

# Resort Trades

*Every Resort; Every Month*

## Town Hall: *The New Rules*

page 16

REGISTER  
TODAY



**Lisa Kobek,**  
CustomerCount®

[ResortTrades.com/LearningCenter](http://ResortTrades.com/LearningCenter)



**New Rules for  
Owner  
Communications**



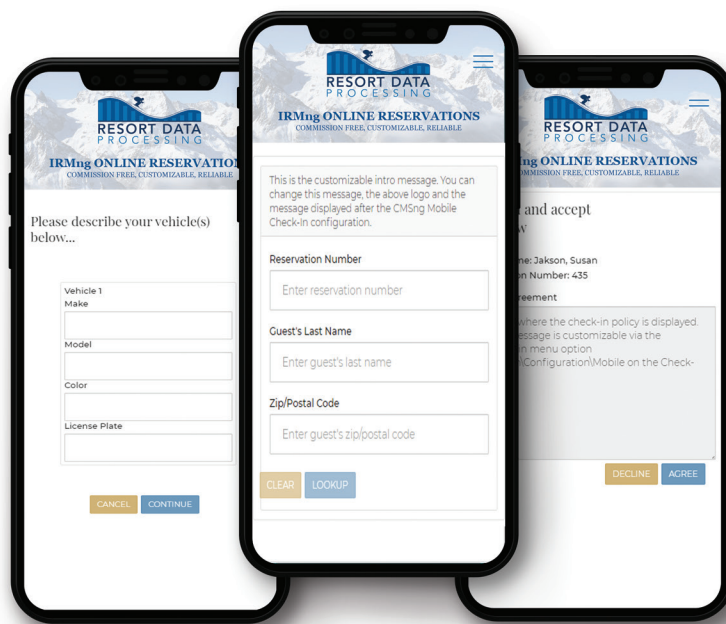
# New Feature Launch!

RESORT  
DATA PROCESSING

TAILORED

## Property Management Software

DESIGN / ADAPT / GROW



### New Feature: Touchless Check-In & Check-Out

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**Resort Data Processing**

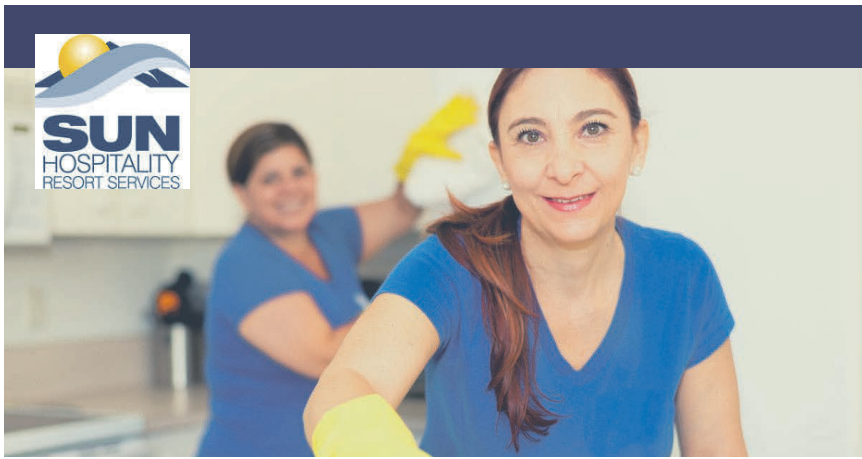
Tailored Property Management Software

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Promotion Code : TradeUp

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- [www.NauticalWatchResort.com](http://www.NauticalWatchResort.com), Bellaire Beach, Florida

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# the contact group

## Providing Clear Communication Geared to Adapt to the Changing Business Environment

As we continue to navigate our way through this COVID19 environment, necessary precautions must be made - resulting in canceled meetings, new schedules, and different habits. As we attempt to imagine the near future, the changes in practices and routines, along with the volatile economy, have placed businesses, clients, employees, and customers in an unprecedented situation.

Experts note that the progression to online retail operations and the movement away from brick and mortar stores is being accelerated by behaviors made necessary by the quarantine and shelter in place directives. Even the use of grocery shopping apps such as Instacart is picking up at a rapid pace as folks become more familiar and comfortable with the process.

### Working remotely grows exponentially

Similarly, many businesses are choosing to implement remote work in hopes of maintaining as much regularity as possible.

However, in-person meetings and face-to-face experiences are a key part of business, both within the organization, as well as with guests and customers. Now more than ever, clear communication is vital to ensure information is being accurately conveyed and concerns are being properly addressed.

Facebook Live and Zoom may be great low investment options for smaller, more informal organizations and entertainment, but they lack the ability to control the conversation effectively and can feel chaotic or pointless at times. This can cause catastrophic damage to a brand's value, integrity, and customer retention.

Enter The Contact Group (TCG) and its Founder/CEO David Costenbader who says "Our teleconferencing solution is a perfect remote engagement strategy during these times. Associations, Resort Developers, HOAs-- all can benefit from our engagement marketing savvy and one-to-many phone

technology that is accessible by any device. Our clients also choose us because of our large capacity and ability to produce a return on their objectives of effective communication and genuine conversations with their audience. They know that getting out in front of a crisis situation and presenting themselves as a trusted source benefits them as well as their stakeholders."

### Solutions for internal and external communications

TCG's unique solution is perfect for both internal and external communications, no matter the size, with both audio and audiovisual session options. With their technology partner, Broadnet, they also offer the ability to host multiple speakers (no matter their location) and hold a moderated Q&A during the session, seamlessly. This way both the host and the audience are hearing the most pertinent questions and staying abreast of information that matters most. For audiences less than 1,000 participants, TCG

offers an on-demand teleconferencing solution for use by department leaders to update their employees. The on-demand solution offers all of the functionality of the larger solution such as the ability to present a slide show.

The Contact Group's solution has a patented dial-out function to invite people to a telephone conference, like a quarterly earnings call. They were one of the first to do virtual telephone town halls. For many years TCG hosted

events for campaigns and nonprofits; and TCG was very influential in President Obama's campaigns as a teleconferencing solution. They have also expanded into other areas. 31 out of 32 NFL teams use the product. The International Brotherhood of Teamsters with over a million members, a long-term client of TCG, scheduled an all hands-on deck "Total Teleconference" the first week in April. The platform will dial out to more than 150,000 UPS members and will have close to 20,000 dialing inbound.

### Expanding to Travel and Hospitality Sector

While The Contact Group has seen major success in the political and non-profit sectors, it is strategically entering the travel and hospitality sector with initial projects for C.A.R.E. and VSA Resorts.

VSA's first event is to their employee base, prior to a major renovation done to their property, using visual content and audio to discuss the renovation, so that before owners come to the property, staff can speak intelligently and answer questions. For another event, VSA Resorts selected to use streaming video to invite all of their owners. The live streaming event will have an interior design representative, chairman of board, and the president walk them through the renovation and answer questions in a controlled, moderated environment.

In the case of C.A.R.E., The Contact Group supported the organization with the unique "Total Teleconference." C.A.R.E. was one of many organizations forced to cancel its upcoming annual conference and its president, Linda Mayhugh, wanted to ensure that members could still connect with each other at its "Meet the Members" session. During this popular roll call, members share resort inventory availability







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**David Costenbader - CEO**

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[dc@thecontactgroupusa.com](mailto:dc@thecontactgroupusa.com)

and requirements amongst each other. TCG, with support from a CustomerCount® sponsorship, as well as a contribution of services from itself, offered its help. The event was a resounding success with over 25% of their membership participating. TCG's Total Teleconference includes instant polling of attendees. The C.A.R.E. poll showed 91% would participate in another one. Linda stated, "The Contact Group facilitated the event so all C.A.R.E. had to do was have our hosts dial in. Very easy!"

TCG's "Total Teleconference" enables a two-way conversation between a host and audience on various devices, allowing both presenters and participants to communicate with each other no matter the size of the audience. The platform is particularly engaging and effective because it dials out to every member registered for the event. These features create a stronger participation rate and accurate conveyance of information.

### **Brand protection**

With the TCG platform, hosts are able to invite people to the table to get their controlled and moderated feedback, while delivering vital

information and programming to participants. It allows a company to communicate effectively to their stakeholders, whether they are investors, employees, or owners. No matter the situation, people want to be invited to the table to hear about others' experiences and questions. They can participate by electronically raising their hands. They then enter a queue to have their question screened and transcribed so only vital questions are taken live and answered by the client's trusted source of subject matter experts. In addition to moderator/attendee interaction, TCG can incorporate polls to gain valuable feedback instantly. Finally, PowerPoint presentations and streaming video are integrated onto the client's website and can be simulcast onto their Facebook page.

Not only are the meetings interactive and value driven, TCG's services include integration of a thorough audience engagement plan. Promotions are handled in myriad ways. Drawing on years marketing expertise, TCG creates promotional materials for social media campaigns as well as embedding registration directly through the client website. Promotional

materials geared to be distributed through social and digital channels are also available. Beyond that, they are also able to dial out to a pre-made list or create one using a wide array of metrics.

### **Special offer**

During this evolving business environment, Costenbader says TCG is taking the pro-active steps of adding resources, waiving Set Up fees and offering new clients 20% off their first event. He says, "We want to be part of the solution, allowing affected businesses to weather this storm and get back up sooner than later."

For more information and/or a demonstration reach out to David Costenbader, [dc@thecontactgroupusa.com](mailto:dc@thecontactgroupusa.com) or call 703-725-8608.

