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I'm gonna spend every minute appreciating life!

We all wear masks, and the time comes when we cannot remove them without removing some of our own skin." —Andre Berthiaume

I am going to share with you what is under my mask. My cancer has spread to my brain and it is growing in my lungs again. It is my little secret because I don't have the heart to tell my 3 girls that their mommy's sickness is getting worse. My name is Rosemarie and I am a metastatic breast cancer survivor. Even though my girls don't know the severity of my sickness, they are very smart and intuitive. They see the effects of my chemo.

As a woman (and a mom), we take care of everyone else first!! I might not look sick on the outside, but on the inside, I have those fears that every cancer survivor has. My mask hides my fears well, but I know this is not healthy. I would love to be given the opportunity to work on myself and come home a happier mommy, wife, and family member. ~ Rosemarie



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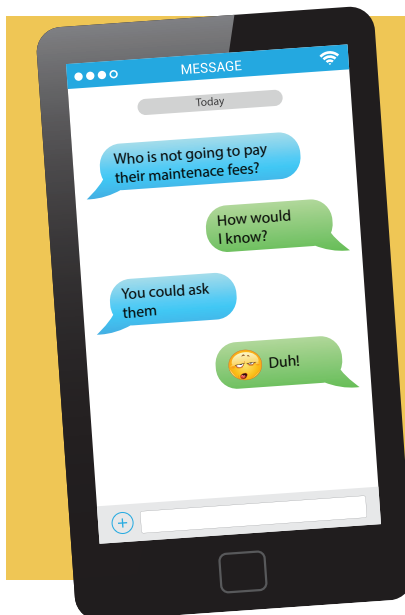
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Why your website & content MUST be Mobile

By John Heffernan, EVC Marketing



We all do it, don't we? We use our mobile devices like smartphones and tablets to satisfy our immediate need to search, find and engage with websites.

We are in that instant mobile-first world where we demand instant gratification with accurate search results delivering just what we're searching for.

Statistically, it's acknowledged that our increased use of mobile devices means mobile search

- If our site is mobile-friendly, will that be good enough?

Whatever your question – you need to check your site NOW!

So, what exactly is "mobile-first indexing"?

There's a multitude of mobile-first explanations on technical blogs and social posts with jargon and acronyms only those working in digital marketing understand.

will display content based on the type of device it's being viewed on? If your clients are searching on their mobiles, do they get a mobile-friendly version of the site? Or do they get the same website they would see on a desktop screen they may have to manoeuvre about?

If you have a resort website that is not responsive, the lack of a mobile-friendly user experience may have a negative impact on your site's search rankings. If not now, it is more likely in the future to be the case.

There are other factors that you need to consider with mobile-first indexing including:

- Designing content for viewing on mobile devices first, desktop second.
- Having a site that loads quickly (page load speeds).
- Optimising images and video for mobile viewing.
- Making click through links and calls-to-action more prominent and clickable on a mobile screen.
- Adapting search optimisation techniques for mobile-first

Does your website need TLC?
Technical – Links - Content

#1. Technical

To succeed in Google mobile-first search, you need to make sure

your website and content are built on solid foundations and all your technical bases are covered. This includes page speed, structure, language and design optimisation. And don't forget about Google Analytics and Google Search Console.

Make sure your site has a security certificate (Secure Socket Layer or SSL) changing the domain name URL from HTTP to HTTPs (e.g. <https://www.evcmarketing.com>). A non-secure site will simply deliver a "not secure" statement and any visitor will click back and leave.

Remember, you need to deliver a great user experience in the right time, with the right content, on the right device.

#2. Links

Links still play a major role in search engine optimisation (SEO) so check your sitemap links, privacy policies and click links on your mobile pages

#3. Content

Make sure your mobile site has high-quality, valuable content with Meta data, titles, and optimised images.

And the changes to search don't stop there. Another recent Google algorithm update introduced the hungry techie to the principle of E-A-T: **Expertise – Authority – Trust.**

Your website, content, message, tone of voice, where and how often

Mobile first is NOT a new Google index. It is the new way your content will be added to the existing index.

now far exceeds the use of search on desktop/laptop devices. More importantly, it's how your clients are searching.

And search engines are well aware of this seed-change in search behaviour and they are evolving to meet our needs.

Google search results will become mobile first on July 1st, 2019 with "mobile-first indexing". It's the latest Google development to make the web more mobile-friendly.

But what does this mean for us, the business owners?

- Do we have to change anything?
- Or everything?

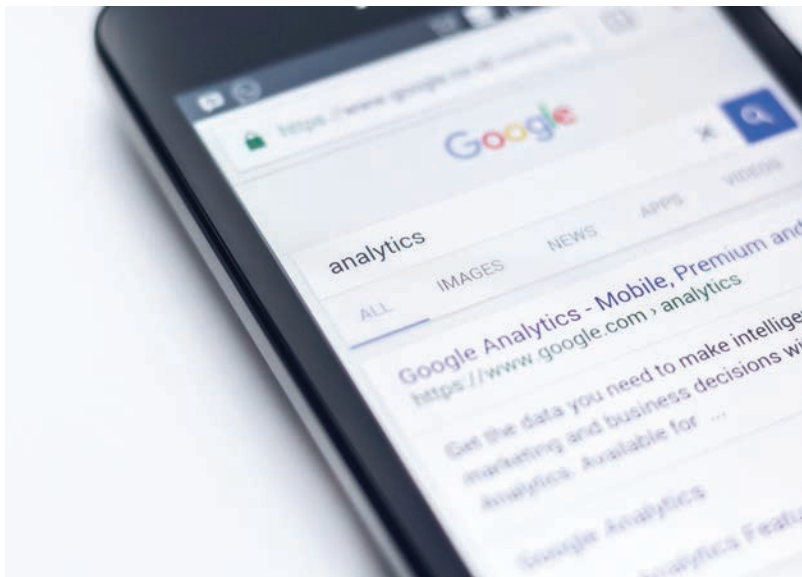
In plain English, mobile-first means:

- Before July 1st, Google indexed the content from the desktop version of your website first.
- From July 1st, Google will index the content from your mobile version of your website first.

Mobile first is NOT a new Google index. It is the new way your content will be added to the existing index.

It's all down to whether your resort website is responsive or not.

By responsive we simply mean that different versions of your website



you post or publish and who it is aimed at for likes, shares, mentions and comment all help you to establish your expertise and authority.

The higher the quality of content, the easier it will be to establish authority and trust. No content for content sake. You need a mobile-first content marketing strategy.

What if your site is already mobile-friendly or responsive?

Where your website is already responsive, the mobile version should already match the desktop version. However, you will need to ensure that the mobile experience is optimised from a user perspective (e.g. page speed, load time, navigation, and so on).

Good news if your site was built in Wordpress. Most Wordpress sites already have a responsive design – both mobile and desktop content will be compatible.

What do you need to do now?

Don't panic!

When Google indexes your mobile site version, you will receive a notice in your Google Search Console (you'll need to consult your techie team).

In the meantime:

- Undertake a mobile-friendly site performance test.
- Test your page load speed.
- Check the mobile parity between mobile and desktop versions.
- Review your site design on mobile screens.
- Review your content user experience on mobile screens.
- Create a mobile first content strategy.
- Create mobile friendly content

(shorter sentences, compact paragraphs, large and clear fonts, larger tap buttons).

- Techie-check Google Analytics/Google Search Console to see where your traffic is coming from.

