thought of him starting Orange Lake in Orlando. I told him not to build a resort in Orlando as it was only a two-day stay destination. -- Keith W. Trowbridge, president, Executive Quest Inc. ■

Judy Kenninger heads Kenninger Communications and has been covering the vacation real estate industry for nearly two decades.

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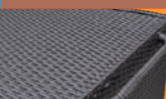
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The Multi-generational Workplace

By: Clara Rose



For the first time in history, four very distinct generations are working side by side in the workplace. Individuals with different values, different ideas, different ways of getting things done and very different ways of communicating are now occupying the same work space.

Wikipedia says this about communication: Communication is the activity of conveying information through the exchange of thoughts, messages or information, by speech, visuals, signals, writing or behavior.

Communication, both visual and verbal, is the foundation for all daily Interactions. People convey wants, needs, desires and intentions through words and body language. The challenge of effective communication in the workplace lies in the understanding of the differences in those people.

While workforce differences include a number of factors; such as gender, cultural and ability differences – generational differences is a diversity topic that does not

seem to get the same amount of discussion or training consideration.

Working effectively and efficiently for maximum productivity, quality and customer service requires an understanding of the differences represented in each team member. Let's consider some of the basics.

Communication Cycle

Each person has their own set of filters. How they see and experience the world filters every message that they send out or receive, coloring each interaction.

A sender expresses a thought or idea – this message is expressed through their own filter - the receiver also has a set of filters that colors each

interpretation of the thought or idea. Finally the roles are reversed and the receiver becomes the sender, with the response passing through the same barriers to complete the communication cycle. This overly complicated definition paints a visual that sheds some light on the importance of understanding team member filters and differences.

Generational Differences

Research indicates that some communication differences are generational. Each age group has underlying values, or personal and lifestyle characteristics, that seem to correspond with each generation.

Family gatherings are a good example of communication within a multi-generational

atmosphere. It seems that the more family members at a function... the greater the chances for conflict. It is simply, different generations behaving and communicating differently.

Not every person in a generation will share all of the various characteristics of that generation but the studies do show a general pattern.

Additionally, those born at the beginning or end of a particular generation may have characteristics of the adjacent generation. Of course these are generalizations that do not take the strengths, weaknesses or personality differences into account.

Veterans (sometimes called the Silent Generation or Traditionalists) in general are those born between 1922 and 1945 and still make up a part of the workforce. For some it is a matter of choice, for others a matter of necessity. Their view of respect, authority and technology is often very different from other generations. Experience is respected and obligations are serious to them. They can be intimidated by new technologies and off put by a boss that looks to be twelve years old.

Baby Boomers (sometimes called Boomers) in general are those born between 1946 and 1964 and they make up a large segment of the workforce. They tend to be team players that prefer the face to face meeting and appreciate money and title recognitions.

There is a subset of this group known as the Alpha Boomers that hold a significant place in the economy.

Continued on page 29



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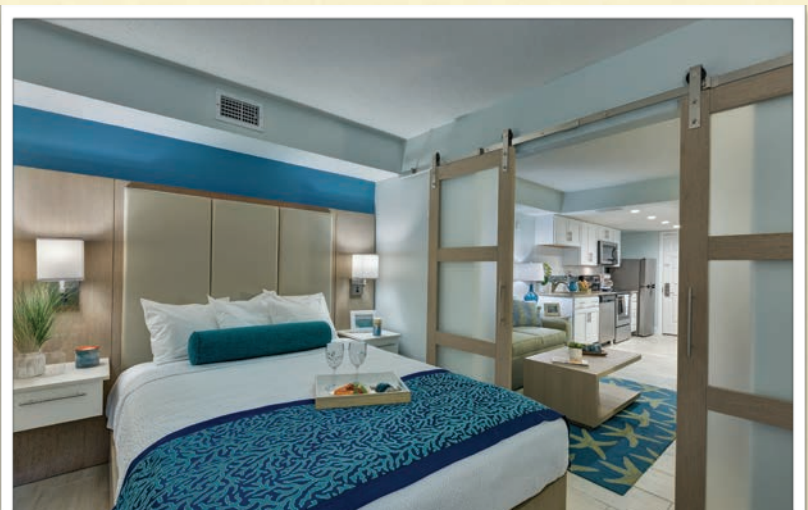
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Continued from page 26