*Georgi Bohrod, RRP is Principal of GBG & Associates, Inc., a Marcomm company located in San Diego, California.*

### **SPONSORED CONTENT**

## **Special offer**

**During this evolving business environment, Costenbader says TCG is taking the pro-active steps of adding resources, waiving Set Up fees and offering new clients 20 percent off their first event. He says, "We want to be part of the solution, allowing affected businesses to weather this storm and get back up sooner than later."**





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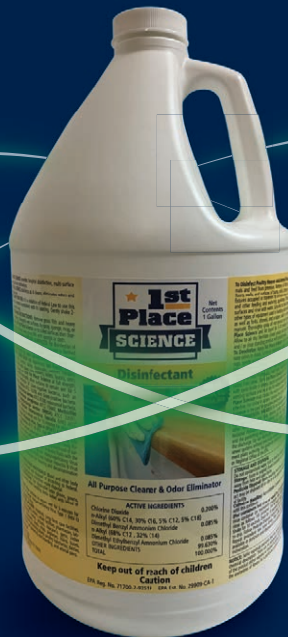
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# 5 Lessons From Lockdown: The Future of Customer Care

By Wendy Poe

What can we apply that we learned from our 2020 pandemic so far? How will it drive long-term change to how we service owners and guests? Here are five takeaways from three of our industry's top Customer Service executives: **Annie Roberts**, SVP Club & Owner Services, Wyndham Destinations; **Travis Markel**, Chief Service Delivery Officer, ICE; and **Angela Blevins**, SVP Customer Care for Bluegreen Vacations.

## Lessons 1: Mountains Can Be Moved!

When challenged mid-March with "sheltering-in-place orders," all three executives immediately partnered with their IT counterparts to obtain the necessary equipment, tools, enhanced networking and licenses for thousands of agents in multiple countries to be able to service customers from home. While all three companies had limited "at-home" programs, an average of 75 percent of their servicing, pre-COVID, occurred in contact centers with a heavy emphasis on voice.

For ICE, this meant complex international coordination with 1000+ agents in India, Mexico, UK and Scottsdale, AZ. Wyndham's 725-agent footprint extends between the Philippines, Orlando, FL and Springfield, MO. Bluegreen's servicing is more domestic, but no less complicated, with operations in Orlando and Boca Raton, FL and Indianapolis, IN. Racing against the clock, all groups were proud to pivot within days and be 100 percent operational within weeks.

## Lesson 2: Technology Continues to Play a Leading Role

Microsoft Teams. Zoom. Yammer. Podcasts. LMS Systems. Video Cams. These are the new tech tools today's executives rely on to remain connected to their workforce. While many of these were utilized pre-COVID, they weren't widespread or mission-critical for successful servicing. Fully implementing these systems overnight, while ensuring safe and secure integration with all the core data systems, was no easy feat. Without highly

**“Compared to 2019 statistics, there is overwhelming evidence that “virtual servicing” significantly outperforms office-based results.”**  
**Angela Blevins,**  
**Bluegreen Vacations**

capable, committed IT partners, none of these advancements would have happened.

“Next up for ICE,” Travis Markel shared, “is to leverage text and chat bots to become more efficient and allow us to service owners in their channel of choice.” Annie Roberts is focused on “digitizing traditional classroom training to provide more flexible self-service options with coaching support for future hires.” Angela Blevins’ priority is their consumer-facing technology, “to encourage more IVR (Interactive Voice Response) utilization and figure out how to deliver live video servicing for an optimal servicing experience.”

## Lesson 3: Virtual Leadership Inspires Creativity & Deeper Connection



**Annie Roberts**  
Wyndham Destinations

Learning to lead virtually is both art and science, with a heavy emphasis on being human. Here's how our leaders have strengthened their relationships amongst staff, inspiring new levels of productivity:

**Annie Roberts.**  
“One of our secrets to successful virtual management has

been our Engagement Manager, a dedicated role to drive agent connection. To accomplish this, she hosted dozens of “At-Home Summits,” which helped everyone quickly adjust, along with “virtual socials” for team-building. Our managers have really dialed-up our award programs -- it's so much easier now to recognize everyone globally. I love being able to attend everyone's meetings and personally congratulate them on their results.”



**Travis Markel**  
ICE

**Travis Markel.** “It's interesting in that there has been a silver lining in this when it comes to maintaining connection. While we've lost the in-person presence, we've actually increased our communication cadence globally, meeting more as a collective team now. Whether its

sharing performance stats and driving friendly competition through The Big Show blog, a celebration of quarterly performance winners with virtual ceremonies or just taking the time to connect personally through “coffee talks”, we are connected. One of my favorite cultural events was Tea Time, inspired by our Mumbai team, where everyone globally brought their favorite Tea Cup and T-Shirt for a memorable and authentic bonding event. So, in many ways our culture is healthier than ever.”

**Angela Blevins.**  
“Certainly, we created a lot of buzz with themed days (hats, t-shirts, food, etc.) but we really took engagement to the next level when we had agents introduce their family members (including dogs, cats, horses and a pig!) to their co-workers.



**Angela Blevins**  
Bluegreen Vacations

Getting to know each other on a more personal level has strengthened our camaraderie and results. We have also received a lot of kudos for giving everyone more time in their week to pursue Professional Development, encouraging LinkedIn Courses, TedTalks and Webinars.”

## Lesson 4: Future Staffing Models Will Be Uniquely Blended

All three leaders concur: no one is rushing back to the office. They anticipate “at-home servicing” will become the norm with anywhere between 50 and 100 percent virtual servicing.

## From Bluegreen: Introduce Your New Co-Workers







**Photo from Wyndham:**  
**Annie's Corner: The Silly Hat Episode**

While all organizations were forced to “rightsized” their departments due to drastically reduced call volumes, the remaining associates have emerged as superstars. Keeping them safe and healthy at home, and in the office, is their company’s prime mission.

**Annie Roberts.** “The new floor plan is called “the checkerboard,” where literally every other workstation is being put out of service and “Not COVID Approved” signs are prominent. We launched three new teams (Crisis, Financial and Future) to help us co-create new policies and give team members an active voice in how we handle ongoing pandemic ramifications.”

**Travis Markel.** “We conducted a survey to determine how our employees prefer to work in the future. We asked about their concerns and sensitivities, as well as how can we help them feel safe in the workplace. Based on their input, we are considering a model where agents may rotate in/out periodically to have the best of both worlds. We will bring teams back to the office in waves as we implement new requirements, such as temperature checks and no public transportation.”

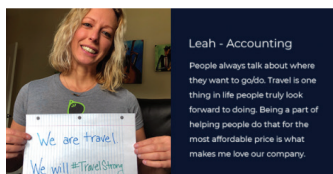
**Angela Blevins.** “In comparison to pre-COVID, owners are far more tolerant to the use of the chat feature. We’ve balanced our chat and voice, which has dramatically lowered wait times during our most critical times.



Meet our Team

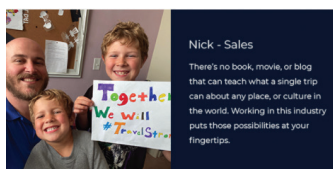
While your inbox has likely been full of messages about the current climate and economy, we thought it would be nice to send you some positivity. Meet our team - these are the folks working in the travel industry who will be here for you when we're all traveling again. We couldn't be more grateful for the opportunity to serve you and the support our members continue to show us.

We are travel and we will #TravelStrong



Leah - Accounting

People always talk about where they want to go. Travel is one thing in life people truly look forward to doing. Being a part of helping people do that for the most affordable price is what makes me love our company.



Nick - Sales

There's no book, movie, or blog that can teach what a single trip can about any place, or culture in the world. Working in this industry puts those possibilities at your fingertips.

Agents can handle up to five chats at a time and are generally live within 20-45 seconds. Compared to 2019 statistics, there is overwhelming evidence that “virtual servicing” significantly outperforms office-based results.

#### **Lesson 5: Crises Have Galvanized Workforce and Changed Owner Expectations**

Unanimously, the executives concluded that the Black Lives Matter Movement and COVID-19 pandemic have accelerated long-needed changes. More open and meaningful conversations. Highly flexible scheduling options. Powerful digital transformation and systems integrations.

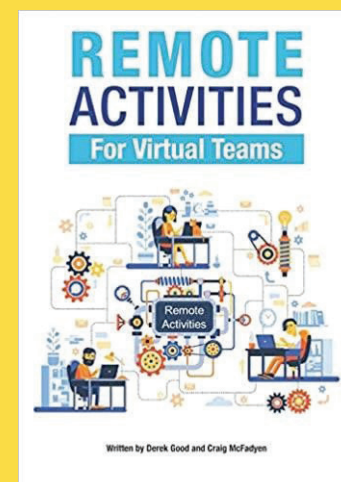
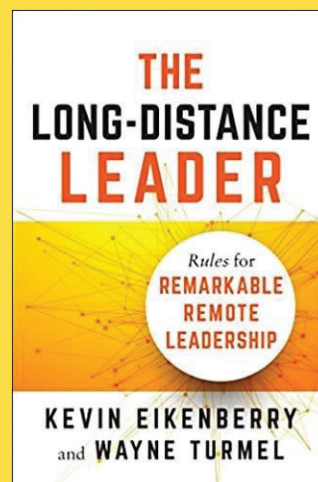
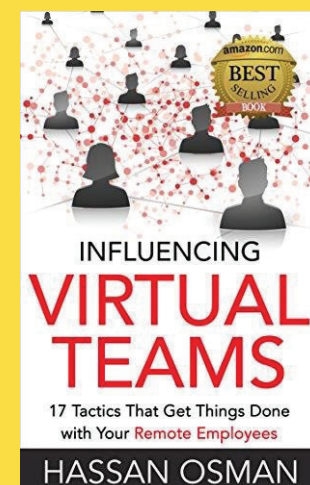
Owner expectations are also changing. The world’s definition of “clean” and desire for “contact-free transactions” is forever changed. Wyndham Destinations put extraordinary effort into their new “Vacation-Ready” housekeeping standards and piloted a first-ever deferred maintenance fee to help owners navigate temporary financial shortfalls. Everyone is teaching guests how to make reservations for amenities such as pool-time (Wyndham uses a cool app for this) and re-educating owners on the distinct advantages of having a home-away-from-home and a dedicated service team to keep them safe and healthy.

As an industry characterized by resilience, our panel of customer experts believe we will emerge from these crises with substantially stronger operations and more authentic relationships with owners, guests and associates.