This change to Google search is also a good time to add to your brand's digital marketing strategy. Take the time to:

- Review your keywords – ever heard of Latent Semantic Indexing? It's all about content relevance.
- Establish your brand reputation (reputation management) and use the mobile-first update within your reputation marketing.
- Review the current site links you have.
- Review your video content and images.
- Review your calls-to-action and how you respond to mobile clicks and enquiries.



John Heffernan has been a renowned keynote presenter, digital marketer and trainer at the forefront of digital marketing since 1997. A long-standing advocate of integrated marketing to deliver high investment return, John has worked on multi-channel strategies in numerous business sectors focusing on: Search – Social – Video – Content Marketing – Email – Web project design, Reputation Management & Digital Strategy development – Training. He is director at RedLive.media and a key member of the EVC Marketing team. EVC Marketing has over 25 years' experience in the timeshare resort sector and delivers marketing consultancy, social media management, content copywriting and digital marketing support.

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as The New American Home and the New Southern home. Kate was inspired to create 2WayChaise during her travels around the world. The patent-approved 2WayChaise is unique and signature to her distinct taste, eye for functionality, and design.



Kate Clarke is a professional interior decorator with a long-standing reputation for exquisite taste, unique design, and a very outstanding record of great style. Originally from

2WayChaise is expertly crafted from highly durable materials, designed to withstand harsh outdoor weather conditions and extensive use over time. Each chaise is constructed



with a highly durable frame made of aluminum that will not rust. The sling fabric is weather resistant and can be replaced at any time quickly.

The unique, patent-approved design is feature-rich and can be customized in several ways to match your brand,

shades: brown or grey, chosen by our interior designers. The beautiful Sunbrella fabric cushion is available in a wide variety of color options to complement any brand palette. Additional customization requests can be met within the design parameters.

Each chaise comes with a 5-year warranty on both the frame and Sunbrella fabric. The sling fabric comes with a 3-year warranty. The lounge is eco-friendly, made in the USA and is guaranteed to support up to 350lbs.

2WayChaise is available by special request. To place an order, contact us for a personal design consultation at 407-801-4680 or info@2waychaise.com, or visit our virtual showroom online at <https://www.2WayChaise.com>. Our team of expert designers will discuss how to customize 2WayChaise to match your brand, style, and unique personalization needs.



specifications, and style. 2WayChaise is available in three unique design styles to suit a range of uses. Each design includes a frame, Sunbrella cushion, and sling material. The frame can be powder-coated to match your brand's desired color perfectly. Options are also available to add a faux-wicker exterior, as well as accessories such as a drawer with secure locking capability, solar charger, and personalized logo plate.

The faux-wicker exterior is available in two attractive



the UK, Kate has been adding her exceptional touch to homes for over 25 years. She has decorated many luxury custom homes and feature homes such



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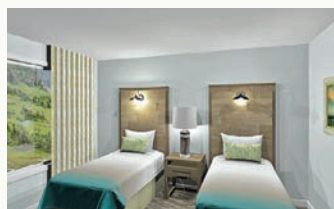
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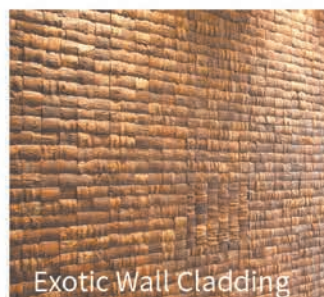
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The Three “P’s”:

The secret to attracting and retaining top resort talent

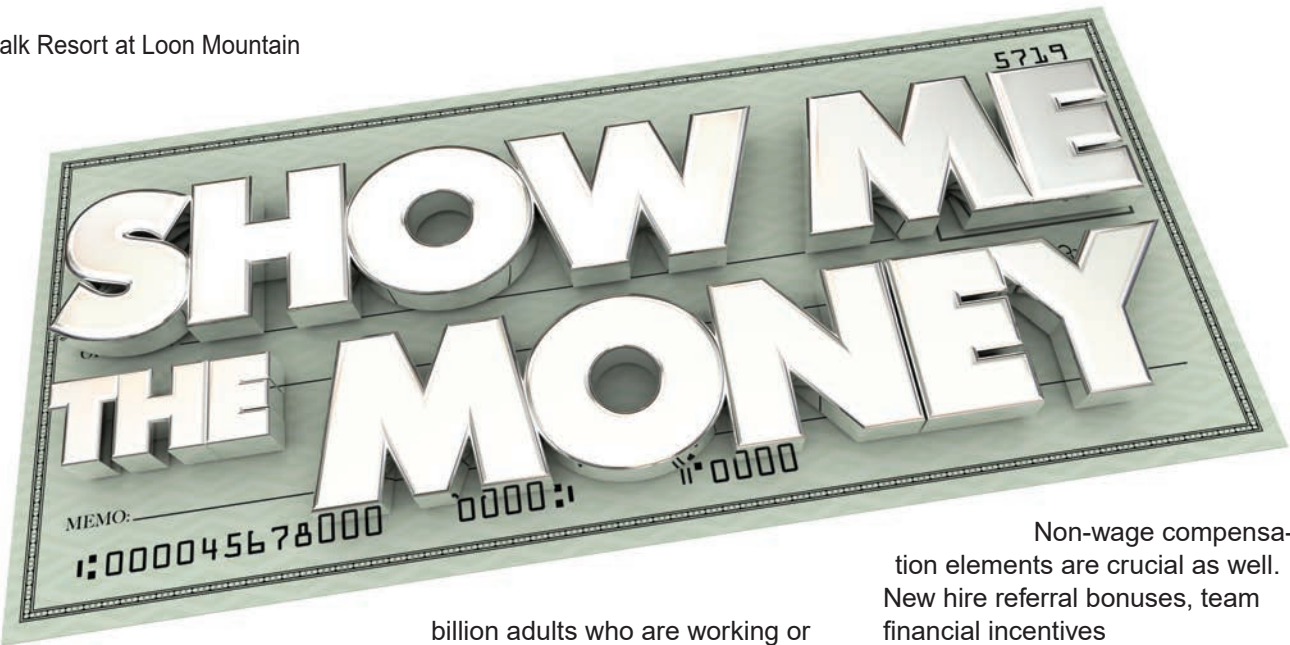
By: Renee Blood, General Manager, RiverWalk Resort at Loon Mountain

Resorts are a “high-touch” industry, where service is equally if not more important than the amenities and location. Guests pay to be treated with respect and care, and expect that employees from the head chef to the housekeepers will work diligently and cheerfully to give them the best experience possible.

The easiest way to ensure superior service is to incorporate the principle that happy employees = happy guests. Which is why hiring and retaining good employees should be just as important to a resort as guest satisfaction. Sterling employees can set a resort apart from the competition and ensure a constant stream of those all-important five-star reviews. An engaged, happy and motivated workforce is far more likely to go the extra mile for guests than one that is treated as an afterthought.

Attracting and keeping good staff is both an art and a science, and not all resorts get it right. At its simplest, it can be boiled down to three core concepts which are inextricably intertwined:

1. Pay employees well
2. Praise them emphatically and often
3. Promote them personally and professionally



3. Promote them personally and professionally

However, in today’s hiring and retention environment, these tenets are inextricably woven into the culture of the business itself. In fact, one-third of job seekers would pass up the perfect job if the corporate culture was a bad fit.

It all starts with the hiring process. To attract the best candidates a resort should first and foremost look at its benefits package. Keep in mind that 7% of the world’s 3.3

billion adults who are working or looking for work have a great job.