- 53% of Alpha Boomers (adults 50-64) are working Full-Time
- In fact Alpha Boomers hold the highest paying jobs
- 47% More Likely than the average Adult to hold Top Management positions
- 42% More Likely than the average Adult to be C-Suite Executives

Generation X workers (sometimes called Gen X or Xers) in general are those born between 1965 and 1980 and those that require the most work autonomy to be content. This self reliant group likes some structure and direction but expects everyone to contribute in the execution of tasks. They are not afraid to make waves for change or move on to another job to find work fulfillment. Depending on the personality type they can have a tendency toward an entrepreneurial spirit.

Generation Y workers (sometimes called Gen Y, Millennial or Echo Boomers) in general are those born between 1981 and 2000 and are multi-tasking their way into the workforce daily. This new generation is more socially connected than any other group and they tend to find a tribe that is like minded for work satisfaction.

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Workplace Relevance

These four generations working side by side can cause challenges in the workplace, the best defense against conflict is education. Beyond the daily interactions of team members, an understanding of generational differences in our customer base is also vital.

Understanding our generational differences can help us to tailor our message for maximum effect, regardless of the task at hand. When we understand HOW someone thinks, we are better able to communicate! ■

For more information about understanding the multi-generational workplace and staff training, contact Clara Rose.

Clara Rose is the founder of Creative Alliance and co-founder of Nationwide Compliance Alliance. She is a professional speaker, trainer and writer; who specializes in diversity awareness; more specifically, disability sensitivity and generational communication gaps in the workplace.

Additionally, she believes that success is NOT accidental, merely the implementation of a sound strategy and the correct tools.



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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!

CONTENT MARKETING

THE TRADES INK Content Marketing

P.O. Box 261
Crossville, TN 38557
Phone: 310-923-1269
Email: Sharon@TheTrades.com
Website: www.TheTrades.com
Contact: Sharon Scott Wilson, RRP
Specialty: Print and online marketing content, including blog and social media posts, feature articles, news releases, and advertorial. Full service marketing packages available including assistance with strategy and planning, writing and design, media contact, and ad creation and placement.

DIRECT MAIL AND MARKETING



LogiCall Marketing

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

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

Jon Fredricks, CEO Welk Resorts LLC

Tell them you saw it in The Trades

ESTOPPEL PROCESSING



RequestmyEstoppel.com

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

EXCHANGE COMPANIES



Dial An Exchange LLC

7720 N 16TH ST STE 400
Phoenix, AZ 85020 USA
Phone 1: 800-468-1799
Phone 2: 602-516-7682
FAX: 602-674-2645
Email: michelle.caron@daelive.com
Website: www.daelive.com
Contact: Michelle Caron
Specialty: Simple, no fuss exchange service with a priority on personal service for the consumer. We offer members and business partners:
• A free membership option
• A Gold Advantage membership option
• 24 hour access to live worldwide inventory
• Prepaid exchange voucher programs
• Prepaid bonus week voucher programs
• Revenue share programs
• A Brandable exchange platform that can be used as a compliment to any internal exchange program



A Better Way to Exchange

Resort Travel & Xchange

521 College St
Asheville, NC 28801 USA
Phone 1: 828-350-2105 Ext. 4448
Email: cviolette@rtx.travel
Website: www.rtx.travel
Contact: Corina J. Violette, Director of Resort Partnerships
Specialty: Resort Travel & Xchange (RTX) is a timeshare and vacation ownership exchange company based in Asheville, N.C. RTX works with a number of resorts and developers to provide the best exchange options possible to its members. In addition to exchange services, RTX offers a number of travel benefits and discounts to members. Additionally, RTX provides low-cost benefits to partners including opportunities for rental income through assistance with resort inventory. RTX has approximately 70,000 members.

