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# Common Interest Realty Associations: Why a Healthy Reserve Fund is Important

By: Brenna Agamaite, CPA, Manager, WithumSmith+Brown, PC

Why is it important to fund reserves? To fully appreciate why a common interest realty association ("CIRA") must put money aside in reserve, you need to understand its responsibilities as defined in the CIRA's governing documents (such as the declaration, articles of incorporation, bylaws, etc.). The governing documents as a rule require the CIRA to maintain, repair, and replace all portions of the common areas within the community. Common areas generally include the parts of the community owned jointly by those who purchased a residence there with a right to use (such as pools, clubhouses, parks, fountains, spa facilities, and so on). The types of amenities included in the common areas vary depending on the community.

What happens when a community sustains large or unforeseen expenses? For example, entry gates and fencing need to be replaced, the clubhouse needs renovating, or the pool needs resurfacing. Whereas you might have rainy day fund to pay for large or untimely expenses, such as replacing a garage door or car repairs, a CIRA usually maintains a reserve fund for large, extraordinary, or unanticipated common area expenses. Having a healthy reserve fund helps ensure the community has the funds available to handle these types of situations when the time comes.

CIRAs must come up with the right amount to allocate to the reserve fund. It is generally recommended that CIRAs hire an independent consulting or engineering firm to conduct a reserve study, which provides a long-term funding plan for anticipated repairs and replacements. The reserve study will guide CIRAs regarding necessary repair and replacement costs over the next 30 years and should be regularly updated (typically every three to five years). For example, if the reserve study projects that the HVAC system will need to be replaced in 15 years, the study's schedule will allocate the estimated replacement cost over the 15-year period, and recommend that the CIRA collect sufficient maintenance fees to set a specified amount into reserves each year.

It is natural for the reserve fund

balance to fluctuate, with expected peaks and valleys. In some years, the fund's balance will be high, but after planned expenditures, the balance will be low and replenishment is necessary. These low levels are usually incorporated into the reserve study and are not a cause for concern on their own. However, any year when the balance is low is a significant year because the CIRA lacks the ability to pay for unexpected repairs or replacements without seeking alternative means (such as a loan or special assessment).

It is important to note that a reserve study is only a guide based on assumptions and data available when prepared. Educated guesses are a basis for amounts and dates of work required in the future. These forecasts may end up being inaccurate, depending on what happens in the future. For instance, poor maintenance decisions can result in the community having to replace components earlier than anticipated or there could be emergency repairs or replacements needed not encompassed by the study. Sometimes the Board is able to postpone certain repairs or replacements, within reason, which can skew the timing of expenditures in the study.

The laws about reserves and how often the CIRA should conduct a reserve study vary by state. In Florida, condominium associations must follow specific rules governing reserves. State statutes require Florida condominium associations to fully fund reserves in all proposed budgets and require a reserve study every three years. Those reserves must be funded in full unless the members of the association vote to waive or reduce them. If a Florida condominium association doesn't waive the reserve funding requirement, it must collect for reserves. Statutes mandate reserves for any item that costs more than \$10,000 to repair or replace. Assume an elevator's estimated useful life is 30 years, and it would cost \$300,000 to replace it. Divide 30 into \$300,000 and you get \$10,000 a year that the condominium association should reserve for the elevator. However, the statute allows associations to spend reserve funds for repairs if it extends

the life of the asset by more than a year, so members of the association almost always vote to waive the reserve funding requirement because it's likely they'll have a major repair that will extend the useful life for several years.

Why is it important for current owners to contribute to a reserve fund? The mentality is that CIRAs should keep costs low for current owners, however that can lead to underfunding in the near-term and future special assessments. Instead, CIRAs should strive to spread out assessments over the period recommended by the reserve study. Board members are responsible for the long-term financial stability of the CIRA, which means planning to properly fund upcoming expenditures evenly over time. Owners, however, may know that they will not be living in the community five to ten years from now so they may be financially motivated to postpone expenditures as much as possible, thus leaving the financial burden on future owners.

The goal of any CIRA should be to achieve 100% funding, meaning the reserve fund balance is equal to what is recommended by the reserve study. The risk of a special assessment is linked with less than 100% funding. According to data provided by Association Reserves, Inc., a reserve fund that is 70% to 100% funded is considered strong with a low risk of special assessments and deferred maintenance. Anything less than 70% means that the CIRA has not saved enough. If large expenditures are still a long way away, the CIRA has time to get on track. But if large expenditures are imminent, there's not much time for corrective action and a special assessment is more likely. Having a fully funded reserve fund is indicative of a CIRA that is properly saving for its long-term expenditures. Lower funding levels represent current and past owners who have underpaid, and the property has depreciated faster than they've



contributed to reserves. They're hazardous because ultimately the expenditures aren't avoidable and eventually someone will have to pay for them. Failing to fund reserves is not a way of eliminating costs; it's just shifting them to future owners.

Unfortunately, underfunded reserves are a common problem and one of the reasons that some mortgage lenders may consider CIRA's a risky investment. Sometime in the future, the mortgagor could be hit with a large special assessment they can't afford which in turn could put the loan at risk. Some lenders might take a closer look at the financial health of the CIRA as a whole (not just the individual borrower) when deciding if they will approve a loan. This includes the reserve fund and the CIRA's ability to make future major repairs without the need for special assessments.

Regardless of whether or not the state you live in regulates reserve funds, you should be concerned about whether the CIRA in your community maintains adequate reserves. If not, you can expect a major increase in regular maintenance assessments or a large special assessment later on.



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# Upgrading Timeshares For A New Generation Of Owners

By: Bill Caswell

Timeshare operators know that it's time to evolve, having taken a battering from critics and the cottage industry of "experts" who have sprung up to help people get out of their ownership. As current product sets evolve and new services are introduced, programs are being reevaluated to keep attracting new buyers.

The challenge is more than just a marketing or sales issue; it's generational. Millennials, having come of age during the Great Recession and seen first-hand the risks of over-extending oneself financially, have rejected, delayed or downsized a variety of financial commitments, from homes to cars and timeshares. This is a generalization, of course, but many Millennials find little in common with today's timeshare programs, and this will impact participation unless the industry adapts to their desire for experiences versus products.

### Defining vacation clubs and timeshares

To understand how vacation clubs and timeshares are evolving to attract younger clients, it's important to understand their structures.

The traditional timeshare model is an ownership product in which several joint owners share allotments of usage in a single property or set of properties. Typically, timeshares are a long-term or perpetually-owned product registered in the jurisdiction where they are sold. These products are owned by the individual buyers and often come with annual maintenance and other fees.

Many of these programs originally involved a deeded, fixed or floating week – and sometimes a specific unit. Today, however, most timeshare products include a more flexible points-based option offering a variety of vacation benefits and services beyond just resorts or hotels. Because these products are regulated, most programs offer a variety of consumer and product protections.

Another strategy vacation clubs can adopt is improved data analysis to better define customer segmentation. This will allow developers to create and build new experiences by reimagining marketing and sales programming so they appeal to customers' unique travel expectations.

The main difference between timeshares and vacation clubs is that timeshare owners own real property or property in a trust, while most vacation clubs are not ownership products. Those participating in a vacation club, in general, simply have access to properties or services.

However, new potential buyers and existing owners are driving change. Many large operators now offer exit programs for long-time owners whose products have been paid for and who have accounts in good standing. In addition, regulators are beginning to scrutinize timeshare products and services.



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### Optimizing vacation clubs for the next generation

One of the main reasons that timeshares are finding it necessary to rebrand is the desire among consumers for exit options after a period of product usage. The industry has long argued that they are unable to provide an exit or take back inventory-based product because they have already incurred significant marketing and sales costs at the time of the original sale. Timeshare developers and operators point out that taking back and reselling a product that is already 20 years old is not a profitable venture.

Some states are considering rules that would require new products to include an exit program before they even receive state registration. These trends – from evolving consumer preferences to escalating regulatory scrutiny – suggest that exit programs will become more common.

Another strategy vacation clubs can adopt is improved data analysis to better define customer segmentation. This will allow developers to create and build new experiences by reimagining marketing and sales programming so they appeal to customers' unique travel expectations.

Every major brand and most operators are crafting their own approach, utilizing their data so they can compete in an increasingly digital and hyper-personalized marketplace. The old methods of marketing and selling timeshares – telemarketing and multi-hour sales presentations – will not appeal to new generations of buyers. These consumers bring expectations honed from the constellation of other brands with which they interact and demand a brand relationship before they decide to transact. They also consider upfront product and price transparency as table stakes when considering vacation products and services.