How competitive is it with other resorts’, or with other big employers in the area? With the possible exception of non-profit organizations, people don’t work for altruistic reasons. They work to feed their families, pay their mortgages, and put gas in their cars.

Pay is the linchpin of the equation. If it’s industry-leading and incorporates regular raises, more and better candidates will apply. Adding a sign-on bonus can also create an atmosphere of competitiveness and further incentivize the cream of the crop to apply.

Non-wage compensation elements are crucial as well. New hire referral bonuses, team financial incentives (when certain targets are met), lodging discounts for employees and their families, paid time off, and flexible work schedules increase the overall attractiveness of the package and help attract a larger pool of high-quality applicants. “Non-wage” also pertains to business culture: 42% of employees say learning and 48% say development is the most important benefit when deciding where to work followed by health insurance (Udemy).

The interview process is the important next step. Outdated or cookie-cutter approaches will not reveal the true strengths and talents (or weaknesses) of candidates, which is why creativity and innovation is key. Instead of consecutive one-on-one interviews using standard questions, perhaps utilize a panel approach, or try group interviews where candidates are challenged to solve a sample problem collaboratively or competitively. Giving candidates a spontaneous trade-related test task during the interview is a good way to discover which ones have solid industry knowledge and can think on their feet.

Once the best candidates have been locked in and hired, retention is the next challenge. Businesses with a strong learning culture enjoy employee engagement and retention rates around 30-50% higher than those that don’t. In addition to “pay,” two other “Ps” are instrumental in keeping employees on board and happy.



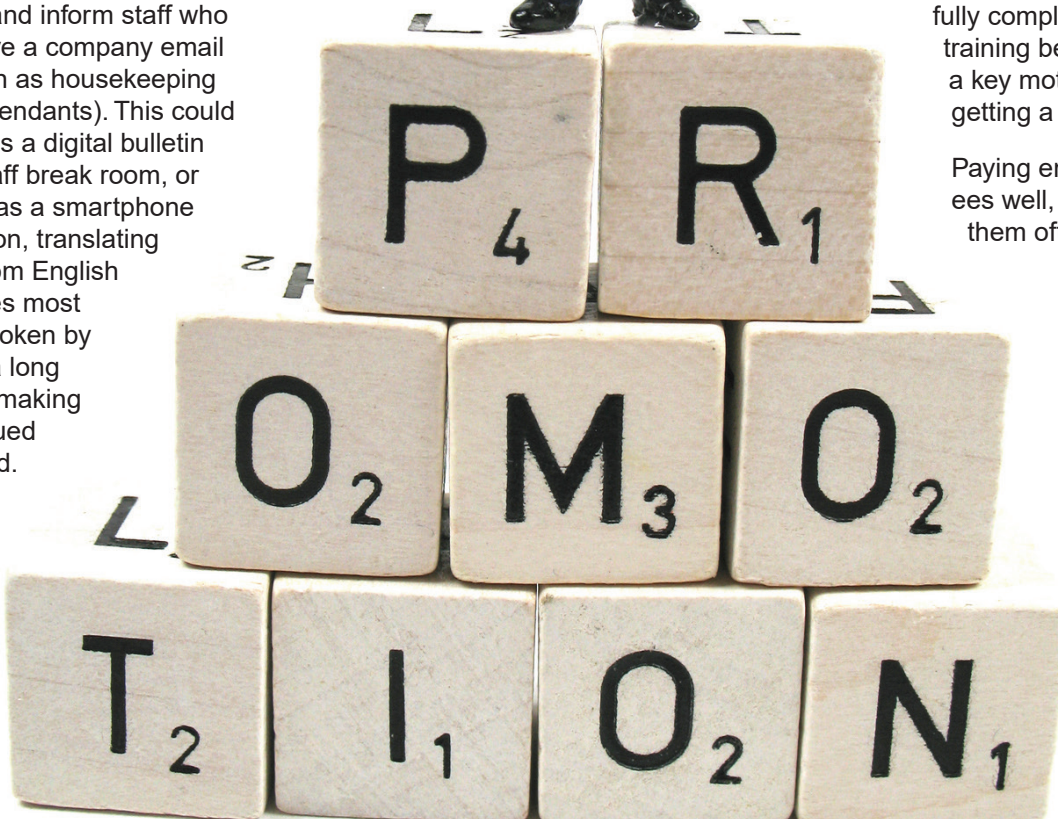
First, ongoing praise is essential. Why? Because employees are motivated to work better and harder if they know that their work is valued and appreciated. In fact, 19% leave their jobs because they do not feel appreciated for the work they do. I believe in recognizing good work often and rewarding spontaneously in a million little ways, because the fact is that 6 out of 10 employees are currently (and quietly) seeking new employment opportunities. Some ideas and tactics include:

- Personally thanking individuals for going above and beyond (using personalized hand written thank you notes)
- Doing something special for them that they do for others
- Recognizing birthdays and work achievements in creative ways during employee meetings or parties
- Holding quarterly luncheons, holiday parties and seasonal departmental outings
- Sending holiday cards and offering holiday gifts

A corollary to praise is making sure employees feel heard and valuing their input. For example, having a suggestion box (and actually monitoring it regularly) and an open-door management policy lets staff know that they have a voice in how things are done (or could be improved) at the resort. If email is your resort's primary mode of communication, be creative in how you engage and inform staff who might not have a company email account (such as housekeeping or parking attendants). This could be as simple as a digital bulletin board in a staff break room, or as high-tech as a smartphone app. In addition, translating messages from English into languages most commonly spoken by staff can go a long way towards making them feel valued and respected.

Second, promotion from within demonstrates to employees that they can have a future with the company. This gives them a sense of security and promotes loyalty – among both staff and guests. Cultivating longevity fosters a culture where staff are proud to say they work for your resort, and guests plan return visits in anticipation of seeing familiar friendly faces. Furthermore, promotion should enable employees to move from the lowest levels all the way to upper management, if they are so inclined - 41% of employees leave because they were not given challenging work or a career path. We've all heard stories of staffers who started out as hourly dishwashers or front desk clerks and progressed through the ranks to become the head chefs or reservations managers; this should be the rule, not the exception.

The path to promotion is facilitated by a robust training program, another element of employee engagement. Offering career training and development would keep 86% of millennials from leaving their current position. Teaching best practices on the job and off and offering depart-



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mental and cross-departmental training not only gives staff the tools to perform their job well and offer superior guest service, but also motivates them to seek promotion. And when merit increases are tied to performance – which I believe makes more sense than offering automatic annual increases – successfully completing training becomes a key motivator to getting a raise.

Paying employees well, praising them often and

moting them personally and professionally is the winning trifecta of staff hiring and retention. If we are employees' cheerleaders and always look out for their best interests, we can ensure they feel appreciated and empowered. This strategy ultimately pays dividends in loyalty, engagement, and guest satisfaction.



Renee Blood is the General Manager of the RiverWalk Resort at Loon Mountain, where she is responsible for the operation of the newest grand luxury resort in New England. Renee has been in the hospitality industry for over twenty five years and has held a variety of management positions for Marriott Hotels International in both corporate and independently owned properties and also ran the third largest market for Expedia, Inc. while living in Orlando, FL.