*Wendy Poe is a Customer Experience executive and recognized timeshare industry expert, honored to have led some of the most celebrated Marketing, Brand Communications & Customer Care teams in America.*



## **Resources to help become a better Virtual Leader**







# ARDA Announces 2020 Award Winners

This year, more than ever, ARDA is proud to celebrate the best people, places and products within the timeshare industry! They regret that due to the pandemic they were unable to issue certificates, medals or trophies this year. They look forward to celebrating with all of the awards program participants in person at the 2021 Awards Gala. Congratulations to all of the winners!

## ACE Division

### ACE Lifetime Achievement Award:

John and Marcia Rowley, ICE

### Category 1: ACE Philanthropy & Customer Service

Victoria's Voice  
David Siegel, Westgate Resorts

### Category 2: ACE Innovator

Wyndham Destinations  
Journey, Customer Relationship Management Platform  
Wyndham Destinations

### Category 3: ACE Employee of the Year

Chris Jhang, Welk Resorts

### Category 4: Employer of the Year

Diamond Resorts

### Category 5: ACE Project of Excellence

The Grand Colorado on Peak 8  
Breckenridge Grand Vacations

### Category 6: ACE Emerging Leader

Andres Mosquera  
Wyndham Destinations

### Category 7: ACE Excellence in Customer Service

Disney Vacation Club

## Marketing & Sales Division

### Category 8: Marketing Management Leader

Denise Peterson  
Holiday Inn Club Vacations

### Category 9: Marketing Team: Large Developer

Myrtle Beach In-House Marketing Team  
Hilton Grand Vacations

### Category 9: Marketing Team: Small Developer

Marketing Team  
VRI Americas

### Category 10: Marketing Individual

Erik Short  
Hilton Grand Vacations

### Category 11: Marketing Programs: Developer

American Idol Aulani Production  
Disney Vacation Club

**Category 11: Marketing Programs: Industry Partner**  
Travel Agency Resort BOGO  
ICE

### Category 12: Sales Management Leader: Large Developer

Nestor Alvarez  
Hilton Grand Vacations

### Category 12: Sales Management Leader: Small Developer

Gideon Hess  
Welk Resorts

### Category 13: Salesperson: In House: Large Developer

Tabrion Leverette  
Wyndham Destinations

### Category 13: Salesperson: In House: Small Developer

Michael Rowley  
Breckenridge Grand Vacations

### Category 14: Salesperson: Traditional Line: Large Developer

Ashley Mueller  
Wyndham Destinations

### Category 14: Salesperson: Traditional Line: Small Developer

Matt Spitalny  
Breckenridge Grand Vacations

### Category 15: Salesperson: Specialty Sales: This category was not judged due to limited entries.

### Category 16: Sales Team

Hilton Club NY In-House Sales Team  
Hilton Grand Vacations

### Category 17: Sales Verification Loan Officer/Quality Assurance Officer

Christie Lee  
Wyndham Destinations

### Category 18: Sales Trainer/ Training Team: This category was not judged due to limited entries.

### Category 19: Sales Training Program

Diamond Marketing Mentorship Program  
Diamond Resorts

## Management and Administration Division

### Category 20: Business Administration or Operations Team Member

Katherine Reyes  
Wyndham Destinations

### Category 20: Business Administration or Operations Team

Portfolio Services Team  
Hilton Grand Vacations

### Category 21: Business Administration Manager or Team Leader

Andrea Bertuccini  
Hilton Grand Vacations

### Category 22: Legal and Regulatory Team Member or Manager: This category was not judged due to limited entries.

### Category 23: Legal and Regulatory Team Leader: This category was not judged due to limited entries.

### Category 24: Owner/Customer Relations Team Member

Emma Nixon  
Diamond Resorts

### Category 25: Owner/Customer Relations Team

Owner Onboarding Specialist Program Team  
Wyndham Destinations

### Category 26: Inventory Revenue Management Manager

Elizabeth West  
Hilton Grand Vacations

### Category 26: Inventory Revenue Management Team

Extra Holidays  
Wyndham Destinations

### Category 27: Inventory Management Program: Large Developer

Inventory Optimization  
Wyndham Destinations

### Category 27: Inventory Management Program: Small Developer

Inventory and Revenue Management Program  
Welk Resorts

### Category 28: Communications/ PR Professional or Team

Brand Publicity Team  
Wyndham Destinations

### Category 29: This category was not judged due to limited entries.

### Category 30: This category was not judged due to limited entries.

### Category 31: Corporate Social Responsibility Program: Developer

WYND Full Circle  
Wyndham Destinations

### Category 31: Corporate Social Responsibility Program: Industry Partner

Corporate Social Responsibility Program  
ICE

### Category 32: This category was not judged due to limited entries.

### Category 33: Human Resources Professional: Developer

Katherine Ireland  
Wyndham Destinations

### Category 33: Human Resources Professional: Industry Partner

Sally Martinez  
MasterCorp

### Category 34: Human Resources Team

Academy of Learning Development (ALD) Team  
Holiday Inn Club Vacations

### Category 35: Human Resources Recruiting Manager

Diana Ulichny  
Marriott Vacations Worldwide

### Category 35: Human Resources Recruiting Team

"More Like You" Associate Referral Program Team  
Wyndham Destinations

### Category 36: Training and Development Manager

Elaine Plasse  
Grand Pacific Resorts

### Category 36: Training and Development Team

Organizational Development (OD) Team  
Holiday Inn Club Vacations



**Category 37: Call Center Individual**

Nicola Dow  
Diamond Resorts

**Category 37 : Call Center Team**

First Call Resolution Team  
ICE

**Category 38: Technology Project Manager**

Tony Alvarez  
Holiday Inn Club Vacations

**Category 38: Technology Project Team**

Interval International App Team  
Interval International

**Category 39: Technology Project at Resort or Corporate Office**

Owner Account Manager Website  
Westgate Resorts

**Category 40: Activities Program Manager**

Lisa Jenkins  
Diamond Resorts

**Category 41: Activities Program**

Disney's Riviera Resort  
Disney Vacation Club

**Category 42: Safety/Security Manager**

Ivan Melians  
Hilton Grand Vacations

**Category 42: Safety/Security Team**

Desert Club Resort Security Team  
Holiday Inn Club Vacations

**Category 43: Resort General Manager: Large Developer**

Carlos Brador  
Westgate Resorts

**Category 43 : Resort General Manager: Small or Medium Developer**

Lindsay Reinwand  
Breckenridge Grand Vacations

**Category 44: Resort Assistant Manager**

Iteisha McCants  
Hilton Grand Vacations

**Category 45: Resort Department Manager: Large Developer**

Michele Barriere  
Wyndham Destinations

**Category 45: Resort Department Manager: Small or Medium Developer**

Joshua Perry  
Bluegreen Vacations

**Category 46: Resort Operations Team Member**

Oscar Martinez  
Bluegreen Vacations

**Category 46: Resort Operations Team**

Grand Impact Team  
Hilton Grand Vacations

**Category 47: Maintenance Team Member**

Josh Reynolds  
Diamond Resorts

**Category 48: Housekeeping Manager**

Mark Schonau  
MasterCorp

**Category 49: Housekeeping Team Member**

Zaida Perez-Solorzano  
Holiday Inn Club Vacations

**Advertising Promotion & Communication Division**

**Category 50: Logo Design**

DASSK Logo  
Brand Tango

**Category 51: Newsletter**

The Vacationer  
Diamond Resorts

**Category 52: Digital Magazine**

UVC Spring/Summer Magazine  
Brand Tango

**Category 53: Print Magazine**

Asia Pacific Club Wyndham Magazine  
Wyndham Destinations

**Category 54: Integrated Marketing Campaign or Program**

Falladays  
Holiday Inn Club Vacations

**Category 55: Multimedia Asset**

Moments with Diamond  
Diamond Resorts



**Category 56: Digital Sales Film**

"This is WorldMark St. George"  
Vacation Inspiration Video  
Wyndham Destinations

**Category 57: Digital Products: This category was not judged due to limited entries.**

**Category 58: Sales Technology Materials**

VRI Headset Tours at Sales Centers  
Diamond Resorts

**Category 59: Website**

UVC Website  
Brand Tango

**Category 60: Special Event: Owner or Guest Event**

Falladays  
Holiday Inn Club Vacations

**Category 61: Special Event: Sales Team/Individual Incentive or Recognition Program**

Champions Club  
Diamond Resorts

**Category 62: Special Event: Employee Recognition Program or Event (Non Sales)**

Vision and Pillar Awards  
Hilton Grand Vacations

**Category 63: Employee Engagement Campaign**

"SPARK" Idea and Innovation Platform  
RCI

**Category 64: Owner/Guest/ Customer Engagement Campaign**

Vacation Point of View Photo Contest  
Wyndham Destinations

**Category 65: Sales Collateral Material**

BGV Printed Member Kit  
Brand Tango

**Category 66: Social Media Campaign**

"Gift of Time" Campaign  
Hilton Grand Vacations

**Resort Design Division**

**Category 67: Resort Architecture**

WorldMark Portland Waterfront Park  
Wyndham Destinations

**Category 68: Interior Design**

The Residences  
Hilton Grand Vacations

**Category 69: Refurbishment: Unit**

Karma Apsara  
Karma Group

**Category 70: Refurbishment: Common Area**

Embarc Sandestin Lobby Renovation  
Diamond Resorts

**Category 71: Refurbishment HOA**

The Lodge Alley Inn  
Bluegreen Vacations

**Category 72: Amenities: Traditional**

The Cliffs at Long Creek Lodge  
Bluegreen Vacations

**Category 73: This category was not judged due to low entries.**

**Category 74: Sales Center**

Nashville Off Site Sales Facility  
Wyndham Destinations

**Category 75: Construction/ Design Team or Project Manager**

Aaron Maune & Sarah Herman  
Resort Management Group



# GM of La Tour Hotels & Resorts Shows How It's Done

By Georgi Bohrod, RRP



**R**ecently [Roger] created a resort 'Journey' for guests and owners at the Cabins at Green Mountain.

After the judges reviewed the nominations for the 4th Annual CustomerCount® Customer Engagement Professional Resort Trades Award (CEP Award), they were faced with an enviable dilemma. So many of the candidates were not just good, but exceptional. In an effort to honor the greatness of the customer engagement professionals in the timeshare industry who are dedicated to excellence, the panel of judges named the top three candidates (1st place: William Mitchell/GM Atrium Resort by VSA Resorts; 2nd place: Veta Dimmick/Exploria Resorts and 3rd place: Kendall Dean/MarBrisa at Hilton Grand Vacations) and

then recommended recognition for all those ranked in the top ten. In order to appropriately honor the others on the CEP short list, Resort Trades is profiling each one of these candidates along with their companies throughout the year.