### Taking the sales experience to the next level

Developers and brands not only have to evolve product sets, but they will have to rethink their traditional approaches to advertising, marketing and the sales process. Hilton Grand Vacations is one example of a company that has enhanced its sales experience to appeal to new consumers. Their groundbreaking Envision system has introduced technology and personalization to the sales process, improving guest participation, product knowledge and ultimately conversion rates.

Consumer and purchase data are already driving change to traditional timeshare practices. Consumer data are beginning to be utilized to create personalized marketing programming to attract new buyers to timeshare offerings. Other developers are considering personality profiling to match the right consumer with the right salesperson and content to personalize their sales experience and improve conversion rates.

Another key component of forward-looking vacation clubs is a mechanism for anticipating and resolving buyer concerns. Immediacy and transparency are key issues for future buyers. Disney Vacation Club is an industry leader in this area, capitalizing on their unique brand trust to increase process and product transparency. This approach is





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producing tremendous public interest in their vacation products and services and may finally help put an end to the age-old industry adage that “nobody wakes up today and wants to buy a timeshare.”

We believe that today and tomorrow’s timeshare products can take advantage of new consumer expectations and come out of the shadows, participating in more traditional product advertising methods.

As timeshare and vacation club products evolve, new generations

of timeshare owners will understand their appeal and bring about positive change to how they are marketed and sold. New offerings, coupled with transparency and progressive sales processes, will appeal to individuals who today might never consider participating in the purchase of a traditional timeshare product, and that is exactly what the industry will need to do to grow and thrive.

*Bill Caswell is global hospitality practice leader at North Highland, a consulting firm.*

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# ONLINE (AND OFFLINE) WAYS TO MEET FIVE MODERN RESORT MARKETING CHALLENGES

By: Kristen Costello

It's a golden rule of marketing: To reach your customer, you must understand the buyer's journey. Sounds easy on paper. But according to travel, transport and logistics providers McKinsey & Company data, the average person's purchase journey for a single hotel room lasts 36 days, hits 45 touch points and involves multiple devices. A potential guest may use several search engines and visit your resort's website or mobile app. She will likely click on several Online Travel Agencies (OTA) (i.e., Expedia, Hotwire, etc.). She will hear, see and read messages on streaming services, television, radio, travel magazines

listings (address, phone number, manager phone number and other contact information on your website, social channels, Google Business listings and other online directories) regularly. This may be a one-person job for a single resort. If your resort spans multiple locations, you may consider hiring an online reputation management service to take care of these details.

Such a service will also monitor and respond to reviews on your resort's owned websites and social media channels and on third-party travel sites. Make sure any responses the vendor develops

about their brands' values and message. Before you hire someone to find influencers (or choose them yourself), know your own brand. Social media influencers like to work with brands whose values align with their own. Ensure any influencer speaking on your behalf actually experiences what you have to offer. Reading off your website won't cut it.

Offline, we've seen success with resorts that leverage the equity of a respected media personality. Clients will ask a popular radio DJ to do a live feed from their resort and talk up his or her experience. Others may ask a well-known TV news reporter to do a segment on a hot new resort feature. We've seen clients experience an increase in social media chatter and a 3-5 percent lift in web traffic using this strategy. I can't stress enough the value of having people talk about a live experience at your property. Consumers know when it's just a script!

two important areas when trying to capture potential guests. Invest in keyword research, optimize your website's meta descriptions and headers, and track core keyword performance.

Also, wisely invest in paid social advertising. Testing is key. Consider your audience and creative as the main variables you should be testing across the various social platforms. Start with a diverse mix of images, headlines, calls to action and unit sizes. Match them up with various target segments and optimize into metrics that drive business outcomes (don't just focus on soft metrics like engagement/shares). Use a mix of slick resort photos and user-generated-style imagery to test what works best (it may be different for each property).

Finally, use your website data to your advantage. Take the website content getting the most clicks and turn it into paid social advertising to drive additional traffic.

**“While large, global hotel brands have the means to achieve substantial reach across all channels, most other resorts must be more selective and choose the right touch points.”**

and billboards.

While large, global hotel brands have the means to achieve substantial reach across all channels, most other resorts must be more selective and choose the right touch points. How do you narrow it down? The answer is different for each resort. But we've helped several resorts reach their key targets and overcome these five common challenges:

**Challenge #1. Effectively managing online reviews.** Seventy-seven percent of travelers consider online reviews important. So, if you don't have people responding to reviews promptly and professionally, you're losing income. Today's travelers want to know how a resort will meet their needs and respond if things go badly (or if they go well). Reviews build credibility, community engagement, and ultimately can impact your ability to qualify for the best advertising rates on platforms like Google and Facebook.

**The solution:** Start by assigning someone to update your online

communicate your brand's tone and voice. Visitors will see the respondent as an extension of your resort.

**Challenge #2: Using authenticity to entice guests.** Today's guests want to know a brand's values. They're influenced by their peers. And they crave authenticity.

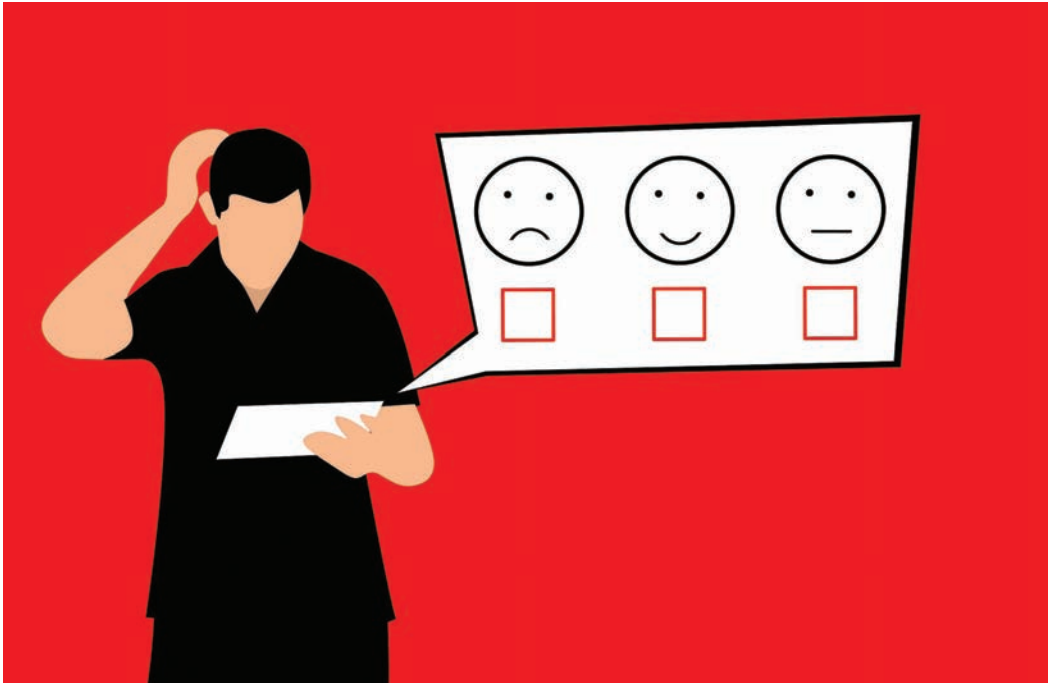
**The solution:** Bring guest reviews to life. We've found that testimonials online and offline drive potential travelers to dig deeper into their vacation planning journey. That real-life experience adds value to potential guests.

Online, influencer marketing, primarily through Instagram, continues to grow among U.S. hotels. This happens when resorts partner with key people to spread the word

**Challenge #3: Reaching your target audience.** While this will be different for each resort, having several building blocks in place will help you create a solid online foundation.

**The solution:** First, Search Engine Optimization (SEO) and Search Engine Marketing (SEM) remain

**Challenge #4. Competing with Online Travel Agencies (OTAs) and short-term home rental companies (such as Airbnb).** According to Phocuswright, OTAs accounted for 51 percent of U.S. hotel and lodging online gross bookings in 2018. Resorts make less on OTA bookings than on direct bookings, yet an OTA







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booking derives more revenue than an empty room.

**The solution:** Consider remarketing — the practice of serving targeted ads to people who have visited your website previously — both on and off the OTA platform. Here's how it works. A consumer visits your website and shows interest in your resort. But she is still in the research phase and isn't ready to book.