How to Save Money on Fumigation Projects

By: Noel McCarthy



So, one of the worst things that can happen to you as a resort owner/manager has happened: a guest has complained about a pest (or pests) in their room or suite. Perhaps the ‘invaders’ appeared in one of your cabins or a chalet; maybe in the changing rooms at the pool or in a lounge area; conceivably in a dining room or bar area; maybe even your golf carts or the shuttles you use to ferry guests around the resort. At this point, however, it really doesn’t really matter if you’re dealing with getting rid of bed bugs, mice or silverfish. What is important is that you tackle the problem immediately.

Fumigation options

Let’s assume that your infestation problem is serious enough that you have to fumigate, rather than manage the problem yourself (more about that later). Keep in mind, however, that fumigation, even on a small scale, can be costly and time-consuming. However, it is very effective, which is why so many resort owners go for this option.

The (usually licensed¹) specialists of a reputable company will be able to make a more accurate assessment of the problem than you can and take the appropriate steps. You may think that, depending on the pest (or pests) involved, the problem may be relatively easy to address. But don’t count on it! Especially since your business and your reputation is on the line here.

Be aware that the type of pests you’re dealing with will have a direct impact on the cost of your fumigation efforts. For instance, cockroach or ant infestations will generally be easier to deal with than, say, a bed bug infestation or a termite invasion. So, be sure that the PMC you hire properly identifies all the pests involved (there may be others you didn’t know about).

Last, but by no means least, fumigation is a labor-intensive and time-consuming operation that takes time. Don’t expect a PMC to do the job in a couple of hours and then declare the infested areas fit for habitation. It doesn’t work like that—and no reputable operator

will tell you that. Beware if they do! The chemicals used during the fumigation process are extremely toxic, so neither you, your staff, nor your guests should be allowed anywhere near a site that’s being treated.

Finally, keep in mind that the fumigated areas will not be safe for occupancy for several days; you’ll have to quarantine the area(s) involved until your contractor gives you the ‘all clear’.

Cost considerations

Obviously, you should have your PMC explain the costs of fumigation, in detail. Fumigation prices depend on the type pests (or pests) and the square footage of the site involved. For instance, eliminating termites is far costlier (and labor-intensive) than eradicating bed bugs, so should expect a PMC to adjust its prices accordingly.

Generally speaking, costs can be anywhere from \$1 to \$3 per square foot. So, a room that is roughly the size of the average

studio apartment (500 square feet) may cost between \$500 and \$1,500. Larger rooms, say between 1,000-1,200-square feet apartment, might cost \$1,000 to \$3,000 to fumigate. If you have suites anywhere from 2,000 to 5,000 square feet, you could be looking at costs between \$2,000 and \$5,000.

To keep costs within reason and your budget you might keep some of the following items in mind:

- Make sure that your PMC is targeting only the pests that have been identified. Remember that ants and bedbugs require less time and work than termites, and your costs should reflect that.
- If your PMC elects to ‘tent’ a building or facility to accomplish the fumigation process, this will certainly increase your costs. Have your PMC explain why they are electing to ‘tent,’ and whether or not the number of affected rooms/areas is justified.
- If you are considering doing the fumigation yourself, be aware

that most states regulate who can undertake fumigations (certification is often required) and control access to the kinds of chemicals required.

- While you can certainly save money by using aerosol 'bombs' to treat infested areas, keep in mind that they are a.) Not especially effective, or b.) Cannot prevent insects from migrating to other location when they are employed.

It is only by scrutinizing every aspect of the fumigation project can you ensure that you're being charged correctly. Spend what is required and no more. The cost differentials can be daunting.

Going it alone

As we said, taking the DIY approach can certainly save you money. If you elect this route there are a number of very effective pesticides on the market, including Sterifab, which is one of the most versatile and effective insecticides and disinfectants available. In any event, whatever you select should not only be able to kill bed bugs, ticks, scabies, fleas, mites, roaches and a wide variety of other pests but it also clean and deodorize easily.

AUTHOR BIO:

Noel McCarthy has worked as a writer and editor throughout his career. A former director for Thomson Reuters, Noel also worked for PwC for 17 years. A staff writer for

Sterifab, Noel's expertise in bed bugs is a newfound hobby of sorts. He has enjoyed learning about these pesky little pests, and their entourage of friends including lice, mites and more

Footnotes

1. According to the EPA, "Each company must have at least one certified, licensed commercial pesticide applicator in the proper service category. Other company applicators must be certified applicators or licensed technicians under the direct supervision of a certified applicator."

"Tips for Selecting a Pest Control Service", United States Environmental Protection Agency, June 13, 2017. <https://www.epa.gov/safepestcontrol/tips-selecting-pest-control-service>

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

CONTACT

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The Scottsdale Camelback Resort – A Benchmark for Legacy Properties

By: Marge Lennon

Fun Facts:

Scottsdale Camelback Resort (SCR) is idyllically located at the base of Camelback Mountain in Scottsdale, Arizona. The Resort features 111 purpose-built studios, and two- and three-bedroom villas. Amenities include pools, fitness center, lighted tennis courts, meditation labyrinth, walking trail, movie theater, poolside grille and water spa. The 10-hole miniature golf, and 9-hole putting green were designed for multigenerational activities and are ADA acceptable. Scottsdale Camelback is affiliated with RCI, II and Vacations and Travel, designated as Gold Crown and Select. The property has been named a Greenleader by Trip Advisor and a Certified Green Hotel by the Scottsdale Convention and Visitors Bureau for their efforts in environmental initiatives. The Resort welcomed its first owners in 1982 and was sold out in 1990. For the past seven years, SCR has been managed by Synergy Management, led by Lori Entwistle who is Synergy president and resort General Manager. Synergy also offers consulting services for self-managed or board run properties seeking professional advice, employee training or an independent evaluation of their operations.



“Because we are a rare single-site timeshare resort and not affiliated with a national brand, we have the freedom to focus on satisfying our owners instead of a shareholder,” says Lori Entwistle, General Manager. “Plus, we have a fantastic Board that shares our vision and enables us to execute and move quickly when a decision is required.”

Although there are only a handful of free-standing, unbranded timeshare resorts around today, Lori and her management team have managed to make their 30-year old resort excel in both customer and staff satisfaction, retaining many of their 70 associates for as long as 25 years.





To accomplish this, the Scottsdale Camelback Resort and its team of associates focus daily on these 10 characteristics, calling them the SCR Way: Teamwork, Integrity, Commitment, Loyalty to Company, Accountability, Pride, Enthusiasm, Professionalism, Participation, and Personal Responsibility.

“Those words really mean something on this property,” Lori adds. “It’s how we deal with associates, vendors, and owners. With one property, 111 villas and a staff of 70, we strive to have everyone work at their maximum capacity. This means each job becomes far greater than its job description. When everyone interacts in a kind and courteous manner with owners, vendors and associates on a daily basis, their job becomes more meaningful. They understand that they are part of something larger in scope and their actions can have a positive impact on the experiences of those they serve.”