This issue's CEP honoree is Roger Bennett, Area General Manager of La Tour Hotels & Resorts. As Bob Kobek, President of CustomerCount® and founder of the CEP Award reflected "the company sets the tone and foundation for good customer service people to excel."

## La Tour Resorts & Hotels is such a place

In today's increasingly competitive hospitality industry, it's more important than ever for vacation resorts to operate efficiently while still delivering superior service and guest experience. This is the mission of LaTour Resorts & Hotels. With properties in Canada, The Caribbean, and the USA, the company offers a wide range of vacation options encompassing mixed-use development involving hotels and resorts, condominiums, fractionals and timeshares.

CEP finalist Roger Bennett is a prime example of the LaTour's extraordinary service. As they say "We're Ready! Anything... Anytime...Anywhere. Nothing less."



**Roger Bennett**

Roger leads a beautiful 60-unit The Cabins at Green Mountain. He is an expert at providing great service and exceeding guest and owner expectations.

Roger's genuine warmth shines through all he touches. Perhaps the most evident example of the brightness and joy he brings to owners, guests and fellow employees surrounds his love of the Christmas season.

## Home for the Holidays

For the past several years, Roger has decorated the exterior and interior of his home for the Christmas holidays. Recently he created a resort 'Journey', for guests and owners at the Cabins at Green Mountain. Holiday visitors may board the resort van to experience the Branson Holiday Lightshow. First stop is at the resort clubhouse for hot cocoa; second stop is a drive through the Zoo - to see the Christmas lights; third stop is a drive through a light-up park with myriad twinkling and blinking lights set to music.



The fourth and best stop aboard this holiday journey is Roger's house. Roger's home—which has been featured on local TV—has more than a million LED lights that are all programmed individually to holiday songs. In addition to the general manager's lightshow, Roger and his wife Kathi collect pet item donations which appreciative folks leave at their doorstep after viewing the display. The Bennett's then deliver trunk full(s) weekly to the local shelter during the holiday season.

## Leadership during Covid-19

According to Kristin Ingram, Corporate Director of Resort Experience for LaTour, who nominated him, "Roger is a genuine, hard-working resort leader - not only has he displayed these continued characteristics doing 'business as usual,' he also continues to adapt throughout these 'unprecedented times.'"

**Kristin Ingram**



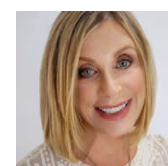
His leadership during the Covid 19 crisis continued to shine brightly. Roger's primary resort - Cabins at Green Mountain Resort, Branson, Missouri --closed late March. It opened in late May. During this closure, all LaTour resorts programmed their auto attendant to inform guests and owners to visit the resort website(s) for additional information as they were all at a reduced employee base.

Roger's resort scaled back to just Roger and Loucinda Carroll covering AM/PM shifts, 7 days a week. They would perform night audit, resort inspections, sanitize common areas, take inventory, handle the invoices, whatever needed to be done.

Roger did not want any auto attendant on - while he and Loucinda were on-site. He insisted in answering every phone call possible to ensure his owners and in return, guests - in such trying times, felt comfort in hearing his voice - helping with their current and/or future bookings.

This is the kind of exemplary customer service recognized by the CEP Award. Good service is not a fantasy when genuine people-persons are in charge, give their best and connect with members and guests on a human level. They all deserve a heartfelt thumbs-up.

Georgi Bohrod, RRP is Principal of GBG & Associates, Inc., a Marcomm company located in San Diego, California.







## Town Hall Live-streaming Event August 13, 2020

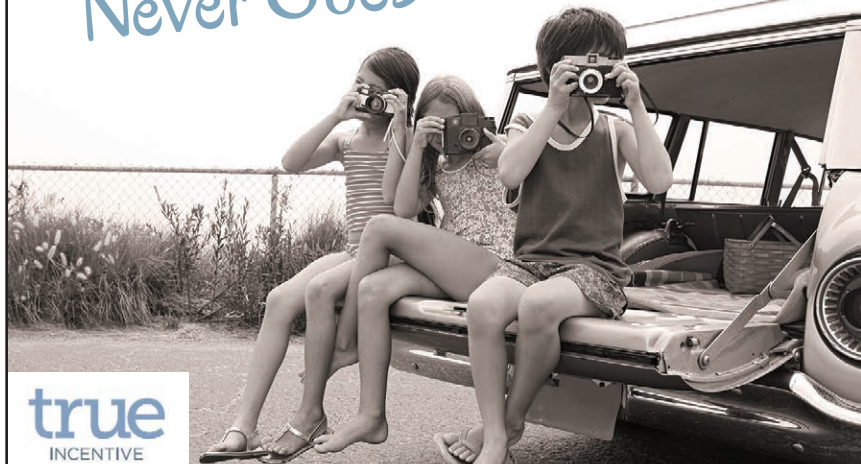
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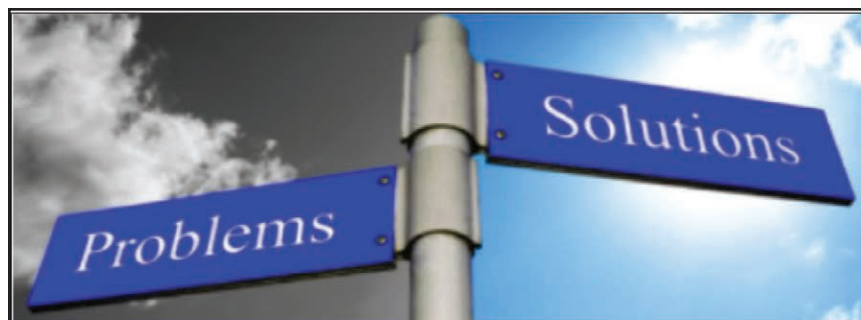
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# Bringing People Back: Part 1

## Set the Stage for Success with a Great Return-to-Work Program

By Phillip M. Perry

With the easing of restrictions surrounding the Covid-19 outbreak, businesses are starting to bring employees back into the workplace. A successful re-entry program will ensure the safety of company personnel and the public, obviate charges of discrimination and invasion of privacy, and avoid actions that inadvertently violate federal, state and local employment laws. Employers should set a positive tone to motivate their personnel in a difficult environment.

Working from home is over. Partly, anyhow. And after weeks of telephone conferencing and video chatting, many workers are doubtless eager to return to their offices. In managing this reverse migration, though, businesses must coordinate a patchwork of safety procedures and work area modifications while communicating effectively with employees.

Maybe the greatest challenge is convincing everyone it's safe to come back to work.

**“Many people are still scared, and their fear is valid,”**

says Bill Hagaman, CEO and Managing Partner of Withum (withum.com). “The risk of the virus impacting someone at any moment continues to be very real.”

It stands to reason, then, that employers must ensure that no one gets sick by visiting their facilities. But the reasons for doing so go beyond health and morale. Work related illnesses can spark injury lawsuits, workers compensation claims, or charges the employer failed to provide a safe workplace as defined by the Occupational Safety and Health Administration (OSHA). “As employers put in place their return to work programs they must address legal issues concerning the safety of employees, vendors, suppliers, clients, and customers,” says Paul Evans, a partner in the Employment and Compensation Practice Group in Baker & McKenzie's New York office (bakermckenzie.com).

### Cleaning up

Most safety programs will begin with the physical plant. “The business facility must be thoroughly cleaned,” says Richard Avdoian, an employee development

consultant in Metropolitan St. Louis. (MidwestBusinessInstitute.com). “Attention must be paid especially to the common areas, restrooms, chairs and desks. Sanitizing gels should be made available throughout.”

Some employers may need to retool their entire workplace footprint. “Companies with an open model concept will have to consider whether it needs to be modified,” says Bob Gregg, Co-chair of the Employment Practice Law Group at Boardman and Clark LLC, Madison, WI (boardmanclark.com). “People will not want to sit out in the open with others sneezing.” Workstations can be spread apart to the requisite six feet of separation. Plexiglass barriers can be installed where appropriate.

Businesses may need to modify long-standing work procedures. A single serve machine might replace a group coffee maker. Conference room chairs might be removed so people can sit far enough from one another. Hallways might be turned into one-way corridors. And the job of turning on the lights might be assigned to one person.

Signs posted throughout the facility can remind everyone to maintain proper social distancing, keep washing their hands and wear their masks.

**“Employers should ensure their workers refrain from unnecessary touching or congregating in cafeterias and conference rooms,”**

says Susan Gross Sholinsky, Vice Chair of the Employment, Labor & Workforce Management practice of Epstein, Becker Green in New York (ebglaw.com).

In deciding what to do and not to do with their workplaces, businesses can obtain guidance from the government. Local and state authorities are issuing discretionary guidelines and mandatory directives. Some are very detailed, limiting the number of people permitted in a workspace, for example, to 25 percent or 50 percent of a room's normal capacity. At the federal level, several agencies are issuing return to work advisories ranging from social distancing to the ventilation

of workspaces to health screenings for employees. (For links to these agencies see the Sidebar, “Government Resources for Re-Opening.”)

### Taking temperatures

Federal and state authorities are also offering advice on a popular method for reducing the risk of infection: taking the temperatures of arriving employees. “The prevailing guidance from the Centers for Disease Control and Prevention (CDC) is that any temperature above 100.4 degrees warrants sending the employee home for the day,” says Evans.

**“If the temperature is above normal, but below 100.4 degrees, then the guideline is to wait 15 minutes and take the temperature again to see if it goes up above 100.4.”**

Advisories are also available from local and state authorities at various levels of detail. “Temperature checks may be more important in hot spots than elsewhere,” says Evans.