Later, she visits an OTA. If you remarket your resort on the OTA of that guest's choice, it may encourage her to visit your site again and book directly with you, or it may help to convert on that OTA. Use an enticing call to action. Focus on the deal you're offering or build a sense of urgency ("You already did the hard work; now book easily and enjoy."). Additionally, consider dynamic remarketing which can serve up creative based on a user's previous site interaction.

**Challenge #5. Getting beyond email marketing.** Email marketing continues to show a high return on investment. It's likely the backbone of your customer relationship management (CRM) database. Yet as Generation Z embraces mobile,

spam filters get stronger and major email providers filter promotional items from your inbox, email's effectiveness is beginning to erode.

**The solution:** Don't surrender your email marketing plans. But do test other potential touch points. These may include push messaging, texting and other techniques you can use to build relationships with potential guests. If your target includes younger consumers, do this sooner than later.

These tips offer components of some of the more successful campaigns we've developed for our clients. But each resort must embrace its own unique journey. The more you know your resort's target audience and values, the better you'll be able to properly allocate a marketing plan and find the optimal ways for your resort to build brand awareness and drive guest traffic.



Kristen Costello is group director, digital, for JL Media, an award-winning integrated media and marketing company located in Union, New Jersey. [www.linkedin.com/in/kristen-costello-706570a](https://www.linkedin.com/in/kristen-costello-706570a)

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By: Marge Lennon

# A Place at the Beach Successfully Combines Timeshare and Whole Ownership



A Place at the Beach, a VRI Americas-managed property, is idyllically located on North Carolina's Crystal Coast in the town of Atlantic Beach, home to the wild Shackleford ponies, near Morehead City and a mile from the wreckage site of Black Beard's ship. In addition to its superb ocean views and resort styled amenities – which include outdoor and indoor pools, tennis courts and a game room – the property is unique from a management perspective

because it welcomes timeshare owners on a weekly basis, as well as whole owners who live year-round in a separate building on the property.

This requires property management services for two entirely different sets of guests. Similar to other timeshare resorts, about 4,000 owners check in and out with housekeeping performing weekly cleanings and budgets managed by the HOA. For the 181 whole owners, management oversees everything outside their

doors, including amenities, hallways, parking lots, and even delivering their personal mail.

Explains Walter Hancock, General Manager of A Place at the Beach, "Because our whole owners live here full time, we see them on an almost daily basis; they have become part of the fabric of the property. From a morning poolside gathering to a friendly afternoon hallway conversation, their presence on the property is simply a part of

our day. We also conduct a bi-weekly morning meeting ("Coffee & Conversations") to brainstorm and talk about new happenings and things they'd like to see. When we initially conceptualized these meetings, we were concerned about an open-forum format. But no issues arose, and we all look forward to these meetings as a way of connecting with our owners on a more personal level."

Since it was first opened in 1982, A Place at the Beach has gone through multiple renovations to keep it in great condition. A total refurbishment was completed about five years ago with the work done in various phases to ensure that guests could continue to use their vacation time. Hurricane Florence in September 2018 left 148 units water damaged and totally destroyed the resort office. The renovation was completed over the course of five, normally very busy months and the new office opened in June.

In explaining his love for his job, Walter adds, "I joined VRI Americas in 2017 from the hotel sector of the hospitality business. Since then, I've been highly impressed with the company and how it's managed. It's exciting to be a part of a culture where it feels like what we do really matters. For a fairly large organization, it has a true family atmosphere. My staff and I have access to all VPs and our COO with just a phone call or email. As long as I've been in the business,



Christmas Dec



Walt Hancock



Aaron Blanks





I've never seen this type of genuine interest and access from everyone companywide. In essence, we are much like a big family. At the resort level, we care about each other's career growth and the resort's growth, but also each other's families and wellbeing."

**Fast Facts**

A Place at the Beach on Atlantic Beach, N.C. was purpose built in 1982 for both timeshare and whole ownership usage. The 279-unit property contains a mix of 98 fixed-week timeshare units and 181 wholly owned units in varying sizes within two three-story buildings. The RCI-affiliated property has been managed by VRI Americas for the past three years and is staffed by 21 management professionals, who efficiently operate the property under separate timeshare and whole ownership budgets.

**Who's Running the Show**

As GM, Walter Hancock guides all aspects of the condo resort property. He created and manages an annual budget to include a reserve plan, capital improvements, and daily operations. Recent projects include the refurbishment of 148 units post Hurricane Florence, developing a property drainage plan, and the construction of a new resort office.

Walter has 19 years of hospitality experience, serving as supervisor of maintenance for over 1,000 rental properties in Emerald Isle. For eight years, he was GM of the 110-unit Islander Suites, winner of Best Hotel on Crystal Coast for three years during his tenure. He also served as GM of Palm Suites/Bluewater, implementing new standard operating procedures for the property under new management. Walter earned a BA in Leisure Service Management at Mount Olive University in North Carolina.

Walter's senior resort management team includes Front Desk Manager Aaron Blanks and Maintenance Manager Henry Safrit. Aaron previously served three years as housekeeping manager. She has been in her new role for three years and continues to grow, with a bright future in hospitality. Henry has been with the resort for nine years. He admits that he knows every nook and cranny of the property inside and out. Says Walter, "It's a true asset to have someone on staff who knows all there is to know about an older resort."

Staffing Challenges. Management has collaborated with the board to ensure the resort is a place where people want to work. They have accomplished this by offering

competitive salaries and benefits. Although retaining staff in any vacation destination is always tough, they have made the commitment to select associates who will grow with them and the company.

Employee Recognition and Development Programs. Each time an employee's name is mentioned in an RCI comment card, the employee receives a \$50 gift card. They also provide frequent lunches and anniversary-type celebrations for long-term employees. According to Walter, competitive fun is another way to recognize employees, while keeping them engaged. Every year, the staff paints scenes on clear holiday ornaments, which are then displayed in the lobby as part of an annual competition. Owners and guests vote on the best design and the winner receives a gift card.

To help associates grow in their careers, VRI provides online courses on a variety of topics, ranging from Excel to customer service. The resort is also considering an internship program for hospitality college students.

Philanthropy. A Place at the Beach participates in the Fill Your Bucket List Foundation by providing vacations to people who are terminally ill and have a

beach vacation on their bucket list. They have also teamed up with local restaurants and local limo companies to try and make these vacations a most memorable experience. The resort offers 24 paid hours annually to encourage staff to volunteer for a local charity where they believe can make the most impact. Habitat for Humanity, a soup kitchen, and a women's shelter are other staff favorites.

*About VRI Americas*

Headquartered in Lake Forest, California, VRI Americas, which encompasses Vacation Resorts International and Trading Places International, provides resort and homeowners' association management services to the shared ownership industry. VRI Americas has regional offices in Hyannis, Massachusetts; New Bern, North Carolina; and Salt Lake City, Utah; and manages more than 120 resort and club locations in North America for more than 275,000 owners. The company has built its success as a team dedicated to "Perfecting the Art of Hospitality" for over 35 years.

Marge Lennon is owner of Lennon Communications Group, Inc., in Fort Myers, Florida. She can be contacted for more information at (239) 482-3891 or by e-mail at Marge@LennonCommunications.com. [www.lennoncommunications.com](http://www.lennoncommunications.com)



# KAY PARK-RECREATION CORP



KAY PARK-RECREATION CORP is celebrating 65 YEARS manufacturing "America's Finest" park equipment!

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Kay Park-Recreation got started fabricating steel grills for public park use in rural Iowa. As word traveled, Kay was soon asked to make picnic tables, and park benches, and soon it went beyond Iowa, making delivery of park equipment to other states. As the years went by, the business grew right along with Kay himself. He married, had sons, and the company grew into a family business, making more and more products, supplying outdoor equipment all over the US, and then world.

Keith and his wife Joyce enjoyed the business so much, they both worked well into their eighties! Today Kay Park Recreation is run by the next generation, their sons, Larry Borglum and Chris Borglum. They honor Kay's commitment to using quality materials, and skilled US craftsman to provide superior amenities for Resorts, Camps, Municipalities, Schools, Apartment Communities, Athletic Clubs,

Amusement Parks and more! The product line has expanded from picnic grills and tables in the 50s to innovating and offering a wide variety of benches, trash receptacles, bleachers, pedal boats and so much more!