This translates to a great deal of effort from the executive level to hire, train and recognize associates. Adds Eric Downey, SCR Director of Operations, with the resort for 25 years, “We are surrounded by about 20 luxury resorts within two miles, all clamoring for the best associates, making competition for exceptional candidates truly challenging. This means we don’t always have first choice and may take someone without experience. But after we explain the SCR Way and the candidates connect with our commitment, they eagerly become part of our great team. They understand that there are new challenges



Who's Running the Show

Lori Entwistle received a BS in Hotel Administration from the University of Nevada Las Vegas and was recruited by Hyatt Hotels for their management trainee program. She began her hospitality career as Food and Beverage Controller at the Hyatt Regency Hilton Head, later transferring to Hyatt Regency Scottsdale, as Assistant Purchasing Director. In 1994, she became Purchasing Director at the Scottsdale Camelback Resort. She was promoted to General Manager in 2000, helping create the resort's foundation, which has been recognized as an industry benchmark for legacy properties. Her leadership at SCR is a testament to her ability to successfully manage an aging property while maintaining high exchange company designations. Lori is a frequent guest speaker for ARDA at national and regional meetings and is a Certified Hotel Administrator and Registered Resort Professional. She holds an Arizona Real Estate Brokers license and is the Designated Broker for the rental program at Scottsdale Camelback Resort. Lori's senior management team includes: Eric Downey, Director of Operations; Robin Freese, Director of Guest Services; Erin Press, Director of Marketing and Revenue and Jennifer Bohnsack, Director of Human Resources.



every day, but when we work as a team and have fun in the process, the final result becomes exceptional guest service.”

Employee Recognition/Bonus Programs

Everyone enjoys praise and recognition for a task well done. To remain frequently engaged with their associates and reward them with financial benefits, SCR recognizes their associates on daily, monthly and quarterly programs, sharing their achievement company-wide at the time the award is presented.

The quarterly bonus gift card program of varying values recognizes associates who have excelled to a certain standard within their position. This can include helping maintain exchange company scores, departmental budgets and acts of kindness to associates and/or guests. These gestures indicate a strong commitment to the resort and its owners.

When a manager recognizes an associate demonstrating the SCR Way, the manager will hand them a piece of a puzzle. Monthly, all associates who have received a puzzle piece are recognized at the General Associate Meeting. Puzzle pieces are placed into a hopper, with winners receiving a free lunch

and \$75 gift cards. The subliminal message shows that when combined, all of the puzzle pieces can achieve amazing results. On a daily basis, all managers can hand out puzzle pieces “on the fly” as a deed is observed, these pieces are also eligible to win a gift card.

Annual employee performance Success Evaluations are conducted semi-annually instead of annually with salary increases given when appropriate, meaning that increases will come more often. This is aimed at retaining staff with more frequent financial rewards. The program allows managers to be more frequently engaged and provide positive feedback with financial benefits.

“Although decisions are always based on what is best for the resort and its owners,” says Robin Freese – Director of Guest Services and with the resort for 25 years – “Lori has found the balance of taking good care of our owners, maintaining the resort at the highest standards and keeping our associates happy. This is not easy to achieve but her high energy, keen leadership and upbeat positive spirit has helped make this happen. She consistently takes care of everyone within our resort family, knowing if they succeed, we all





will. This makes for a very tight-knit family atmosphere.”

Philanthropic endeavors include donating linens to veterans, women’s shelters and recycling centers. Past annual manager outings were at a game arcade and bowling alley to bring managers together and create bonds with fellow associates. Lori is very big on creating teamwork and constant staff training. The spa director is attending a wellness conference, maintenance managers have been to seminars on pool maintenance and the F&B director has attended food shows and culinary seminars, enabling them to become more knowledgeable about their jobs and want to learn and do even more.

Happily married for 25 years, Lori believes in a work-life balance for herself and her team and has recently discovered the fun and challenge of golfing. She loves interacting with associates and welcoming returning owners that she has come to know over her many years at the resort, including several third- and fourth-generation families. There is a constant flow in and out of her office and she most enjoys being involved with her staff and assisting each department as they work toward a common Resort Goal, recognizing that they are all pieces of the puzzle.

Added Erin Press, Director of Marketing and Revenue, “I love working at SCR for so many reasons...but the one that had the largest impact on my decision to join the team was that the bulk of our leadership team has been on property for more than 20 years. It is this commitment and longevity that allows us to drive our vision forward with a focus on our owners. As a property, we are able to truly provide a home-away-from-home experience for our owners, exchange guests and rental guests.”



Marge Lennon has been a publicist for the timeshare industry since 1978. She can be reached at 239-841-0553 or via marge@lennoncommunications.com



ISLAND HOPPING

HAWAII RETAINS ALLURE AS DREAM VACATION LOCATION

By Judy Kenninger

When Americans are asked where they would like to travel if money were no object, the No. 1 response year after year is Hawaii. And why not? The weather is the among the world's best, the people have that aloha spirit, there's a rich history and culture, the scenery is nothing short of spectacular, and then there are the usual vacation suspects, beaches and golf.

With all these attractions, it comes as no surprise that Hawaii is also a top timeshare destination, with 97 resorts (6 percent of all U.S. resorts), according to a 2018 American Resort Development Association (ARDA) International Foundation study.

That trend will certainly continue as major brands are debuting new properties, and properties of an age that would be termed "legacy" in the mainland, have found ways to remain vibrant.

Brand News

In February, Hilton Grand Vacations Inc. opened Ocean Tower by Hilton Grand Vacations Club with a traditional Hawaiian blessing and ceremony. The resort is HGV's fourth property in Waikoloa. Over the course of this multi-phase project, they plan approximately 350 units comprised of studios, one-, two- and three- bedroom suites including upgraded penthouse residences. The project's initial phase, which is now complete, features 72 units. They offer resort or ocean views, and have a full kitchen, private bal-

cony, and spacious living and dining areas. A unique Hawaiian design is showcased throughout the resort with textures and finishes native to the Big Island's rich, natural environment.

"We are thrilled to open this magnificent oceanfront resort in one of the most beautiful destinations in the world," says Mark Wang, president and CEO. "Our expansion in Hawaii reflects our long-term commitment to providing a lifetime of vacations for our owners and guests in their most sought-after destinations."

Part of HGV's plan to grow its inventory in Hawaii, Ocean Tower is their ninth property in the state of Hawaii. Future openings are targeted for Maui in 2021 and Waikiki in 2022.

Marriott Vacations Worldwide, after its 2018 purchase of Interval Leisure Group, now has 12 resorts in Hawaii, with six part of Marriott Vacation Club, one Sheraton Vacation club, four under the Westin Vacation Club brand, and one Hyatt Residence Club, the Hyatt Residence Club Maui, Ka'anapali Beach, which was awarded the ARDA ACE Project of Distinction Award in 2015. "Hawaii is one of the highest demanded destinations," says Ed Kinney, global vice president for MVW. "There had been pent-up demand that surpassed our inventory, so we added more product to meet our members' needs."

The company is also proactive in meeting members' needs through the amenities it provides. "It really varies by property and by island, but,



The Westin Nanea Ocean Villas -Lanai View



Marriott's Maui Ocean Club



Ocean Tower Bedroom



OT Grand Opening



The Westin Princeville Ocean Resort Villas - Pool with Seating Area



Marriott's Ko Olina Beach Club



The Westin Ka'anapali Ocean Resort Villas North



The Westin Ka'anapali Ocean Resort Villas



Marriott's Kauai Beach Club



Marriott's Kauai Beach Club

for example, in Oahu – Marriott's Ko Olina Beach Club has a spectacular golf course," he says. "On-site, what's important is the location of the property, the pools and beaches. Often, guests are interested in exploring local restaurants, the mountains, and hiking and eco-tourism activities. They really want to explore the culture of each island, which is unique and pretty special."

Kinney credits the high quality of timeshare resorts in Hawaii for boosting the satisfaction rate among visitors. "This is fantastic for the industry as a whole."