Health procedures of any kind can pose legal issues. “Taking temperatures as people come into the workplace starts to raise wage and hour questions if people must stand in line,” says Gregg. “Employers need to ask, ‘How many minutes are workers standing?’ And ‘Should they be paid for those minutes?’”

Privacy issues may also arise. “What do you do if a person has a fever?” poses Gregg. “How do you respond in a way which does not single them out? You don't want a gong to go off or to let others see you shuttle them to a holding pen. You want to handle things in a way that does not violate privacy.”

If doorway health inspections help boost morale, employers should realize they are not sure things. “An individual can be infected with Covid-19 without having a fever,” says Evans. “However, the medical community still seems to think of temperature checks as important tools for ensuring workplace safety.”



### Gradual returns

No safety plan can succeed if too many people crowd into the office, placing themselves and others at risk. Many businesses are moderating the flow of arrivals by bringing back people in stages, even going so far as to require eager volunteers to obtain clearance from their supervisors before returning. Others are separating their staffs into two or more teams and allowing one group in the office at a time.

**“Employers should consider the feasibility of staggering employees’ shift times or of establishing an alternating workday or workweek schedule,”**

says Sholinsky. “They should be flexible and creative in developing policies that maximize productivity and ensure the highest levels of safety.”

If some employees are too eager to return, others will be fearful of doing so too quickly. Allowing those individuals to continue to work remotely may help obviate safety risks. “If your business is set up for some employees to work from home, then consider allowing them to continue to do so,” says Hagaman. “Give special thought to parents of school-aged children in states where schools have shut down for the remainder of the year. Remote working capabilities can also protect employees who take public transportation to work by limiting their exposure.”

### A positive tone

Creating a safe workplace is one thing. Building the trust of employees is another. People must understand that everything possible has been done to protect their health and safety.

“Transparent communication is critical right now,” says Hagaman.

**“Employers need to prevent confusion among their teams by answering their questions before they re-enter the workplace.”**

Hagaman suggests addressing these questions: How will you assess the health of your employees prior to walking into the building? Where will your employees find supplies such as face masks and sanitizing wipes? What parts of their workspace will be closed? Will conference rooms and cafeterias remain open? And who will be allowed in the building, and when?

Not the least of challenges is that of communicating the panoply of new procedures to employees who may feel overwhelmed by a long list of to-dos and do-nots. Some employers are sending email broadcasts with answers to such questions. Others are posting informative signs in the workplaces. And others are packing personal protective gear into “goody bags” and handing them out to returning employees.

All such steps can calm fears. And given the negative emotions that have surrounded the Covid-19 outbreak, employers should try to present their communications in a forward-looking spirit.

**“As people start re-entering the workplace employers might create a return-to-work rally with a positive tone, applauding the performance of the staff in light of everything that has happened,”**

says Avdoian. “And as things move forward one way to encourage good morale is to ask for volunteers to serve on a committee that addresses staff concerns.”

The pandemic itself might present businesses with the opportunity to retool their operations, finding ways to work more productively and to utilize technology more efficiently. “We should create new policies and procedures in response to the pandemic as we do when faced with any obstacle or challenge in the business world,” says Avdoian. “We are always looking for ways to enhance our services. This is another opportunity to do so.”

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



## Government Resources for Re-opening

**Employers looking to create a safe and efficient back-to-work program may obtain guidance from these federal agencies.**

**The Centers for Disease Control and Prevention (CDC) offers guidance on deciding when and how to open, cleanliness and disinfection, and reducing the transmission of infection among employees. (Navigate to [cdc.gov](https://www.cdc.gov), then click on “Learn More About Covid-19” and then “Businesses and Workplaces.”).**

**The Occupational Safety and Health Administration (OSHA) offers guidance on how Covid-19 spreads, how to assess potential hazards, and how to control the risks to workers. (Navigate to [osha.gov](https://www.osha.gov), then click on “Coronavirus resources” then “Control and Prevention”)**

**State and local agencies also maintain websites with helpful materials.**



# The New Rules

By Sharon Scott Wilson, RRP

Let's set the Negative aside for a moment; that would be the Coronavirus-caused pandemic. This existential threat has shaken our world and sent our industry into a tailspin. Now, more than ever before, every individual and every business is being forced to reinvent itself. We have to create some new rules to survive.

Now for the Positive: We firmly believe there is hope and we will each of us come out of this as stronger and wiser individuals. Yes, some businesses will fail. But the entrepreneurial spirit, which is the underlying chief characteristic of those involved in the vacation ownership industry, will still thrive.

To help ensure this, Resort Trades has undertaken an initiative seeking to pool all the best and brightest ideas that constitute the new rules for our future. The Learning Center will host a number of free webinars, town halls, and live events. Headquartered on the website, [ResortTrades.com/LearningCenter](http://ResortTrades.com/LearningCenter), we invite everyone to participate. Send your ideas; volunteer as a speaker; urge your friends to get involved! Let's get busy creating a brighter future!

## The New Rules for Sales

Our first free Town Hall, sponsored by CustomerCount®, The Contact Group, and GBG & Associates, entitled "Resort Resilience" was held on May 21st. (The Contact Group is providing the Broadnet technology platform on which these town halls are being hosted.) On July 16, 2020, our second event was "Innovative Sales and Marketing," and featured Shari Levitin and Ron Roberts addressing two very different aspects of what it will take to keep our industry

cranking. (Both sessions are viewable on the Learning Center website at no charge.) Shari Levitin's remarks during the July 16th Town Hall presented her bold new concept, "The Adaptive Seller."

I'm sure all our readers know Shari, of Levitin Group, and the legacy she's created and left in the timeshare industry. My guess is most of you know that she started Levitin Group in 1997 and quickly became a worldwide phenomenon as the voice of ethical sales for timeshare in over 40 countries and on five continents around the world.

You also probably know that Shari created onboarding programs that are still being used today by companies such as Wyndham, Bluegreen, Festiva, Anantara, and Welk Resorts. And you probably know she did the same for Hilton.

Levitin Group coined terms early on, such as "Third Level", "The Five Why's", "Compliance versus Commitment", and "Excuses versus Objections". Those terms which are now nomenclature in the industry, today.

What you may not know is that in the last few years since the launching of her book, *Heart and Sell*, it became an instant bestseller, has been transcribed into four languages, and was just named one of the top one hundred sales books of all time. You also may not know that she was just named one of the Top 50 Keynote Speakers globally in sales, the Top 38 Women Influencers to Watch, the Top 10 Sales Influencers on LinkedIn, and recently starred along with 20 other sales experts in a documentary film put out by Salesforce called the Story of Sales.

Every successful resort professional is essentially a seller. And, lately, the rules have all changed! Shari gave listeners a provocative look at the new rules of sales. While she was only able to share a tip of the iceberg with us, she has promised Resort Trades Learning Center that she'll be back. We can hardly wait! Meanwhile, buy her book, *Heart and Sell*. You won't be sorry!

## Showing a Way Forward for Legacy Resorts

Plunging revenues due to aging owners, maintenance fee delinquencies, and unsold HOA owned weeks? Ron Roberts, president and CEO of Sage Marketing Group and Legacy Solutions International, explained how to rescue your resort and save your HOA many thousands of dollars each month. Time would not permit Ron to share more than a few of his many, many ideas for adding value to your resort and avoiding some of the bad press that's been heaped on the timeshare business. But, he did manage to touch on how HOAs can avoid Special Assessments, replenish sinking funds, eliminate deferred maintenance, and keep the resort on a solid financial footing.

Roberts is President and CEO of Legacy Solutions, International, a custom service company specializing in overcoming legacy issues for older, mature projects in need of solutions such as the unwanted buildup of HOA inventory, missing maintenance fees, delinquencies, and effects resulting from an ageing owner-base. He is also President & CEO Sage Marketing Group, Inc., a real estate and leisure property marketing and consulting firm with offices in Colchester, Vermont.



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### Coming up in August...

Ever since RCI first invented Comment Cards, resort professionals in the vacation ownership business have recognized the value of asking their customers' opinions. The survey process has expanded ever since. Micah Solomon, a senior contributor to Forbes magazine, says "Alarming but true: If you send out a defective survey, it might be worse than not surveying your customers in the first place...."

To help sort through the do's and don'ts when it comes to customer research, Resort Trades will host a free Town Hall in August featuring Lisa Kobek from CustomerCount®. Since 2014, Lisa has been EVP of Client Services and Operations with the company, which is an online enterprise customer feedback solution designed specifically for the hospitality industry. Her job is to oversee the client management, service delivery, and product development processes.

She will cover the benefits and importance of engaging your owners in communication. As she will show us, obtaining customer feedback can help a resort team strategize ways to make improvements, as well as helping assess areas of success that can be amplified. The process, done correctly, obviously requires a much more advanced set of skill and competence than initially meets the eye. Kobek will help you see why there's much more to it



than simply throwing out a DIY effort using SurveyMonkey.

During the live, interactive session, she will cover a general list of best practices. Other things Kobek would have listeners consider include using surveys as communication tools to engage owners, things to think about when developing questions, and compliance with government rules and regulations. Plus, there are a number of points she will cover about what to consider when choosing a delivery method.

Resort Trades has twice enjoyed working with CustomerCount to perform reader interest studies. With Kobek's help, we were able to develop a deeper understanding of who are readers are and have been able to tailor our editorial to be more relevant to them. Kobek is a pro at what she does and hearing her explain more about it will be of great value to attendees.

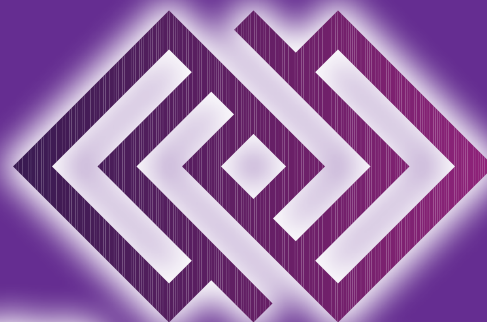
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Sharon Scott Wilson, Publisher, The Trades Publishing Company.