The staff at Kay Park is some of the friendliest around, whom has never forgotten the value of the customers! Keith instilled in everyone his deep appreciation for the customers, knowing they are the reason we exist, grow and do what we do! There have been many long-lasting friendships built between Kay Park staff and customers over the last 65 years! Kay Park-Recreation is very grateful for the opportunity

to serve them and, looks forward to many more lasting relationships with our customers!

After 65 years, Kay Park now prints a 96 page product catalog that features a wide variety of outdoor amenities and equipment. Besides steel grills and fire rings, they have picnic tables and park benches in a variety of styles and materials, including wood, aluminum, fiberglass, PVC coated expanded metal, recycled plastic, powder coated steel, and concrete. They make bleachers in many sizes to accommodate varying crowds, from 2 row 9 ft units, to a 10 row, highway towable, hydraulic folding Speedy Bleacher, and numerous in between! They have several steel and concrete outdoor

drinking fountains to choose from. Litter receptacles of many shapes and sizes are also offered. A new complete line of Dog Park Equipment has ramps, hoops, jumps, pet waste stations and an aesthetic fire hydrant which is popular for today's Dog Parks! For entertainment amenities, Kay Park has an outdoor ping pong table with a customizable net and concrete bag toss units which can withstand outdoor weather conditions and heavy public use! Their commercial duty fiberglass pedal boats come in a variety of solid and glitter color options and are virtually maintenance-free!

Kay Park has an extensive, user-friendly website as well. You are invited to check it out, view the product line and request a catalog. You will find something for just about anyone wanting to add value to their venue with some new outdoor amenities! The quality service and products Kay Park provides as a business today is unmatched! And, who knows, you just may find a new lasting friendship in the journey as well!

Help them celebrate 65 years strong! Call 1-800-553-2476 or visit [www.kaypark.com](http://www.kaypark.com) today!





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Having my best friend and sister diagnosed with Stage IV cancer has been heartbreaking. My diagnosis with the BRCA2 gene was shocking and dreadful. But we have decided to live life to it's fullest no matter what the future brings!

When we do get to see each other, we make every single precious moment of time we spend together, wherever we are, special! As it truly is a gift! Making memories with my sister is my most favourite thing to do. I could not have imagined going to Italy with my sister! This is a trip of a lifetime, a dream come true. That is why going on vacation with my sister has so much meaning to me. Salute, to making memories!

Thank you for this opportunity. ~ Julie Reese

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# A SUCCESS STORY: Star Island Management and Star Island Development

By: Matthew Meyers

## "Book Direct and Save."

That's the marketing slogan we've all heard major hotel brands use in catchy television and digital advertisements. It's a simple phrase that effectively underscores a sophisticated long-term marketing strategy designed to develop brand loyalty, enhance the customer experience, and leverage the value of consumer information. Can independent hoteliers who lack the marketing power and name recognition of big hotel brands play this game? I think so. But we need to become more adept at understanding the digital marketing tools and meta-search engines we have at our disposal. We can then leverage this technology to create and promote our own brands and tell our own stories.

My story begins ten years ago. After finishing my undergraduate studies at Yale and earning a master's degree from Harvard, I made an animated documentary short about the perils of technology (the irony is not lost on me) that played in several major film festivals. I then moved to LA and worked in script development and casting for an Oscar-winning producer. I was convinced that I would spend my life in the film industry. Yet, all that changed in March 2014 when I took a mini-vacation to visit my family in Miami. During that trip, I had lunch with my uncle, one of the pioneers of the timeshare industry in the United States. We spoke for hours about marketing, management, and the future of the timeshare industry. This conversation lit a spark that grew into a life-

changing opportunity for me at Star Island, a resort near Orlando.

Three months later, I moved across the country to begin my new job. Upon arrival, I spent two weeks in every department of the Star Island Resort – from housekeeping to accounting – learning the ins and outs of the hotel and timeshare industries. Today, I am the Executive Vice President of Star Island Management and Star Island Development. While I oversee all aspects of these businesses, revenue management and digital marketing are my passions.

Since 2014, our gross rental revenue has more than doubled while our net income has increased six times over. We have successfully maximized hotel revenue by changing our advertising efforts to emphasize direct bookings and brand loyalty. In doing so, we have improved the percentage of our direct business from 5% to 55% while further enhancing our guiding philosophy of optimizing the customer's rental experience.

Our biggest leap forward came in April 2017 when we began a multi-tiered social media campaign. After thoroughly studying social media advertising with my wife, an experienced graphic designer and marketer, we designed a trial advertising campaign that proved enormously successful but required only a minimal investment. By the end of 2017, our social media advertising generated nearly \$500,000. In 2018, that number grew to \$1,000,000. This year we are on pace to do even substantially better.

In vacation ownership terms, social media advertising acts as a cutting-edge technological tool that generates the functional equivalent of tour flow. Where many reading this article develop tour flow for vacation-ownership sales, we are establishing a new base of potential renters. To date, we have created over 600,000 unique renter leads that have never visited, let alone booked on our resort's website, from over 100 multi-platform and multimedia ads.

If you are in timeshare sales, you know how much money you generate per tour, and you work to increase the efficiency of those tours. While the timeshare industry thus has VPG (volume per guest) statistics, we look at RPC (revenue per click) and CPC (cost per click). Where you might know you may make \$1,400 per tour, I calculate how much rental revenue we create per click. RPC on our website has increased threefold since the introduction of social media generated advertising traffic. Moreover, when you compare the CPC and RPC numbers of our social media generated web clicks, we currently produce a 60 x ROI.





**"...we regard analytics and purpose-driven curation of content to be paramount in our evolving digital economy."**

How did we accomplish this? The answer is that we regard analytics and purpose-driven curation of content to be paramount in our evolving digital economy. Together, they provide data that enable us to better understand our customers and determine what they want. We then design marketing campaigns to give our customers what they seek by predicating advertising decisions on analytical facts, not subjective theories. Doing so not only increases our efficiency and revenue, but it also prioritizes our long-term success by improving our brand and developing better consumer relationships.

More and more, vacation memories have become beautiful souvenirs that people eagerly share on social media platforms. In fact, these "Instagramable" moments have become invaluable social-media currency for an ever-growing segment of the population. As a result, vacationers do not only seek hotel accommodations that offer great value at an unbeatable

price. They also desire photogenic experiences they can capture and curate themselves – ones that will look cool to their social media followers. By developing ads that cater to all these desires, we earn our rental business one click at a time. We give our customers what they want and improve our bottom-line in the process.

There's no magic to this process. It's just a matter of marketing your compelling story to create direct bookings.



*Matthew Meyers is the Executive Vice President of Star Island Management and Star Island Development. Mr. Meyers oversees Star Island Resort, a premier destination timeshare development in Kissimmee, Florida with over 20,000 owners, 900 rooms, and 250 employees. He is in charge of all resort operations, management, sales and marketing, on-site revenue, hotel rentals, and new development. (mmeyers@star-island.com; linkedin.com/in/matthew-meyers-67b547121)*

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# 5 HABITS OF SUCCESSFUL SALESPEOPLE

## *PLUS, OTHER INSIGHTS FROM SALES GURU SHARI LEVITIN*



By Judy Kenninger

Shari Levitin definitely gets around. Since forming Shari Levitin Group in 1997, she has shared her sales secrets with timeshare industry leaders including, RCI, Hilton, Hyatt, and Wyndham Worldwide, as well as brand names in other industries, such as Adobe, Comcast, and Jaguar. She's now a guest lecturer at Harvard, was named LinkedIn's Top Ten voices in Sales in 2018, and even appeared as one of twenty sales experts in the Salesforce Documentary film, *The Story of Sales*.

But no matter how many presentations and consultations she gave, Levitin couldn't reach everyone. Not every company can afford to bring in a high-level sales expert for multiple days. The Shari Levitin Group developed a web-based, interactive virtual training system, but again not everyone had access to that. "It had been on my bucket list for years to write a book, so that I could make the knowledge accessible to all sales reps, and I finally made time to do it," she says.

That book, *Heart and Sell: 10 Universal Truths Every Salesperson Need to Know*, (<https://www.sharilevitin.com/resources/>) has received rave reviews from best-selling authors Jill Konrath and Patricia Fripp, and companies such as Salesforce, Oracle, Wyndham, and Hilton. But reading through it, you might be surprised that it's less about tactics and skills for salespeople, and more about success principles and human behavior. Shari discusses serving clients from the right place in your heart and taking personal responsibility for your own success.