Managing for Results

When it comes to managing timeshare resorts, Hawaii's abundant appeal has its fair share of advantages as well as challenges. Nigel Lobo, chief operating officer at Grand Pacific Resort Management, which manages resorts in Hawaii, explains that the Aloha spirit in Hawaii is a natural fit with Grand Pacific's core purpose of "enriching lives by creating experiences worth sharing." "It's really all about providing heartfelt authentic service," he says. "The Aloha hospitality is totally in synch with what do as an organization."

In addition to their signature service culture, Grand Pacific's successful marketing programs contribute to improved balance sheets. "We have had phenomenal success managing the room inventory at our resorts," he says. "Grand Pacific prides itself on a 98 percent inventory forecasting accuracy rate creating an exceptional level of owner satisfaction as well as valuable rental revenue that yields the best financial outcomes for the resort's vacation owners association. Our inventory strategies dramatically increase owner use, exceeding industry

benchmarks, while generating value in ownership, improved association health and reputation for the timeshare industry as a whole." Because of this success, Grand Pacific is able to offer competitive wages in this higher cost of living market. "All of this, combined with capturing the hearts of our associates, makes our owners and guests feel very special," he says. As a result, existing owners continue to be the best prospects for resales weeks and the future success of the resort.

The independent status and organic growth of many timeshare resorts in Hawaii lend complexity. Shawn Ericson, president/owner at Pohaku Resort Management, says one of their managed properties, Pono Kai Resort on Kauai, has three separate homeowners associations. "Many resorts were originally built as whole ownerships and then developers came in and started buying up those condos, annexing them into a new timeshare resort within the master association," he explains.

These resorts have remained vibrant due to the constant demand. "Even when owners can't come every year, the exchange companies will tell you, Hawaii is their No. 1 desired destination," he says. "So owners will get excellent exchanges. In the old days, they sometimes would get two weeks for depositing one week."

On the flip side, the many regulations in place in Hawaii add additional levels of complexity. "In order to be a manager in Hawaii, you have to have what's called a Plan Manager's License, something we don't have to do anywhere else," Ericson explains. "Additionally, our banking is done through Hawaiian banks; and from a legal standpoint everything can be a little challenging at times."

continue on page 28

TIMESHARE 101:

It EXISTS and HOW you can HELP the CLASS OF 2020

By Dr. Amy M. Gregory, RRP

Hospitality education in the United States experienced its greatest growth in the 1980s – along with the booming economy and expansion of the greater hospitality and tourism industry. In 1992, there were 128 hospitality programs at academic institutions in the United States offering bachelor's, master's or doctoral degrees in the field. These programs varied from generalized study within a more traditional College, i.e., College of Business, to specialized and focused study of hospitality disciplines and contexts within a hospitality-specific Department or College, i.e., College of Hospitality & Tourism Management.

In 2019, Statista (a leading provider of market and consumer data) reported that there were 19.91 million students enrolled in United States' colleges. In the same year, College Factual estimated that 13,547 people would pursue a degree in Hospitality Management each year; ranking it 42 in terms of popularity out of 384 college majors. Institution-specific reports and forecasts indicate that enrollments and degrees in the hospitality and tourism segment will continue to increase for the foreseeable future. In addition, university Career Fairs, internship credit hours and management training programs in Hospitality Management continue to provide portals for students interested in beginning careers in this field. Given the current labor pool and record high employment rates, getting to students that are considering college, determining degree programs, fulfilling internship requirements or nearing graduation has proven to be a successful and efficient way in which to recruit high potential employees.

Sadly, timeshare-specific education

“...Timeshare-specific education has declined in the United States. Just 10 years ago, more than a dozen institutions offered timeshare-specific coursework or content... Today, timeshare curriculum has dwindled with only two....”



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has declined in the United States. Just 10 years ago, more than a dozen institutions offered timeshare-specific coursework or content within a more generalized area of study. Today, timeshare curriculum has dwindled with only two institutions offering one or more courses, explicitly focused on the timeshare industry. A common trend exists within academia in terms of timeshare research and academic publication. Interviews of academics teaching and/or doing research in this area reveal a number of reasons fueling the decline: reduced course enrollments, lack of funding and/or resources to assist faculty in their development and delivery of timeshare-specific content, realignment of faculty resources to

other areas, absorption of timeshare as a topic within generalized coursework rather than a stand-alone course, lack of industry presence on campus related to student hiring leading up to and upon graduation.

On the positive side, 10 years of data collection and analysis surveying college students about their perception of the timeshare industry, its product features and benefits, attractiveness of employment, and future willingness to use and/or purchase timeshare, continue to indicate that formalized education at the university level leads to a significantly positive shift in college students' impressions of the industry. Moreover, institutions with formalized timeshare-related recruitment and hiring tend to have more robust student enrollment in timeshare-specific coursework, programming and events. Interviews with students that are enrolled in the coursework indicate a degree of convenience when initially selecting the course more so than a genuine interest in the topic. However, interest in the topic increases as students are more educated and aware of the size of the industry, diversity of career paths, opportunity to work at or with a resort-style product, pathways for advancement and cross-training, as well as the

initial and future compensation benefits when compared to traditional lodging. Students that enter the industry report back a personal understanding of the longevity that exists with employees in the industry. Numerous students who have taken an initial timeshare job to fulfill a requirement (internship hours, summer job, or part-time position) report their delight in working in such a unique environment with a paycheck that is difficult to give up or replicate.

Whether it is timeshare-specific coursework or content embedded in a broader course topic, formalized education exposes future employees to the industry, provides a foundation of industry knowledge, and positively influences overall perceptions. Therefore, it seems logical that industry should reach out to institutions that have existing coursework and programs, but also to geographically targeted institutions that can be gateways for future employees. Here are a few ways to engage with Colleges and Universities:

- 1. Attend existing Career Fairs** – one measure of success for universities is employment after graduation. As a result, most have one, if not more, Career Fairs or other recruiting opportunities that employers can attend. Set up like a trade show booth with lots of engaging headlines, pictures and promotional merchandise. Be sure to staff your booth with several employees who can speak to students about your company and the opportunities available, collecting resumes and business cards, or having students sign up on an app or tablet.
- 2. Schedule an Information Session** – ask to use/rent available space (an auditorium, a classroom, a conference room) to conduct an information session wherein you tell students (and faculty) about your company, products/services, customers, employees, history, culture, etc. Incorporate a few younger employees who recently graduated college and can speak to their career story at your company.
- 3. Be a Guest Speaker** – faculty and students benefit from having industry come in to the classroom. Check the course offerings at the local university to find a relevant topic

Class of 2020

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on which you'd like to speak, then reach out to the Department Chair or Faculty listed on the institution's website for an opportunity to come in to the classroom.

varied to expose them to various parts of the organization and fairly compensated. There is a beginning and an end with the goal (but not a promise) of long-term employment.

4. Schedule a Property Visit – field trips work for classes, student clubs/ organizations and students living on campus, as well as faculty.

Reach out to universities and colleges to learn about what they are already doing, what things you may do to assist, and how you can work together

“...Interest in the topic increases as students are more educated and aware of the size of the industry, diversity of career paths, opportunity to work at or with a resort-style product, pathways for advancement and cross-training, as well as the initial and future compensation benefits when compared to traditional lodging.”

Everyone benefits from seeing how what they are doing in the classroom applies to and fits in with the “real world.” Consider including a speaker panel populated by individuals at various levels in multiple departments. Conducting the panel with snacks and beverages encourages people to attend.

5. Host a Workshop – help students understand how to interview, create a business card, build a network, search for and apply for jobs, or make their resume more impactful. This provides a service to the university while allowing your company to interact with potential employees.