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**Presenters from the July 16th  
Resort Resilience Town Hall:**



Ron Roberts of Sage  
Marketing Group and Legacy  
Solutions International



Shari Levitin of  
the Levitin Group



# RELP and iAdvance Programs Prepare Bluegreen Associates for Future Growth

By Marge Lennon

It is somewhat ironic that the hospitality industry – which hinges entirely on delivering quality experiences for its customers – often fails to provide for the needs of their employees. This often contributes to high turnover of hourly staff who feel pigeonholed and unable to climb to higher levels of responsibility. To overcome this scenario, the Resort Operations Team at Bluegreen Vacations has created two unique programs that educate employees and prepare them for growth within the company.

“Our primary objective,” says Yogi Mueller, “is developing talent, creating a strong learning culture and strategically training associates at all levels. We place a high value on our employees and do everything possible to support their future success and growth.” In his position for eight years, Yogi is Sr. Director, Hospitality Talent Development for Bluegreen Vacations which has 47 resorts across the U.S. and Caribbean and over 200,000 owners.



Yogi Mueller

The Resort Emerging Leaders Program (RELP) is an 11-week program focused on identifying high-potential associates, front-line and supervisor levels which provides experiential, virtual classroom development and mentorship to elevate their leadership, operational and personal development. This is accomplished through rotational modules throughout every company Resort Operations department, critical thinking exercises, group projects and a capstone. Participants include housekeeping supervisors, inspectors, engineers, activities, guest services and food and beverage supervisors. Classes, group interactions and program coordination are provided virtually at each participant's resort through video conferencing.

The selection process is highly competitive. “We are looking for people who have the hunger to do more and be more,” said Yogi. “Associates know that their selection can lead to a bright future.” In 2019, there were 45 program candidates – nominated by resort leadership or associates themselves – with 30 final participants selected after an intensive interview process.

RELP begins the day after Labor Day each year. Since the first class was held in 2012, they have graduated over 120 future leaders. While there is no guarantee of promotion, because of their work exposure, there is a 60% chance of promotion within a year after graduation.

RELP's learning and career-path objective is to ensure that participants smoothly transition from their former front-line mentality to



understand how solid leadership and strong operational acumen work together to run a resort. The program provides in-depth leadership development as well as hands-on operational experience in all areas of resort operations. Participants, or RELPers as they are called, are provided a mentor during the program and are given these developmental opportunities during their regular 40-hour shift. They may spend up to three days a week out of their normal department to do so.

“When an hourly associate is promoted to a supervisory position,” adds Yogi, “it is often challenging to envision the big picture and adjust to the change to a leadership mentality. Resolving this is a key part of the program. Sometimes the chasm between an hourly supervisor and salaried department manager can seem long and insurmountable. Our intention is to place a steppingstone in between to give supervisors an opportunity to challenge their ability and prepare themselves for new management positions.”

Corynne Holder, CPLP, is Director of Leadership Development and guides this program. For RELP to run smoothly, she must have support of the associate's site leadership since participants are taken away from their primary role for 11 weeks. Corynne coordinates a team of operational sponsors, resort managers and mentors, who work closely together to support each RELP participant's educational journey.

RELP Class of 2019 graduate Oscar Martinez was recently named a finalist in ARDA's annual awards program in the Management & Administration Division, Resort Operations Team Member category. Oscar serves as the F&B Supervisor at Bluegreen's 842-unit Fountains Resort in Orlando, overseeing a team of 33 culinary professionals at three F&B outlets. He started with Bluegreen as a Lead Cook but was promoted supervisor after completing the RELP program. Oscar says his participation in RELP added immense value to his understanding of the inter-actions between company departments and provided a pathway for the leadership role that followed.

Bluegreen's iAdvance Program was created exclusively for Department Managers who want to become Resort Managers. The selection



Oscar Martinez

**“Sometimes the chasm between an hourly supervisor and salaried department manager can seem long and insurmountable. Our intention is to place a steppingstone in between to give supervisors an opportunity to challenge their ability and prepare themselves for new management positions.”**



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process is highly spirited, due to intense competition. Participation in the 9-month resort leadership training program requires a relocation to a Teaching Resort, where they are housed in a resort unit and paid during the process. If they pass the stringent pre-requirements, candidates then face a series of video interviews, essay questions and panel interviews to fill up to two positions per year.

Since the program was launched in 2015, Bluegreen has graduated five leaders, with two currently in the program. Completion in iAdvance can shave up to four years off a standard career path by cramming as much as five years of operational experience into nine months.

Participants are trained in every line of the business, with deep dives into financials, association governance, construction and development. When successful, their new leadership skills will qualify them to become an Assistant Resort Manager in smaller tier or Department Manager in a larger and more complex resort.

Shares Yogi, "At the conclusion of the program, graduates are relocated to another resort, basically uprooting their lives again, so

this kind of disruption requires someone who is truly dedicated to their professional future. During their course, we look after them professionally, socially – a holistic approach – recognizing that they have put their trust in us to uproot their lives.

David Turdibekov is currently an iAdvance Manager, at Christmas Mountain Village in the Wisconsin Dells. He started his Bluegreen career as a part-time bartender, but had a thirst to learn more. His Resort Manager suggested him for the program.



David Turdibekov

Ben Holzhuetter Is an iAdvance Manager at the Fountains in Orlando. Previously, he worked as a Night Manager at Christmas Mountain Village.

"We have made a huge investment into these programs and the employees who learned from them," says Yogi. This is evidenced by reduced turnover, improved internal promotions rates and most importantly, the excitement and desire in our high potential future leaders wanting to participate in RELP to learn more.

"It has been a true joy watching our young associates gain maturity in their roles after successfully graduating and enjoy the close relationships they have enjoyed with their mentors. Our graduates often tell us who they were before our programs and how different they are now after graduation. They are all wonderful stories of positive transitions and growth. We believe our unique programs have played a significant role in helping make this happen."

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Ben Holzhuetter

*Author's bio. Marge Lennon has been writing about the timeshare industry and its people since 1978, almost as long as Ed McMullen has been involved in this very special industry.*







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David Stroeve is the owner of ADS Consulting Service with over 30 years of industry experience. For 19 years, he was the president of sales for Breckenridge Grand Vacations. Under his leadership the company experienced exponential growth and became an industry leader. Since 2017,

he became an independent consulting offering his experience and vast expertise to help others achieve unthinkable results. He helps companies think different and align their process and system to create cultural congruency. If you are looking to take your company and revenue performance to the next level, we can deliver results.

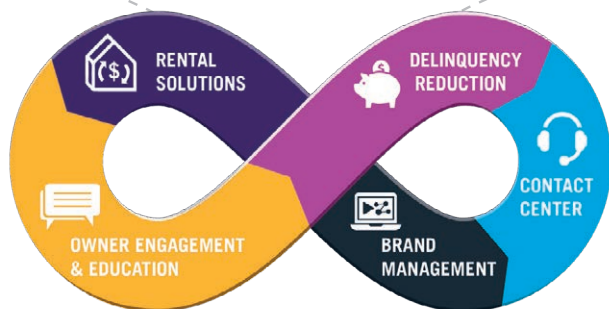
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# Selecting the Right ERP System for Your Business

By: **Walter Merkas, Senior Manager and  
Lena Combs, CPA, CGMA, RRP, Partner  
WithumSmith+Brown, PC**

Enterprise resource planning (ERP) systems are designed to automate and add efficiency to repetitive business process in order to connect processes in real-time. The hospitality industry often has multiple applications to serve its customers and ERP systems can aid in integrating data in to a single database with a single interface, resulting in time savings for operators. ERP systems come in all sizes and serve hospitality companies of all shapes and sizes.

Although an ERP system can lead to increased savings and profits, it can be quite an investment. The procurement of business software is not something a company does frequently, and because of that, one can be ill-prepared. For most companies, the ERP selection process seems overwhelming. Many organizations find that the time required to research each option is too much and that they are constrained to having to do their ERP research during their normally busy day.

There are a plethora of different ERP systems out on the market and some are better suited than others to accommodate the demands of the hospitality industry. To help organizations navigate the choices, here is a short how-to guide on selecting the right ERP system.

## Dig into the Motives Behind Selecting a New ERP System

When considering an ERP implementation, the most important question to ask is: Why has the decision been made to change the current ERP software, or implement one for the first time?

Whatever the motive is, the ERP solution selected must ultimately satisfy the needs of the organization. Here's a high-level list of things to consider during an ERP evaluation process:

- Does the company prefer to use a local server environment or cloud-hosted technology?
- Does the company have internal IT support?
- Does the company need integration between solutions, or will data be copied manually from one system to another?

**Enterprise resource planning (ERP) systems are designed to automate and add efficiency to repetitive business process in order to connect processes in real-time.**

- Does the company only need core functionalities or are there special needs?
- Does the company need a highly customizable solution or is it okay to modify some of the current business processes?
- Can the company draft high-level requirements for each business unit?

With these answers, the search for ERP vendors that meet an organization's unique needs can begin.

## Key Considerations for ERP Selection

In addition to the bullets listed above, when selecting an ERP system, there are four important areas of consideration to be aware of.

### Employee Skill Level

Are the employees tech-savvy? Are they able and willing to adjust to a new system, or do they require a straight-forward user interface? What level of training will they need? If the employees are used to and enjoy using a previous system or program and do not wish to adapt to too many changes, look for an ERP system that's structured similarly to what is already in place.

### Cost Calculation

The budget is a crucial factor in the selection process. Selecting and implementing a new ERP solution can be a heavy investment, however there are often other expenses in addition to the initial costs. Add-ons and the ability to connect other applications/programs to the ERP can cost money and time. Before making a final decision, make sure the cost being evaluated is the total cost.

### Automatic Updates

The marketplace and society are changing quickly, and the company and its software need to be able to adapt. It is important to ensure that the ERP solution selected updates with a reasonable amount of frequency to avoid being left with an old and outdated system in a few years.

### Vendor Services

Find out if a potential ERP vendor offers a guaranteed response time for any issues or any support plans. Make note of the quality of service provided by the vendor so the company knows what to expect, which can save frustration down the road.