According to Levitin, there are five essential traits that a successful salesperson needs to cultivate. (See sidebar to find out what they are). First, though, she points out that in today's world of "fake news" and distrust, who a salesperson is in their heart matters. "According to Gallup, salespeople are the least trusted of all professionals, second only to politicians and members of Congress," she says.

Columnist, David Brooks discusses the difference between "resume virtues" and "eulogy virtues." Resume virtues, Brooks reminds us, are those skills you bring to the marketplace—qualities like drive, competition, and

gregariousness. The Eulogy virtues, on the other hand, are the ones people will talk about at your funeral. Were you kind? Honest? Empathetic? Loyal? What do you want your legacy to be? How do you want to be remembered? Do your actions line up with your values? These are the virtues you need today to stand out above your competitors. The combination of character and skills are what you need to radiate inner confidence and outward success. "This was my impetus to write *Heart and Sell*", says Levitin. For the 20 years I trained salespeople, I told them what do, how to it, and even why we do it, but after becoming a parent, I had an "AHA" moment and realized that "what you do matters, but who you are matters more."

Products are ubiquitous. Today's customer has many more options whether it's Airbnb, Expedia, etc. What makes the difference for a salesperson is, do they have those eulogy virtues? Can they be trusted? Do they follow up? Does the company create a guest experience where consumers want to come back?

As for technology? Technology is not a substitute for human connection, she says. "AI and interactive sales platforms are changing the sales landscape, but they're not a panacea. Technology is only as good as the underlying sales process. It doesn't replace good salesmanship. Successful companies need to balance technology with human connection. If we automate too much, the sales experience will become robotic and customers will be lost. If we automate too little, the sales process will stagnate and, in turn, breed disengaged and dissatisfied employees and customers".

Levitin says her company is often called in after companies adopt

presentation technology because salespeople became too reliant on them. "They forget to dig deep, build relationships and find the problem," she says. "What I tell people is that we need to do everything Alexa (or Siri or Google) can't. You can have leading technology, but if you are not building trust through empathy and reliability, it won't matter".

What advice would Levitin give to a salesperson who is struggling? "Ask yourself, 'what can I do better?' Don't blame external circumstances for your lack of success. While fear can be your friend, excuses are almost always your enemy. Then practice, drill rehearse. As Eric Greitans writes in his book on Resilience, 'Training aims to change who you are, practicing practice will enable you to, in the words of the old Army commercial, be all that you can be.'"

### 5 Habits of Successful Sales People

1. **A Growth Mindset.** People with Growth Mindsets believe that their basic qualities are things you can cultivate through toil and persistence. They're energized by learning new products, breakthrough technologies and are invigorated by overcoming failure. To them, life is a journey of gathering new information, making new connections, asking for constructive feedback and learning from painful lessons. It's no longer simply about building rapport, today you have to earn respect.
2. **Curiosity.** The gap 'between what we know and what we want to know'. This gap has emotional consequences: it feels like a mental itch, a mosquito bite on the brain. We seek out new knowledge because that's

HABITS



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how we scratch the itch. I've watched thousands of salespeople go through the motions of asking the right questions—only to completely annoy their customers along the way. Why? Because they display a lack of genuine curiosity. It's not enough to ask questions; you actually have to listen for and care about the answers!

3. **Drive.** The difference between good performers and exceptional performers is not between those who know a lot and those who know a little between, but rather between those who give some of themselves to their practice and those that give all of themselves. Drive is the discipline to practice and do the work.

4. **Resilience.** When customers don't purchase, what does a great sales rep do? They lose the deal but don't do the lesson. In this business, one moment we're victorious, the next minute we were victorious. Sales mastery requires moving through pain and rejection. That takes resilience, and the ability to fail fast and move on.

5. **Constructive Delusion.** You've heard the expression, "do you

see the glass as half empty or half full?" Top performers don't see the glass as half full, they see it as overflowing. They look for reasons customers will buy, and they are shocked when they don't. When you begin a tour believing that engineers don't buy or that the in-laws are going to muck up the deal, you wind up looking for signs that confirm your beliefs. In short, you will see what you expect to see.

For more sales training insights, including the Five Deadly Coaching Mistakes Sales Leaders Make and How to Fix Them, visit <https://www.sharilevitin.com/blog/>

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



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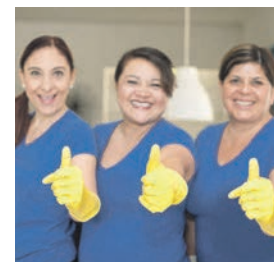
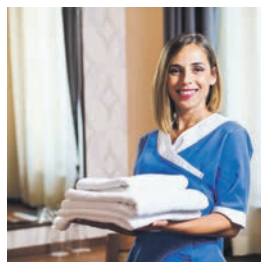


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# TIMES ARE CHANGING, SO SHOULD YOUR RESALE STRATEGY

By: Kelley Ellert

Marketing owner resales continues to be a hot topic in the timeshare industry. Everyone is seeking the magic marketing ingredient to resell their unowned inventory. The problem is simple - marketing to the right consumers is expensive, complicated and difficult. The solution is not so simple – find cost effective, efficient ways to market to the right consumer. Or partner with someone who will take on that responsibility and risk.

The way businesses connect with consumers is everchanging, and it always will be. In this case, marketing strategies and benefits of ownership that once attracted buyers during the initial sell out are no longer effective. We need to be on the lookout for, and openminded to more diverse alternatives; from digital advertising and other online options, to partnering with a club, to driving rentals. Being able to evaluate options and act in the best interest of the association requires partnerships where everyone's goals and objectives are aligned.

## Meeting the Market

The travel market is robust and growing, especially in the United States. According to the World Travel and Tourism Council, in 2018, the travel and tourism sector contributed \$1.6 trillion to the United States' GDP (that's 7.8% of our entire U.S. economy).

To capitalize on this segment, we have to understand the wants and needs of the consumer, regardless of their travel patterns or preferences. The internet and

social media have changed the way we communicate with and engage our clients. The consumer looks to these sources to verify the credibility of any offer, travel sentiment specific to a resort or organization, and perspective from fellow vacationers. Today's client desires unique experiences, specialized service, and flexibility. According to an Annual "Good Life" study by Trafalga, travelers want experiences over sights, conscience-centered travel, sustainable practices, year-round, flexible options and authenticity. Offering these options is the only way to give consumers what they are seeking in their travel decisions. This is a change to the traditional timeshare model and when considering resale, we need to enhance our offerings to meet these needs.

## Dive into Digital

Digital advertising offers a cost-effective option for finding the right consumers for both rentals and resales. The upside of digital advertising is that you can narrow in on specific audiences to keep your budget manageable (statistics show that on average businesses make \$2 for every \$1 spent on digital advertising). However, the downside is the same consumer you want to see your ads, is also targeted by every large, e-commerce company among other businesses bidding for coverage.

Thankfully, there are professionals that know how to compete in this marketplace. When exploring the digital advertising space, be sure

you work with a professional who is certified through Facebook, Google and Bing. While advertising is never guaranteed, working with a certified professional enhances your potential for success and can minimize your economic risk. Truly skilled advertisers can pinpoint exactly who you want to find for pennies per click.

## Join the Club

Many mature associations have had success with resales and their corresponding collection rates by reaching agreements with developers who operate multi-resort Clubs. These Clubs are backed with deeded inventory in a perpetual trust and allow their owners to trade between the resorts without cost. This flexibility has led to higher owner use, lower default rates, and resale results that improve the financial health of the HOA. Some Club Developers work with existing Fixed and Floating intervals to offer viable solutions. Those Clubs provide a win-win option to both the consumer, who receives the flexible travel options, and the association who gains a dues paying member.