6. Build Internships and Management Training programs – the key to these programs is structure and commitment on the company side. The work the students do should be meaningful (to you and them),

to achieve common goals. Most institutions have a Student Services Office and that is a great place to start as these areas may often be overwhelmed with needs.

About the author – Dr. Amy M. Gregory, RRP is an Associate Professor at the University of Central Florida (UCF) Rosen College of Hospitality Management – Department of Food-service & Lodging Management. After more than 20 years in the timeshare industry, Amy was hired by UCF to develop/teach the timeshare curriculum, expand academic research in the timeshare segment, and work with industry to develop inroads for students in the timeshare industry.



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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

CONTENT MARKETING

The Trades Ink

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

LogiCall Marketing

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

“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**

ESTOPPEL PROCESSING

RequestmyEstoppel.com

RequestmyEstoppel.com

3659 Maguire Blvd #100
Orlando, FL 32803
Phone: (407)751-5550 ext. 104
Fax: (321)281-6009
Email: dave@timeshareresaleclosings.com
Website: www.timeshareresaleclosings.com
Tags: estoppel, iphone, plus, pro, processing, request, resort, staff, table, timeshare
Category: Estoppel Processing
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

dae

WORLDWIDE
VACATION EXCHANGE

Dial An Exchange LLC

9998 North Michigan Road
Carmel, IN 46032
Phone: 800-468-1799
Fax: 317-805-8999
Email: adrian.garrett@daelive.com
Website: http://www.daelive.com
Tags: dial, exchange, ownership, services, shared
Contact: Adrian Garrett
Specialty: Simple, no fuss exchange service with a priority on personal service for the consumer. We offer members and business partners:

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

RCI®

RCI

14 Sylvan Way, 3rd Floor
Parsippany, NY 07054
Phone: (866)913-2370 or (317)102-1787
Email: RCI.Affiliates@rci.com
Website: http://www.rciaffiliates.com/
Tags: exchange, ownership, points, rci, resorts, vacation, weeks
Contact: Dave Howard
Specialty: RCI is the worldwide leader in vacation exchange with approximately 4,500 affiliated resorts in more than 100 countries. RCI pioneered the concept of vacation exchange in 1974, offering members increased flexibility and versatility with their vacation ownership experience. Today, through the RCI Weeks® program, the week-for-week exchange system, and the RCI Points® program, the industry's first global points-based exchange system, RCI provides flexible vacation options to its over 3.8 million RCI subscribing members each year.

EXCHANGE COMPANIES

RTX

Resort Travel & Xchange

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.

FINANCIAL SERVICES



Alliance Association Bank

A division of Western Alliance Bank. Member FDIC.

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

Better Everything.

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.

RESORT Trades

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

FINANCIAL SERVICES



ResortCom INTERNATIONAL

ResortCom

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



Vacation Club Loans, LLC

16403 Brookfield Estates Way
Delray Beach, FL 33446
Phone: 800-334-2334
Email: info@vacationclubloans.com
Website: www.vacationclubloans.com
Contact: Debbie Ely
Specialty: Assisting single site resorts in increasing sales and cash flow by providing frontline sales or resale financing to those doing less than \$1 Million in sales annually. No minimum loan amounts, no annual sales volume required, and no upfront commitment fees. Buyer's interest rates are based on creditworthiness from 13.9%.

withum⁺

AUDIT TAX ADVISORY

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 www.withum.com

FLOOR SAFETY PRODUCTS

MUSSON

Musson Rubber

PO Box 7038, Akron, OH 44306 USA
Phone: (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



Housekeeping Services

Jani-King International Inc.

16885 Dallas Parkway, Addison, TX 75001 USA

Ph 1: 800-552-5264 Ph 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: (843)979-4786 FAX: (843)979-4789

Email: dfries@sunhospitality.com

Website: www.sunhospitality.com

Contact: David Fries

Specialty: We are a turn-key housekeeping provider for the timeshare industry with over 40 years of combined hospitality operations and resort services experience. Sun delivers unparalleled accountability with tailor-made services to meet your unique operational needs. Sun maintains high standards for quality through our fully trained staff. From our Inspectors to our Regional Directors, our supervisors are accredited with Sun Certified Inspector (SCI) designation. "Fresh and Clean...Every time."

HOUSEWARES



Lodging Kit Company

13492 State Route 12, Boonville, NY 13309

Phone: (800)328-8439 Fax: (315)942-5622

Email: emartin@lodgingkit.com

Website: http://www.lodgingkit.com

Contact: Eric M. Martin

Specialty: Lodging Kit is an international supplier of housewares, linens, and furnishings to the resort and hospitality industries. From its three US distribution centers in New York, Florida and Nevada, the company can supply open stock items as well as unit packed kits for new installations and refurbish projects

INSURANCE



Leavitt Recreation & Hospitality Ins

942 14th St., Sturgis, SD 57785

Phone: (800)525-2060

Email: info-lrhi@leavitt.com

Website: www.lrhiinsurance.com

Contact: Chris Hipple

Specialty: Specialty: For over 40 years, Leavitt Recreation & Hospitality Insurance has been the premier independent agent for Resorts, RV Parks, and various other recreation & hospitality oriented businesses across the U.S. Insuring over 3,500 locations, LRHI offers Liability, Property, Crime, Commercial Auto, Employment Practices Liability, and Work Comp Coverage through several preferred carriers, some of which are exclusive to Leavitt Rec. Centrally located in the heart of America, our home office is based in Sturgis, SD; however, Leavitt Rec.'s employees are stationed around the country and have years of experience working in the territories they serve. Call today to receive your FREE NO OBLIGATION QUOTE!

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.

LENDING INSTITUTIONS



CapitalSource

5404 Wisconsin Avenue

Chevy Chase, MD 20815 USA

Phone 1: 301-841-2717

Phone 2: 800-699-7085

FAX: 301-841-2370

Email: jgalle@capitalsource.com

Website: www.capitalsource.com

Contact: Jeff Galle

Specialty: CapitalSource, a division of Pacific Western Bank is a commercial bank headquartered in Los Angeles, California. We lend to Resort Developers and Operators throughout the United States and Canada. With a resort portfolio of more than \$1 Billion, we are the leading lender in the resort industry. We provide \$5-\$30 MM inventory loans and \$10-\$60 MM hypothecation loans. Knowledge of the industry and demonstrated financial strength differentiate us from our competition



Colebrook Financial Company, LLC

100 Riverview Center Ste 203

Middletown, CT 06457 USA

Phone 1: (860)344-9396 FAX: (860)344-9638

Email: bryczek@colebrookfinancial.com

Website: www.colebrookfinancial.com

Contact: Bill 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.



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



Capital Vacations

P.O. Box 2489, Myrtle Beach, SC 29578

Phone 1: (843)238-5000 ext 3080

FAX: (843)238-5001

Email: byoung@capitalvacations.com

Website: CapitalVacations.com

Contact: Bill Young

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



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.gprmt.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.

“ For many years, my clients have advertised in the Resort Trades

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

**Marge Lennon
President Lennon
Communications Group**



MANAGEMENT & OPERATIONS



Liberté Resort Management Group

118 107th Ave, Treasure Island, FL 33706
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.



Vacation Resorts International

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

MINIATURE GOLF



Adventure Golf Services

PO Box 6319, Traverse City MI 49696
Phone: (888)725-4386
Email: cathy@adventureandfun.com
Website: www.adventureandfun.com
Contact: Cathy Wooten
Specialty: AGS is an international design/build company with over 35 years of experience offering the widest line of miniature golf products and services in the world; specializing in outdoor concrete miniature golf, Splash Golf™, and portable/ modular courses as well as a series of game courts and golf practice products.