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

**Gregory Crist
CEO, National Timeshare Owners**

EXCHANGE COMPANIES



Trading Places International

25510 Commercentre Dr Ste 100,
Lake Forest, CA 92630
Phone: (800)365-1048
Fax: (949)448-5141
Email: jesse.harmon@tradingplaces.com
Website: www.tradingplaces.com
Contact: Jesse Harmon
Specialty: At Trading Places (TPI), customer service isn't just a friendly voice; its offering what our members really want. TPI recognizes the outstanding performance of the vacation ownership industry, and has developed, for over 40 years, a collection of vacation products and services which vacation owners, developers, and resort associations consider truly valuable – including our FREE Classic exchange membership allowing members to trade through TPI with no annual fee.

FINANCIAL SERVICES



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.



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!

HOSPITALITY INTERIOR DESIGN



Hospitality Resources & Design, Inc.

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

HOUSEKEEPING SERVICES



Jani-King International Inc.

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



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."

LANDSCAPE AMENITIES



The Brookfield, Co.

4033 Burning Bush Rd
Ringold, GA 30736 USA
Phone 1: (706)375-8530
FAX: (706)375-8531

Email: hgjones@nexband.com
Website: www.thebrookfieldco.com
Contact: Hilda Jones

Specialty: The Brookfield Co. designs and manufactures fine concrete landscape furnishings. Offering 70+ styles/sizes of planters plus fountains, benches, finials and stepping stones, this company provides the best in customer service. All products are hand cast and finished in fiber-reinforced, weather durable concrete. Many beautiful finishes are offered. Custom work is available. Still run by the two founders and designers, the 30 yr. old Brookfield Co. sells direct to landscape professionals, developers and retailers. Site delivery nationwide. All products ship from Ringgold, GA

LEAD GENERATION



LogiCall Marketing

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



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

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LEAD GENERATION



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**

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.

MANAGEMENT & OPERATIONS



Liberté Resort Management Group

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

Email: liberteceo@tampabay.rr.com
Website: www.libertemanagement.com
Motto: "From NEW to LEGACY Resort Management"
Specialty: Dennis 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.



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 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

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McKinney, TX 75070
Phone 1: (619)825-2121
FAX: (732)892-0085
Email: appliedsciencelabs@att.net
Website: www.ASL88.com
Contact: Rodger Williams

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

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

PEST CONTROL/DISINFECTANT



SteriFab

PO Box 41
Yonkers, NY 10710
Phone: (800)359-4913
Fax: (914)664-9383
Email: Sterifab@sterifab.com
Website: www.sterifab.com
Contact: Mark House

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

PET SANITATION



DOGIPOT

2100 Principal Row, Suite 405
Orlando, FL 32837 USA
Phone 1: 800-364-7681
Website: www.dogipot.com
Contact: David Canning
Specialty: DOGIPOT® has numerous product designs made from various materials to help fit all of the possible needs of our customers in helping solve their dog pollution issues. We have the most aesthetically pleasing, commercially durable products on the market that are very economical. No one can match our experience, customer service, selection of products or reputation in the market. DOGIPOT® products offer dependability that saves you money!

POOL & WATER FEATURES EQUIP. & MAINT



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

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.

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.



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.

RENTALS AND RESALE



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.

**Do YOU see your
company HERE?
If not call us at
931.484.8819**

RESALES



Bay Tree Solutions

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

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
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Contact: Dave Heine
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Email: brad@watertoys.com
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Email: info@care-online.org
Website: www.care-online.org
Contact: Linda Mayhugh, President
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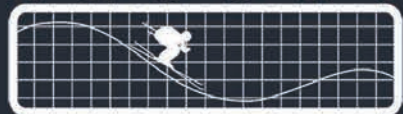


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