## Best in Breed vs Best in Class

Establishing the right mix of "Best in Breed" vs. "Best in Class" software can be daunting for companies to balance. Best in Breed products are designed to address a specific niche or functional area. These types of applications perform specialized functions and are typically better than those in an integrated system. The Best in Breed solution usually requires multiple solutions that are then connected through integration services to provide all of the necessary processes an organization will need from their technology. This solution is often the best choice if a company's business requirements are so specific that a single ERP cannot address their unique set of business conditions.

Conversely, the Best in Class ERP solution combines the core functions of an organization into a single, integrated, enterprise-wide software suite. There is tight integration between functions, linking finance, sales, reservations, POS, maintenance, and other functions in a single universe.

## What to Look for in an ERP Solution Provider

Marketing language tends to blur the lines between ERP solution providers and makes it harder to distinguish actual capabilities. Everyone claims to have rapid and agile implementation methodologies, but not all do. Some things to look for include:

- Average actual implementation times say a lot about a solution provider and their approach. Data from an independent source on this can be more reliable.
- Frequency and duration of business disruptions after implementation.
- Guidance given by the solution provider during the evaluation period – does the provider truly understand the business and industry? Are they acting as a strategic partner?
- Industry-specific blueprint approach – if the provider claims to have a pre-configured industry-specific blueprint, ask to see it and explore what effort will be required to make it work.
- Agile approach during the sales cycle – does the provider quickly turn around a demo of what the implemented solution will look like? Ask them what work will need to be done upon go-live to achieve what is shown in the demo.

## Why It's Beneficial to Outsource the ERP Selection Process

Drafting a high-level ERP requirements document can take a significant amount of time. Company resources are likely already overburdened and may not have sufficient time





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to devote to ensure success. One way to ensure this is done right the first time is to engage an experienced ERP selection consultant to act as your facilitator.

An ERP selection consultant can outline the limitations and capabilities of available ERP solutions and find the best fit for the organization's needs and budget. Do not leave key strategic decisions completely in the hands of overburdened staff. Below are three reasons why outsourcing the ERP selection process will make the process more successful and your organization more profitable.

### Consultants provide a fresh perspective

Organizations involved in ERP selection, or any business application, know their own business and processes and recognize they have a need that's not being met. Outside consultants may not know the specific business as well, but they do know the specifics of ERP products and the industries they support. The 'outsider' has seen alternate ways to meet organization needs in a more efficient software deployment. This fresh perspective allows consultants to continually ask the 'why' question. Why is this process done? Why is this report needed? What information and insights is this specific data providing? Not being involved in the internal politics of an organization also makes it easier for an outsider to potentially identify any gaps and/or bottlenecks and unearth inefficient and/or broken processes.

### Consultants understand how to navigate the cloud-first approach

Most ERP needs can be completely met through cloud technology. In the mid-2000s, many

organizations balked at cloud ERP solutions for fear that business continuity was at risk, or that their data was unsecure. As we now know, business continuity is far more secure when software is hosted by a solid vendor. A 'solid vendor' is defined as an organization that makes its financial results public. This is important since you do not want the selected ERP cloud provider to go out of business without warning. Public reporting gives a company fair time to change providers if necessary. The security risk has been demonstrated not only to be a red herring, but the contrary is true. In most cases, an individual company cannot compete with the security levels of ERP cloud vendors.

ERP provider organizations cannot tolerate any security breaches, as it would immediately drain their customer base. Most individual organizations cannot match cloud vendors' security spending. Typically, a 'cloud-first' approach delivers more value for ERP spending: less expensive to procure, quicker to deploy, faster recoup of investment and better ROI.

### Consultants have specific product and industry expertise

ERP selection consultants are experts in their domain and provide the following value to the process:

- They know how to interpret the nuances in marketing messaging.
- They are familiar with the various vendors and their systems architecture and functions.
- They know what to ask for during demos.

- They understand the role of the Sales Reps.
- They have intimate knowledge of vendors' various strengths and weaknesses by industry.
- They understand the software licensing contracts and know-how and when to buy.

The decision to implement a (new) ERP system is a critical one. It is a significant investment of company capital and team member time. Proper planning, evaluation and budgeting is crucial in the success of the implementation.

### About Withumsmith+Brown (Withum)

*Withum is a forward-thinking, technology-driven advisory and accounting firm, committed to helping clients in the hospitality industry be more profitable, efficient and productive in the modern business landscape. For further information about Withum and the Digital Advisory Team, contact Lena Combs (LCombs@Withum.com) at (407) 849-1569, or visit [www.withum.com](http://www.withum.com).*

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Located in Darien, Wisconsin, Royal® has been manufacturing carts since 1982 and has become a recognized brand providing material handling solutions to customers in many markets. Modifications and customization capabilities continue to set Royal® apart.

Check out the full Royal® product line at [www.royal-basket.com](http://www.royal-basket.com).



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## Meet Elaina Jones, August Donor

As a natural born giver I am always involved and trying to find ways to giving back. I partnered with my community in raising breast cancer awareness through the Auto Nation Cure Bowl, the Orlando Sports Foundation, and Give Kids The World. Little did I know that on March 2nd of 2018 that I would be diagnosed with the very same illness I'd had so strongly advocated. It was a shock to myself and my family. I had just helped my husband recover from open heart surgery while taking care of my 8 and 10 year old. I must say that on the day we were given the news my heart stopped, my body went numb, and all I can remember is my husband holding me in utter disbelief with no words. Immediately the first thing that came to mind were my children and my faith in God. I took a stand that day and my husband joined me in agreement. I said, "I will see my children graduate and walk down the aisle one day. I will get to see my grandchildren". My breast cancer was triggered by hormones and had spread with a vengeance. Immediately I was placed on chemo therapy. I had dramatically changed the way I was eating by incorporating organic foods that helped fight cancer. I took my exercising up a notch and made sure my sleeping patterns were consistent. I knew that stress was not going to help my healing process so I had to stop working for a long time and by the grace of God we made ends meet. My surgeries seem to have been a success and I must continue my hormone therapy for years to come but all I know is that everyday I fight to live the life I deserve and so far I am winning!



Elaina Jones



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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

## 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.

## CUSTOMER RETENTION



### FAIRSHARE SOLUTIONS

Fairshare Solutions  
528 Seven Bridges Road, Suite 300  
East Stroudsburg, PA 18301  
Phone 1: 570.252.4044  
FAX: (828)575-9570  
Email: drogers@Fairshare.Solutions  
Website: www.Fairshare.Solutions  
Contact: Dennis F Rogers  
Specialty: Sometimes there is more than one Reason for a delinquency or default. At Fairshare we have the sophistication, experience, sales and customer service skills needed to solve them all. Diligent contact is key. We go far beyond the 'Agency' model of just 'dialing for dollars'. We also bring empathy, data mining, customer care and an understanding of your bottom line. We don't just collect accounts, we collect customers. So as we succeed in recovering more of your delinquent and written-off portfolios, you will succeed in retaining valuable customers!

## DISINFECTANTS



1st Place Science  
PO Box 2416, McKinney, TX, 75070  
Phone: 972-972-9334  
Email: info@1stplacescience.com  
Website: 1stplacescience.com/  
Specialty: Mist, Spray or Fog..... safely

**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.**



## FACILITY MANAGEMENT



Royal Basket Trucks  
201 Badger Pkwy  
Darien, WI 53114  
Phone: 262-882-1227 Fax: 262-882-3389  
Email: clapidakis@royal-basket.com  
Website: www.royal-basket.com  
Contact: Cindy Lapidakis  
Specialty: Royal Basket Trucks offers a full line of carts designed for use in the Hospitality Resort environments. Solutions meeting the needs in Pools, Spas, Laundry, Housekeeping, Shipping/Receiving, Waste and Recycling. All products are made to order allowing the customer to put the right cart for the job in your environment. Branding, labeling, modifications and custom functionality is all possible when you work with Royal Basket Trucks. Manufacturing carts and containers since 1982 in Darien, Wisconsin.

## 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  
Ph: (407)849-1569  
Fax: (407)849-1119  
Email: lcombs@withum.com  
Website: www.withum.com  
Contact: Lena Combs  
Specialty: Withum is a forward-thinking, technology-driven advisory and accounting firm, committed to helping clients in the hospitality industry be more profitable, efficient and productive. With office locations in major cities across the country, and as an independent member of HLB, the global advisory and accounting network, Withum serves businesses and individuals on a local-to-global scale. Our professionals provide the expert advice and innovative solutions you need to Be in a Position of Strength<sup>SM</sup>. Get to know us at www.withum.com.

## 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!

## HOA & STAKEHOLDERS COMMUNICATIONS



The Contact Group  
4490 Ocean View Ave, Ste A  
Virginia Beach, VA 23455  
Phone: (703) 725-8608  
Email: dc@thecontactgroupusa.com  
Website: www.thecontactgroupusa.com  
Contact: David Costenbader  
Specialty: Since 2001, The Contact Group has provided innovative communication services to aid businesses in building real connections with those who matter most. Our unique teleconferencing platform allows for multiple speakers, moderated Q&A and polling, no matter geographic location. TCG empowers businesses, employers, campaigns and other organizations the ability to reach their audience, wherever they are, in ways most convenient to them: from their phone, laptop, or tablet.

## 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  
Ph: (706)375-8530 FAX: (706)375-8531  
Email: hgjones@nexusband.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

**“ 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

## LEGACY TIMESHARE SOLUTIONS



Legacy Solutions International  
286 Aurielle Dr Ste 1  
Colchester, VT 05446  
Phone: (802)862-0637  
Email: ron@legacysolutionsinternational.com  
Website: www.legacysolutionsinternational.com  
Contact: LEGACY SOLUTIONS INTERNATIONAL, LLC, founded by Ron Roberts, a 40-year timeshare industry veteran, delivers custom solutions that generate revenues for resort HOA's and managers facing threatening "legacy" issues. Most programs are ZERO out of pocket cost! Bring a smile back to your bottom line with effective and proven strategies for maintenance fee delinquencies, asset recapture, standing inventory sales, points programs, webinars, property management, legal & trust services, and even energy efficiency rebates! Contact: 802-862-0637 Ron@legacysolutionsinternational.com.