## Partnering with a Club

The key to success when partnering with a club, is to ensure you find one whose goals and desires align with the Board of Directors. One common concern regarding existing inventory being added to a Club is the fear of a takeover of the board. Concerned Boards should examine the number of intervals available for sale against the number of intervals it would

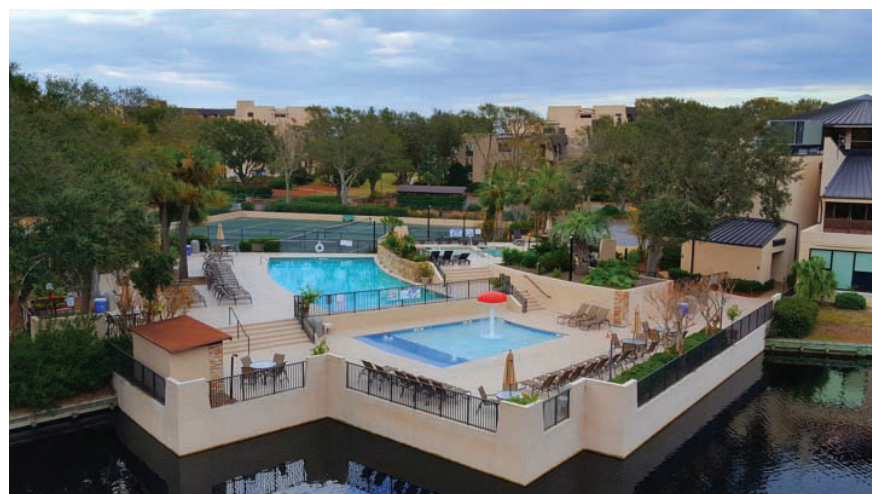
Travis Bary, COO of Capital Vacations.



require to gain voting control. In the majority of cases, control could not be acquired.

"As a company that operates a 29 Resort Club, we consistently seek to add quality travel destinations for our owners to enjoy," said Travis Bary, COO of Capital Vacations. "Combining our Sales and Marketing abilities with our portfolio of Resort Management services we feel we provide the best solutions to maintain and increase the financial health of the resorts that have entrusted us with their business. The right partnerships between mature Timeshare Resorts and Vacation Clubs present the opportunity to create happy consumers and successful associations."

According to Bary, the Club/ Management Partnership model isn't just something that sounds good, it's something that is proven. Last year alone Capital Vacations sold enough intervals for three Associations to increase MF collections by \$72,142, \$192,758,







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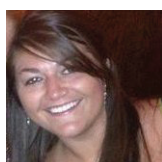
and \$213,482 respectively. These results occurred without a single dollar in advertising or marketing being spent by the associations.

### Fighting the Transfer Companies

Another reason to pursue the most successful resale option is the fight against unscrupulous third-party transfer companies. Consumers who want out will seek solutions. If we don't provide a viable path, we put their ownership and the health of our HOA's at risk.

Just as all legacy timeshare resorts are one-of-a-kind, so are the best strategies for marketing resales. Depending on your financial resources, abundance of

available inventory and the vision of the board, it may be trying digital advertising, partnering with a club or trying something new and innovative that leads to total solvency and allows future generations the ability to enjoy resort as did the original owners.



Kelley Ellert is the Director of Marketing for Capital Vacations, one of the largest timeshare management companies in North America with 71

properties for which she oversees the marketing and communication efforts. She resides in Myrtle Beach, South Carolina where Capital Vacations corporate headquarters are located.

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## AFRICAN & TROPICAL THEMED MATERIALS



**Safari Thatch, Inc.**  
7040 SW 21st Place,  
Davie, FL USA 33317  
Phone: (954)564-0059  
Fax: (954)564-7431  
Email: nickw@safarithatch.com  
Website: www.safarithatch.com  
Contact: Nicholas Wight  
Specialty: Supplying tropically themed architectural building materials to Zoos, Resorts, and Theme parks since 1984! Products: Natural and synthetic thatched roofing and umbrella kits, bars and bar counters, concession stands, and cabanas. We also have natural and synthetic wall coverings and ceiling treatments, as well as lodge poles, bamboo, and other rustic timbers, fencing and screening solutions, ropes, netting, and even flooring solutions. It's a jungle out there! Call us, and we'll ship it to you!

## ALTERNATIVE DISPUTE RESOLUTION (ADR) SERVICES



### International Fair TimeShare Agency®

**International Fair Timeshare Agency**  
3001 N Rocky Point Dr E, Ste 200  
Tampa, FL 33607  
Phone: (305)204-5123  
Email: patrick@paradiseapproved.org  
Website: www.ParadiseApproved.org  
Contact: Patrick Dougherty  
Specialty: International Fair Timeshare Agency® (IFTA) is an organization, providing mediation and arbitration (B2B, B2C), company ratings and consumer reviews for the timeshare/vacation ownership marketplace. Through a comprehensive application process, timeshare/vacation ownership companies can become Paradise Approved®, ensuring that the company adheres to a strict Code of Ethics and Business Practices. Consumers and companies alike know they can trust an organization that has the IFTA Paradise Approved® Seal. Visit www.ParadiseApproved.org to learn more.

## AMENITIES



**Essential Amenities**  
Phone 1: 800-541-6775  
Email: diana.johnson@essentialamenities.com  
Website: www.essentialamenities.com  
Contact: Ms. Diana Johnson  
Specialty: Essential Amenities, Inc. is a well established guest amenity company providing high quality guest room toiletry products and accessories to boutique hotels, bed & breakfast inns, and resort properties. We offer a wide range of exclusively licensed collections that include Hermes from France, Exotic Coral, Poggesi, Ecru New York, Little Green, Dickens & Hawthorne Cucumber & Acai, Joseph Abboud, Whytemor & Keach, and Lanvin Orange Ambre. All of our products are in stock and ship within 24 hours.



## APPLIANCES



*Make any day a weekend*

**Kenyon International, Inc**  
P.O. Box 925, Clinton, CT 06413  
Phone 1: (860)664-4906 FAX: (860)664-4907  
Email: sowens@cookwithkenyon.com  
Website: www.cookwithkenyon.com  
Specialty: Kenyon International, Inc. is the world's leading manufacturer of specialty cooking appliances for residential and recreational use. Kenyon's compact and sustainable ceramic cooktops, in traditional knob and Lite-Touch™ control models, in one or two burners, are available in your choice of 120, 208, or 240 Volts. Kenyon's All Seasons™ Electric Grills are flameless, smokeless and safe for cooking indoors or out. All products designed and built in Clinton, CT and backed by a 3-year warranty. BIM objects available. Visit us at www.CookWithKenyon.com.

## ARTICLES, BLOGS, WRITING



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.

## BUSINESS INTELLIGENCE



by **MOBIUS VENDOR PARTNERS**

**CustomerCount**  
3925 River Crossing Parkway, Suite 60  
Indianapolis, IN USA  
Phone 1: 317-816-6000  
FAX: 317-816-6006  
Email: bobkobek@customercount.com  
Website: www.customercount.com  
Specialty: CustomerCount is a flexible online customer feedback solution providing intuitive real time reporting, fast turnaround on updates, detailed and dynamic data gathering with comprehensive reporting for process improvement and customer loyalty to improve your bottom line. It is the only feedback system designed specifically for the timeshare industry and is capable of segmenting satisfaction report data for any and all prospect, owner and guest touch points

## CERTIFICATE FULFILLMENT



**LogiCall Marketing**  
4411 S 40th St, Ste D-10  
Phoenix, AZ 85040 USA  
Phone 1: 602-483-5555 xt. 101  
Email: tpranger@logicall.net  
Contact: Thomas Pranger  
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.

## CHILDREN'S PLAY STRUCTURES



**iPlayCo**  
215-27353 58 CRES  
Langley, BC Canada V4W 3W7  
Phone: (604)607-1111 Fax: (604)607-1107  
Email: sales@iplayco.com  
Website: www.internationalplayco.com  
Contact: Kathleen Kuryliw  
Specialty: At iPlayCo we design, manufacture, ship and install commercial Indoor playground equipment and interactive play solutions worldwide. Our experienced staff can help you do it all, from design to installation. Receive the highest quality and most creative play structures available in the world when you choose IPLAYCO! We welcome the opportunity to build new relationships and introduce our clients to the amazing industry of children's play structures

## CLEANING SERVICES



Housekeeping Services

**Jani-King International Inc.**  
16885 Dallas Parkway, Addison, TX 75001  
USA  
Phone 1: 800-552-5264 Phone 2: 972-991-0900  
Email: enewburn@janiking.com  
Website: www.janiking.com  
Contact: Eric Newburn, Director of Hospitality  
Specialty: Jani-King, the leader in contracted housekeeping services provides comprehensive cleaning services to the hotel/timeshare industry. Jani-King takes care of your housekeeping needs so you can take care of what's really important; your guests.