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!

OUTDOOR FURNITURE



2WayChaise

2430 Deloraine Trail, Maitland FL 32751
Phone: (407)801-4680
Email: patrick@paradiseapproved.org
Website: www.2waychaise.com
Contact: Kate Clarke
Specialty: Designed exclusively by Kate Clarke, 2WayChaise is the only dual-sided luxury chaise lounge available. The unique, patent-pending design is both expertly designed and can be customized in several ways to match your brand and style through color, material, and branding. 2WayChaise is available in three design styles. Its features include weather-resistant fabric, metal and faux-wicker frames, add-on features and accessories. Each lounge is eco-friendly, supports up to 350 lbs and comes with a 5-year warranty. Learn more at www.2waychaise.com, call 407-801-4680 or email us at info@2waychaise.com

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 Findings 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/get-your-free-timeshare-sellers-guide
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 Rd,
Williamsburg, VA 23188
Phone 1: (855) 201-8991
Email: info@vacationmanagementservices.com
Website: www.VacationManagementServices.com
Specialty: Vacation Management Services offers free management services for timeshare point owners. Looking for a free, reliable closing tool? Or to preserve confidence in an owner's purchase decision? Our program ensures point owners have a reputable resource for generating revenue to help cover maintenance fees. Relieve your potential buyers of the worry of paying for unused vacation time. Our program promises to make their ownership experience great, allowing enjoyment of their investment on their own terms.

RESALES



Bay Tree Solutions

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

RESERVE STUDIES



Advanced World Concepts, Inc.

2237 Del Mar Scenic Parkway
Del Mar, CA 92014
Phone: 858-755-8877
Fax: 858-755-2754
Email: sales@prasystem.com or
bill.chaffee@prasystem.com
Website: www.prasystem.com/
Contact: Bill Chaffee
Specialty: Since 1989 PRA Consultants,
certified reserve professionals licensed and
trained in implementing the PRA System, have
prepared the most accurate timeshare Reserve
Studies. They utilize property plat maps and
model floor plans for planning and scoping
how reserve items will be grouped, budgeted
and tracked based on the property's
common areas, buildings, and unit model
configurations. This provides for a reserve
management plan that is easily understood
providing optimized contributions projecting
that sufficient reserve funds will be available
when needed.

SALES AND MARKETING



Resort Management Services

10745 Myers Way S
Seattle, WA 98168
Phone: (888)577-9962
Fax: (206)439-1049
Email: doug@resortmanagementservices.net
Website: www.resortmanagementservices.com
Contact: Douglas Murray
Specialty: Resort Management Services
provides resort developers and HOAs with
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Fax: (954)484-4654
Email: jordan@fiberbuiltumbrellas.com
Website: www.fiberbuiltumbrellas.com
Contact: Jordan Beckner
Specialty: FiberBuilt is the leading
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Fax: 317-805-8999
Email: adrian.garrett@daelive.com
Website: http://www.daelive.com
Tags: dial, exchange, ownership, services,
shared
Contact: Adrian Garrett
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Website: www.spiinc.com
Contact: George Stemper
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Email: brad@watertoys.com
Website: www.watertoys.com
Contact: Brad Olson
Specialty: Empex Watertoys is a world leader
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**Warren Smith, Vice President,
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Website: www.Timeshareresaleclosings.com
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Website: www.logicall.net
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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
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5360 College Blvd, Suite 200
Overland Park, KS 66211
Phone 1: 913-498-0960
Email: mgring@gcitavel.net
Website: http://www.explorepci.com
Specialty: Global Connections, Inc. (GCI)
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5958 Priestly Drive, 2nd Floor
Carlsbad, CA 92008
Phone: (800) 939-5936
Email: randyf@AssuredTravel.com
Website: www.AssuredTravel.com
Contact: Randy Fish, ARP
Specialty: Assured Travel is an Accredited
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Email: info@TravelToGo.com
Website: www.traveltogo.com
Contact: Jeanette Bunn
Specialty: Travel To go has been specializing
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 Contact: Randy Fish, ARP
 Email: randyf@AssuredTravel.com
 Website: www.AssuredTravel.com
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 YELP rating. Assured Travel specializes in
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 Email: Frank@ettsi.com
 Website: www.ETTSI.com
 Contact: Frank Bertalli
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Discussing the legal environment in Hawaii, that seems to be the word of choice. “From an overall regulatory perspective, Hawaii continues to be a challenging state,” says Justin Vermuth, vice president, State Government Affairs and Deputy General Counsel for ARDA. “The product that they offer to tourists is unmatched – from the climate to the overall natural beauty of the islands. As a result though, the legislature consistently looks to tourism to fund many of the infrastructure projects and public services that the state provides to residents. Each year we continue to fight bills that propose to increase the transient accommodations tax (TAT) for this purpose. This year is no different as we are fighting two bills, SB 382 and SB 714 that seek to increase the percentage of maintenance fees that are subject to the TAT.” (At press time, those bills had been defeated.)

New Again

When it comes to resales, Hawaii is the place to be. “Compared to most markets, there's very little resale inventory in Hawaii; especially at the newer resort properties,” says Doug Milbrath, CEO of Bay Tree Solutions Inc. “Our observation has

been that owners in Hawaii tend to use their timeshares religiously, and at their home resort. Given the high cost of accommodations in the Hawaii market, timeshare ownership is a great deal for anyone who plans on returning regularly. Even older legacy properties in Hawaii seem to have moderate demand on the resale market, which is the opposite of most other markets where developer sales drive the demand.”

“Some travelers prefer the smaller intimate atmosphere with lower yearly maintenance fees, and some buyers prefer to buy with a branded resort,” adds Michelle Donato, a licensed real estate broker at Owner Concierge Realty. “The great thing about Hawaii is that it has something everyone no matter what the demographic.”



Judy Kenninger of Kenninger Communications has been writing about the vacation real estate industry for nearly two decades.

Hawaii By The Numbers	
\$17.82 billion	Spending by visitors to the Hawaiian Islands in 2018, an increase of 6.8 percent compared to 2017, according to the Hawaii Tourism Authority
9,954,548	Number of visitors to Hawaii in 2018, an increase of 5.9 percent from the 9,404,346 visitors in 2017
\$87.1 million	Amount Hawai'i's timeshare industry generated in state and county taxes in 2017
90.1%	Occupancy rate in Hawaii's timeshare resorts during the third quarter of 2018. Oahu had the highest rate, 94.3%.
79.7%	Occupancy rate in hotels and condominium hotels during the same quarter.
8.9%	Percentage of all Hawaii visitor arrivals who are timeshare visitors. Their average length of stay is 9.7 days, more than the 8.8 day average for all visitors.
92.7%	Percentage of visitors from the Western United States who say they are likely to return in next five years. The percentage was 84.6 for Eastern United States and 91.3 for Koreans.
21%	Percentage of the Hawaiian economy that is tourism related.



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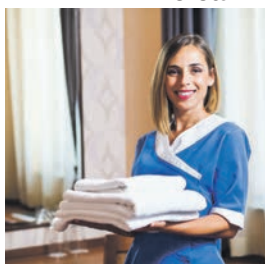


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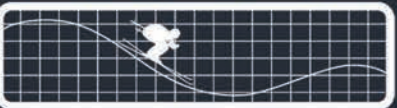
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