## LENDING INSTITUTIONS



Colebrook Financial Company, LLC  
100 Riverview Center Ste 203  
Middletown, CT 06457 USA  
Ph: (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 Raunikar and Tom Petrisko, each of whom has extensive timeshare lending experience



Pacific Western Bank  
5404 Wisconsin Avenue, 2nd Floor  
Chevy Chase, MD 20815 USA  
Ph 301-841-2717 Ph: 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.



**LENDING INSTITUTIONS**

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



Whitebriar Financial Corporation  
575 Mystic Drive PO Box 764  
Marstons Mills, MA 02648  
Phone: (508)428-3458  
Fax: (508)428-0607  
Email: hbvswwhitebriar@gmail.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  
9654 N. Kings Hwy. Suite #101  
Myrtle Beach, SC 29579  
Phone: 843-213-2383  
Email: hello@capitalvacations.com  
Website: www.CapitalVacations.com  
Contact: Alex S. Chamblin, Jr.  
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.

**MANAGEMENT & OPERATIONS**

Getaways Resort Management  
PO Box 231586  
Las Vegas, NV 89105 USA  
Phone 1: (844) 438-2997  
Email: tjohnson@getawaysresorts.com  
Website: www.GetAwaysresorts.com  
Contact: Thomas A. Johnson  
Specialty: When you need winning strategies, not just promises from your resort management company, put GetAways more than 25 years of resort management experience to work for your resort. With close to 50,000 owners/members under management in four countries, GetAways has a proven reputation for providing Game Winning Solutions.



Grand Pacific Resort Management  
5900 Pasteur Ct Ste 200  
Carlsbad, CA 92008 USA  
Ph: 760-827-4181 FAX: 760-431-4580  
Email: success@gpresorts.com  
Website: www.gprmt.com  
Contact: Nigel Lobo  
Specialty: For decades, we've created experiences worth sharing—from the moment you start dreaming of your vacation to long after you return home. We tailor our services to preserve the distinctive experience offered by your resort, delivering exceptional results based on our longevity and your vision. Our collaboration, consistency, and hands-on approach ensure your success. Owners vacation with us because they appreciate our service culture. Associations stay with us because of the financial strength we build.



Liberté Resort Management Group  
118 107th Ave,  
Treasure Island, FL 33706  
Ph 1: 800-542-3648  
Ph 2: 727-360-2006  
Email: liberteceo@tampabay.rr.com  
Website: www.libertemanagement.com  
Motto: "From NEW to LEGACY Resort Management"  
Specialty: Dennis DiTunno, a 38 year Resort and Timeshare Management Professional. Speaker and author to the Timeshare resort industry, ARDA, TBMA, FTOG, NTOA, FVRMA, Condo Alliance. Consulting, Mentoring and designing Timeshare Community Managers and Boards to over 34 Resorts since 2000 using Hands on management techniques, marketing, re-sales, rentals and much more. Concerned for the future and Legacy status of your resort? Contact us today at CEO@LiberteManagement.com for an open and direct discussion on your resort.

**MANAGEMENT & OPERATIONS**

Resort Management Group  
475 Broad Creek Rd  
New Bern, NC 28560  
Phone: 252-638-8011  
Email: sarah@ncrmg.com  
Website: www.ncrmg.com  
Contact: Aaron Maune  
SPECIALTY:  
With over 100 years of combined management, compliance, human resource, accounting, sales, activities, and maintenance experience, RMG provides the ultimate peace of mind when it comes to making sure your property is the perfect resort destination. Board members and developers can trust that RMG always has their best interests in mind. If you would like to experience the professional management that Resort Management Group provides, give us a call to discuss your association's needs.



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.

**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!

**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.



## POOL & WATER FEATURES EQUIP. & MAINT



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](http://www.waterlinkspintouch.com) for more information.

## PUBLIC RELATIONS



GBG & Associates  
500 West Harbor Drive #822  
San Diego, CA 92101 USA  
Phone 1: 619-255-1661  
Email: georgi@gbgandassociates.com  
Website: www.gbgandassociates.com  
Contact: Georgi Bohrod  
Specialty: Public Relations: Positioning Strategy, Placement and Reputation Management  
Let GBG create a positive platform for new business development and increase awareness. We provide resources and spearhead tailor-made B2B or B2C strategic plans incorporating both paid and earned media, as well as social media campaigns and marketing collateral materials. We manage many moving parts for an effective, comprehensive communications and reputation management program. Three decades of vacation industry success.

## RECEIVABLE FINANCING



Whitebriar Financial Corporation  
575 Mystic Drive PO Box 764  
Marstons Mills, MA 02648  
Phone: (508)428-3458 Fax: (508)428-0607  
Email: hbvwhitebriar@gmail.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.

## RECREATIONAL GAMES



The Chess House  
PO Box 705  
Lynden, WA 98264  
Phone: (360)354-6815  
Fax: (360)354-6765  
Email: raphael@chesshouse.com  
Website: www.chesshouse.com  
Contact: Raphael Neff  
Specialty: Unplug the gadgets and refresh with a great game for sheer fun. Improve IQ, focus, and face to face time with your loved ones. Chess House has helped countless parks and resorts obtain a low cost, high visibility Giant Outdoor Chess that's easy to maintain and fun for everyone from toddlers to veterans.

## REFURBISHMENT & DESIGN



Hospitality Resources & Design, Inc.  
919 Outer Road Suite A,  
Orlando, FL 32814  
Ph: 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.

## 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 25 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.

## 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



ADS Consulting  
8612 Titleist Cr, Las Vegas, NV 89117  
Phone: 702-919-0550  
Email: dstroeve@ads-cs.com  
Website: www.adsconsultingservice.com  
Contact: David Stroeve  
Specialty: ADS Consulting is the predominant vacation ownership sales and leadership development firm. We specialize in 3 primary specialties. We increase sales PRODUCTIVITY by delivering the number #1 two-day seminar workshops. We enhance leadership PERFORMANCE and effectiveness by elevating their wisdom, expertise, and motivation. Lastly, we increase bottom-line PROFITS by providing the most comprehensive revenue and profit report by delivering our D5 Analysis. We are experts at helping companies improve their sales and marketing systems and processes. We are the right solution.



Resort Management Services  
10745 Myers Way S  
Seattle, WA 98168  
Ph: (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.

## SALES TRAINING



**SHARI LEVITIN**  
[ShariLevitin.com](http://ShariLevitin.com)

Levitin Group  
PO Box 683605  
Park City, UT 84068  
Phone: (435)649-0003  
Email: shari@sharilevitin.com  
Website: www.levitinlearning.com  
Contact: Shari D Levitin  
Specialty: Shari Levitin is the author of the bestseller, Heart and Sell, a frequent contributor to Forbes, CEO Magazine, Huffington Post, and guest lecturer at Harvard. Shari started in the timeshare industry in 1997, and her team has increased revenues for companies like Wyndham, Hilton, and RCI in over 40 countries. Recently, Shari has been recognized as one of the:  
• Top 10 Voices in Sales for LinkedIn  
• Top 20 Sales Experts in the Salesforce documentary, "The Story of Sales."  
• Top 50 Keynote Speakers  
• 38 Most Influential Women in Sales  
[www.linkedin.com/in/sharilevitin/](http://www.linkedin.com/in/sharilevitin/)



## 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.

## TECHNOLOGY



iTicket Solutions  
294 Treemonte Dr.  
Orange City, FL 32763  
Phone: 407.347.4310  
Contact: Bryan Griffin  
Email: bryan.griffin@iticketsolutions.com  
Website: www.iticketsolutions.com  
Specialty: Designed for today's timeshare resorts, our software solution streamlines the entire gifting process from the OPC to the gift room. Encompassing multiple applications, iTicket offers today's timeshare a better way to manage their gift program. Today's market requires more than simple preprinted vouchers and hard inventory, provide your guests with direct to turnstile tickets and on-demand vouchers. Since 1992 we have set the industry standard for timeshare resorts across the globe for gift management.



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

## TECHNOLOGY



SPI Software  
444 Brickell Avenue, #760;  
Miami FL 33131  
Phone: (305)858-9505  
Fax: (305)858-2882  
Email: info@spiinc.com  
Website: www.spiinc.com  
Contact: Alex Gata  
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.

## TRADE ASSOCIATIONS



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



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

Gregory Crist  
CEO, National Timeshare Owners

## TRAVEL CLUBS



Custom Travel Solutions  
27 S. Main St.  
Travelers Rest, SC 29617  
Phone: 864-610-1943  
Email: info@customtravelsolutions.com  
Website: www.customtravelsolutions.com  
Specialty: Our travel distribution products and services are delivered through integrated, customizable platforms that offer a custom branded end-user experience. We provide high-touch customer service while fully automating all membership management and travel fulfillment functionality. With Custom Travel Solutions, companies can easily offer their customers access to luxury travel benefits and travel savings otherwise prohibitive to the individual traveler. This creates value and brand loyalty that promotes engagement and revenue growth.

## TRAVEL CLUBS



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



RCI  
9998 N. Michigan Road  
Carmel, IN 46032  
Phone: 702-869-9924  
Email: RCI.Affiliates@rci.com  
Website: www.rciaffiliates.com/  
Contact: Bob McGrath  
Specialty: RCI is the worldwide leader in vacation exchange. Today through the RCI Weeks® and RCI Points® program, RCI offers its 3.8 million members access to more than 4,300 affiliated resorts in approximately 110 countries. RCI's portfolio of brands also includes Alliance Reservations Network, a private-label travel booking engine technology company, Love Home Swap, one of the world's largest home exchange programs, DAE, a direct-to-member exchange company, and @Work International, a leading provider of property management systems.

## TRAVEL INCENTIVES



True Incentive  
2455 East Sunrise Blvd. Suite 200 Fort Lauderdale, FL , 33304  
Phone: 800-684-9419  
Fax: 954-707-5155  
Email: salesinfo@true-incentive.com  
Website: true-incentive.com  
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. As for us how we can help you determine the right marketing incentives to meet your goals. For more information www.true-incentive.com or salesinfo@true-incentive.com

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