## COLLECTION SERVICES



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

“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

## COLLECTION SERVICES



**Collections Unlimited of Texas, Inc**  
2000 S Dairy Ashford Road, Suite 680  
Houston, TX 77077  
Phone: (800) 723-2331  
Fax: (281) 588-1028  
Email: contactus@collectionsunlimitedtx.com  
Website: www.collectionsunlimitedtx.com  
Specialty: Collections Unlimited of Texas is your third party collection agency. We understand the bottom line- bad debt directly affects your ability to provide the best service for your customers and that's where we can help. With our dedicated timeshare collectors and staff, we offer you unparalleled collection services. From pre collection notices at no charge to a full array of collection services, we are your agency. Everything from skip tracing to credit reporting, online payment service to credit and collection counseling we make it happen.



**Meridian Financial Services Inc.**  
1636 Hendersonville Rd Ste 135  
Asheville, NC 28803 USA  
Phone 1: (866)294-7120 ext. 6705  
FAX: (828)575-9570  
Email: gsheperd@merid.com  
Website: www.merid.com  
Contact: Gregory Sheperd  
Specialty: Meridian Financial Services, Inc. is a sophisticated third-party collection agency able to provide service to whole and partial portfolios. Meridian understands the impact of bad debt, as well as the importance of keeping your owners' accounts current, and preserving their confidence in the purchase decision. Services include third-party collections for domestic and international clients, no-cost-to-client recovery program, customized industry collection strategies, credit reporting, skip tracing, online services, and credit and collection consulting

## COMPUTERS AND SOFTWARE



**RNS Timeshare Management Software**  
410 43rd St W  
Bradenton, FL 34209  
Phone 1: (941)746-7228 x107  
FAX: (941)748-1860  
Email: boba@rental-network.com  
Website: www.TimeshareManagementSoftware.com  
Contact: Bob Ackerman  
Specialty: Designed for legacy fixed and floating time resorts, our software solution streamlines the reservation and accounting functions for TS resorts. Plus our responsive On-Line Booking module allows you to show the weeks available to rent (owner or association weeks) on your web site for booking by the traveler. Includes A/R module to invoice and collect owner fees. One simple package to automate your existing TS resort

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

Gregory Crist  
CEO, National Timeshare Owners



## COMPUTERS AND SOFTWARE



www.timesharesoft.com

### 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!

## CONSULTING



### TrackResults Software

5442 South 900 East Suite 203  
Salt Lake City, UT 84107 USA  
Phone 1: 888-819-4807  
Email: sales@trackresults.net  
Website: www.trackresults.net  
Contact: Ryan Williams  
Specialty: TrackResults tracks and reports sales and marketing activity for people with no time to waste. Used in over 100 travel club and 50 timeshare sales centers because it is easy to use, fool-proof, and intuitive. Plus, it includes both custom dashboard and blazing fast analytical reporting to uncover the gaps and inefficiencies that slow you down.

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

## 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.

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SOLID INFORMATION  
& NEWS SOURCE  
WITH YOU,  
WHEREVER YOU GO!**

Tell them you saw it in The Trades

## 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.

## ESTOPPEL PROCESSING



### 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



### 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: 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.

## EXCHANGE COMPANIES



*A Better Way to Exchange*

### Resort Travel & Xchange

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

## 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.



### 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

**// I definitely look at every page of Resort Trades each month to see what is happening in the industry. I find it very informative and know that others on my team are reading it, too.**  
Jon Fredricks, CEO Welk Resorts LLC

## FLOOR SAFETY PRODUCTS



### 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



### 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.

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

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



## HOUSEKEEPING SERVICES



### 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."

## INSURANCE



### Leavitt Recreation & Hospitality Ins

942 14th St.,  
Sturgis, SD 57785  
Phone: (800)525-2060  
Email: info-lrhi@leavitt.com  
Website: www.lrhinsurance.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: 602-483-5555 xt. 101  
Email: tpranger@logically.net  
Website: www.logically.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



### 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



### Pacific Western Bank

5404 Wisconsin Avenue, 2nd Floor  
Chevy Chase, MD 20815 USA  
Phone: 301-841-2717  
Phone: 800-699-7085  
Email: jgalle@pacwest.com  
Website: www.pacwest.com  
Contact: Jeff Galle  
Specialty: Pacific Western Bank is a commercial bank with over \$26 billion in assets. Our National Lending Group provides asset-based, equipment, real estate and security cash flow loans to established middle-market businesses. With a resort portfolio of more than \$1 billion, we are a leading lender in the resort industry. We provide \$5-\$30 million inventory loan and \$10-60 million hypothecation loan. Find an opportunity, not just a bank.



### 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: 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: tjohanson@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  
Phone 1: 800-542-3648 Phone 2: 727-360-2006

Email: liberteceto@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.

**I definitely look at every page of Resort Trades each month to see what is happening in the industry. I find it very informative and know that others on my team are reading it, too."**

**Jon Fredricks, CEO Welk Resorts LLC**



## OUTDOOR AMENITIES



### Kay Park Recreation Corp.

Janesville, IA 50647 | USA  
Phone: 800-553-2476 FAX: 319-987-2900  
Email: marilee@kaypark.co=m  
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

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

## RENOVATION



### CRA

11500 W Olympic Blvd, Ste 610  
Los Angeles, CA 90064  
Phone: (818)577-4320  
Email: info@cradesign.com  
Website: www.cradesign.com  
Contact: Michael Lindenlaub  
Specialty: Renovation, interior design, and furnishing services. With 25-years in the hospitality and vacation ownership world, CRA has the project experience, the team and the pricing clout to complete your improvement projects. Designers for major brands and innovators of marquee new-build projects nationwide, together with your ideas, we can create the perfect vacation environment! From collaborative ideation and thoughtful pre-planning to interior design and installation, CRA can guide you through a seamless process – start to finish.

## 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.



### 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

## 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.

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## SHARED OWNERSHIP SERVICES



### 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.

## 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](mailto:info@spiinc.com)  
Website: [www.spiinc.com](http://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.

## SPLASHPADS/SPRAYPARKS



### Empex Watertoys

50-12 Innovator Ave,  
Stouffville, ON Canada L4A 0Y2  
Phone: (480)562-8220  
Fax: (905)649-1757  
Email: [brad@watertoys.com](mailto:brad@watertoys.com)  
Website: [www.watertoys.com](http://www.watertoys.com)  
Contact: Brad Olson  
Specialty: Empex Watertoys is a world leader in Splashpads, Sprayparks and commercial water features for kids of all ages. Made of lightweight and durable composite fiberglass, our products offer a Lifetime Corrosion Warranty and are the industry's best choice for retro-fitting old water features at lower installation costs.

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## TELEMARKETING



### LogiCall Marketing

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

## TITLE COMPANIES



### Timeshare Escrow & Title

3659 Maguire Blvd. #100,  
Orlando, FL 32803  
Phone: 407-751-5550 ext. 1105  
Email: [dave@timeshareresaleclosings.com](mailto:dave@timeshareresaleclosings.com)  
Website: [www.timeshareresaleclosings.com](http://www.timeshareresaleclosings.com)  
Specialty: Trained. Experienced. Trusted  
Offering several regulated services to assist buyers and sellers seamlessly and securely transfer timeshare titles. Full licensed, we perform timeshare tile transfers in 23 states, Mexico, the Caribbean and the Bahamas. Call 407-751-5550 for information about our phenomenal inventory buy-back program.

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## TOUR GENERATION



### LogiCall Marketing

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Phone 1: 602-483-5555 xt. 101  
Email: [tpranger@logical.net](mailto:tpranger@logical.net)  
Website: [www.logicall.net](http://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.

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Marge Lennon  
President Lennon Communications Group

## TRADE ASSOCIATIONS



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

P.O. Box 2803,  
Harrisonburg, VA 22801  
Phone: 800-636-5646 (U.S. & Canada)  
540-828-4280 (Outside U.S. & Canada)  
FAX: 703-814-8527  
Email: [info@care-online.org](mailto:info@care-online.org)  
Website: [www.care-online.org](http://www.care-online.org)  
Contact: Linda Mayhugh, President  
Specialty: Established in 1985, C.A.R.E. is one of the industry's leading associations in ethical standards and value propositions. Its internationally diverse member base includes Resort Developers, Management and Exchange Companies, HOA's, Travel Clubs and Wholesalers as well as industry suppliers bringing value-added revenue enhancement opportunities. Members that possess or seek rentable inventory for fulfillment set the foundation of C.A.R.E. with a multitude of scenarios for securing client vacations, increased inventory utilization and heightened yield management.

## TRAVEL CLUB



### Global Connections, Inc.

5360 College Blvd, Suite 200  
Overland Park, KS 66211  
Phone 1: 913-498-0960  
Email: [mgrring@gcitavel.net](mailto:mgrring@gcitavel.net)  
Website: <http://www.exploregeci.com>  
Specialty: Global Connections, Inc. (GCI) - A highly respected resort developer and leader in the travel club and vacation industry, offering travel club fulfillment and servicing, travel search engine development, component-based products, private labeled leisure benefits, exit and affinity programs, premium incentives, resort condominium and cruise fulfillment, wholesale and exchange opportunities. GCI is the owner and developer of resorts in California, Colorado, Florida and Tennessee and further owns and leases multiple resort condominiums throughout the U.S., Canada, Mexico and the Caribbean.

## TRAVEL CLUBS AND EXIT PROGRAMS



### Assured Travel

5958 Priestly Drive, 2nd Floor  
Carlsbad, CA 92008  
Phone: (800) 939-5936  
Email: [randyf@AssuredTravel.com](mailto:randyf@AssuredTravel.com)  
Website: [www.AssuredTravel.com](http://www.AssuredTravel.com)  
Contact: Randy Fish, ARP  
Specialty: Assured Travel is an Accredited A+ BBB Rated business boasting a 4.5 star YELP rating. Assured Travel specializes in tour premiums, exit program and First Day Incentive's. Our newest product is our CLIX Collection which provides Resort and Luxury Resort Accommodations. Our Holiday Passports Collection is an excellent choice for tour generation as well as an exit package. Our licensed and bonded travel agency can customize virtually any type of travel incentive you desire.

## TRAVEL CLUBS AND EXIT PROGRAMS



### Travel To Go

7964-B Arjons Drive  
San Diego, CA 92126 USA  
Phone 1: 800-477-6331 ext. 108  
Email: [info@TravelToGo.com](mailto:info@TravelToGo.com)  
Website: [www.traveltogo.com](http://www.traveltogo.com)  
Contact: Jeanette Bunn  
Specialty: Travel To go has been specializing for over 27 years in offering travel club and exit programs, specializing in 8 days, 7 nights luxury resort accommodations, cruises, hotels, and more at discounted rates with 5-Star service.  
Please contact us to demo our state of the art membership programs. We offer bookings by phone with 5-Star customer service or online options 24/7.  
We are "A+" rated with the BBB, licensed and bonded and offer merchant processing.  
Please contact: [info@traveltogo.com](mailto:info@traveltogo.com)  
800-477-6331, ext 108

## TRAVEL INCENTIVES



### Executive Tour and Travel Services, Inc.

301 Indigo Drive  
Daytona Beach, FL 32114 USA  
Phone 1: 866-224-9650  
Email: [Frank@ettsi.com](mailto:Frank@ettsi.com)  
Website: [www.ETTSI.com](http://www.ETTSI.com)  
Contact: Frank Bertalli  
Specialty: ETTSI Incentive Premiums helps meet your goals with Industry leading incentive programs in travel and merchandise certificates. ETTSI specializes in offering sales premiums in support of Timeshare and Travel Club presentations. Receiving the greatest value; your customers will be serviced with utmost attention. You are buying direct from the fulfillment company. ETTSI listens, understands the needs of their clients, excel at converting that knowledge strategically and tactically designed sales incentive solutions that work!  
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### True Incentive

2455 East Sunrise Blvd. Suite 200  
Fort Lauderdale, FL 33304  
Phone: (800)684-9419  
Fax: (954)707-5155  
Email: [cgring@true-incentive.com](mailto:cgring@true-incentive.com)  
Website: [www.true-incentive.com](http://www.true-incentive.com)  
Contact: Clayton Gring  
Specialty: True Incentive, known for its incentive product innovation and quality service, offers a dynamic online catalog of its products such as land vacations, airfare and cruises designed to impact a company's marketing and sales objectives. True Incentive has recently expanded its services to stimulate consumer motivation with: TruePerk, TrueAir and TrueLead. For more information [www.true-incentive.com](http://www.true-incentive.com) or [salesinfo@true-incentive.com](mailto:salesinfo@true-incentive.com)



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## TURN-KEY RENOVATION SERVICES



### Timeshare Makeover

6601 Cypresswood Ste 200  
Spring TX 77079  
Phone: (832)484-1105  
Fax: (281)895-6222  
Email: joe@hotelmakesover.com  
Website: www.timesharemakeover.com  
Contact: Joe Aiello  
Specialty: Timeshare Renovations –  
Conversions – Turn-Arounds  
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design, furnish, construct and install every  
interior and exterior renovation you need –  
beautifully, turnkey, and within budget.  
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member to address massive guest and  
ownership issues, Hotel Makeover now  
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#### Apollo Adventures Hiring

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Apollo Adventures, the fastest-growing travel company in America is seeking road teams and inhouse sales representatives to accelerate its growth. Highest commissions in the industry, including a per diem allowance. Contact Dave Hager at [dmhager44@aol.com](mailto:dmhager44@aol.com) or call 702-379-3410.

### INVENTORY MARKETPLACE

#### Pure Points, "10,000 to 100,000 Points"

Phone: 800-254-6316 EXT:801  
More Information  
They keep their timeshare, we pay their maintenance fees  
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Barclay credit card  
You do the selling and we do the rest

### INVENTORY MARKETPLACE

#### Inventory Acquisition In Angel Fire Resort, NM

Angel Fire Resort is a Ski and Golf Resort in the Rocky Mountains. The Cabinshare 1 HOA has a block of 20 red weeks and 20 blue/white weeks in inventory available for bulk acquisition. For details, please call Mindy at 5056031513.

### OTHER



#### Executive Quest

Keep up with what is happening in the Industry by subscribing to the monthly newsletter written by Keith Trowbridge and published by Executive Quest, Inc. Go to [www.execq.com](http://www.execq.com) and click Subscribe on our Home Page.

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**Michele Beauchamp**, president, at 800-723-2331 extension 113;  
[mbeauchamp@collectionsunlimitedtx.com](mailto:mbeauchamp@collectionsunlimitedtx.com)

**Wanda Gilpin**, sales and marketing, at 800-723-2331 x 102;  
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kindle fire

texture

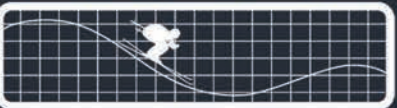
nook  
by Barnes & Noble

zinio™

kobo



R E S O R T



DATA PROCESSING

T A I L O R E D

# Property Management Software

FUNCTIONALITY / REVENUE / GROWTH

## Powerful Features

RDP is designed to reduce the resource requirements of your business, streamlining operations and maximizing revenue.



### Unparalleled Owner features

Automated Owner Statements, Owner Portal, Owner Billing, HOA/Owner revenue management, all built to any Week, Season, Float, Fixed, or Split Configuration.



### Fully Customized

Each and every RDP system is tailored to the way your business operates. With 80 hours of design included in every system.



### Outgrown Current System

RDP grows with each customer providing industry leading functionality to those ready to manage their resort with one robust system.

## About US

When you purchase a Property Management System (PMS), we believe it is more important to look at the character of the company who creates the software than the technical system details. All of the major PMS vendors handle the basics: reservations, check-in, check-out, audit, etc. The key to a PMS purchase is to understand that the software is only the beginning of a partnership between two companies. Many of our competitors believe it's all about the software. Nothing could be farther from the truth. It's all about the people. RDP truly is a different company. We have been in business for over 30 years with many of the same customers and employees. If you ever need anything from RDP, help is just a phone call away.

## Why Choose Us?

- > Cloud/On Premise Solutions
- > US based Support 24/7/365
- > Own Your Data
- > Commission Free Booking Engine

## Resort Data Processing

Tailored Property Management Software

Sales : (877) 779-3717  
Promotion Code : TradeUp

Web : [www.ResortData.com](http://www.ResortData.com)  
Email : [Sales@ResortData.com](mailto:Sales@ResortData.com)

Address: 211 Eagle Road  
Avon, Colorado 81620-3360





Secure your valued member relationships with  
Global's industry leading programs and benefits.

***LEISURE BENEFITS  
SHORT-TERM MEMBERSHIPS  
MEMBER FULFILLMENT & SERVICING  
PROVEN EXIT PROGRAM***

Contact Melanie Gring at [mgring@exploregci.com](mailto:mgring@exploregci.com) | (561) 212-5359 | [ExploreGCI.com](http://ExploreGCI.com)