

# Resort Trades

*Every Resort; Every Month*

## THE TRADES LUNCH BUNCH SERIES PRESENTS...



DECEMBER 4, 2020  
"The Virtual Family"  
Annie Tumlin Director of  
Creative + Digital Marketing  
at Global Connections, Inc.



DECEMBER 11, 2020  
"The World of Finance Seven  
Months into a Pandemic"  
Bill Ryczek, Partner,  
Colebrook Financial Company



DECEMBER 18, 2020  
"The Timeshare Crusader"  
Lisa Ann Schreier

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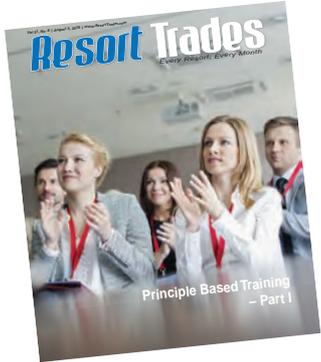
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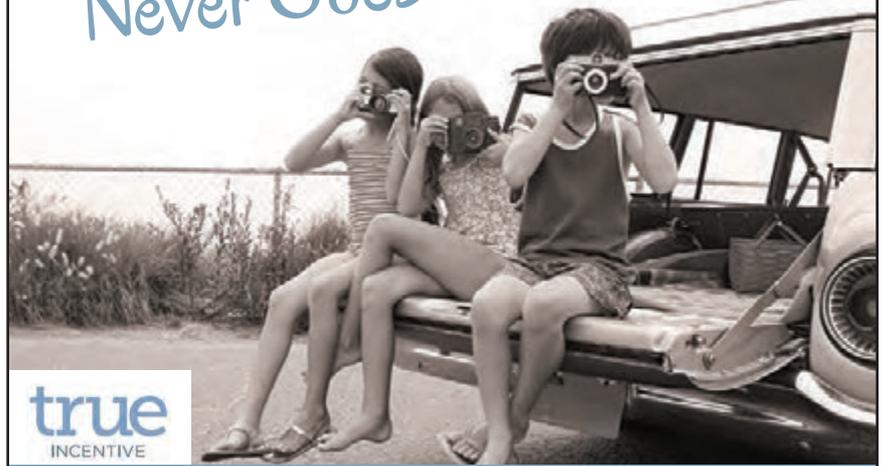
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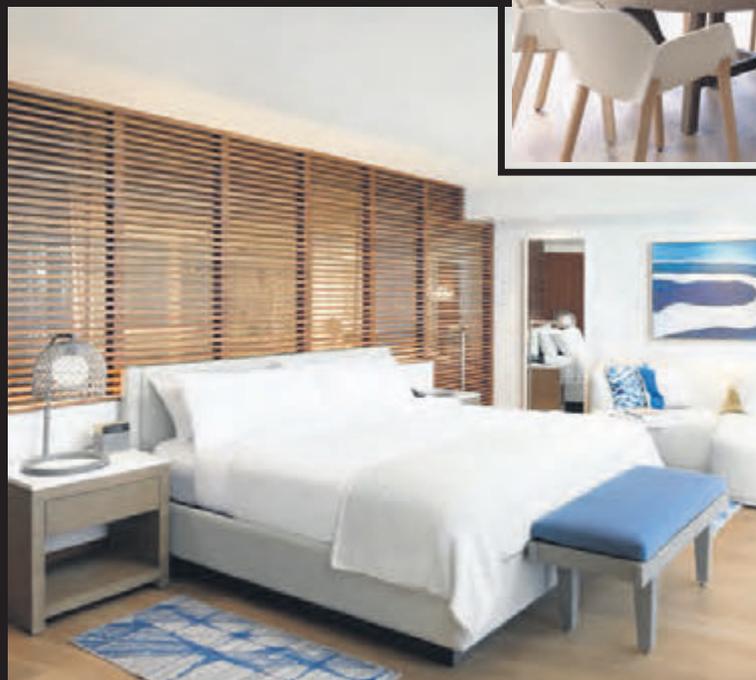
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# The Trades Lunch Bunch Series

by Sharon Scott Wilson, RRP

On most Fridays, Resort Trades magazine hosts a live, online ‘Brown Bag Lunch,’ featuring presentations by, and conversations with, the most influential professionals in the resort sphere. Half-hour sessions cover topics of interest to resort team members from almost any department; whether they hail from the front or back of the house.

“Our intention is to support the timeshare resort professional, particularly since our in-person meetings are not feasible at this time,” says Resort Trades Publisher Sharon Scott Wilson, RRP. “So, take a break; grab a snack or a sandwich; and join us! Bring your questions and your ideas; be an influencer in your industry.

Oh! By the way...this is not a Zoom session, so there's no need to dress up.”

Scheduled for December:

## DECEMBER 4, 2020

“The Virtual Family”

Annie Tumlin Director of Creative + Digital Marketing at Global Connections, Inc.

If you're in tune with the overwhelming trend in “going digital” (and obviously you are if you're reading this!); you won't want to miss this session. Annie will have plenty of visuals illustrating the virtual world Global Connections is creating! In May, 2020, Annie's team launched a digital marketing campaign, the ‘Great American Road Trip’, to encourage members to travel affordably and safely, and to enjoy their member benefits with their family and friends even amidst the trying times. Social media has been a huge outlet for members to find information, share tips with each other and chat about



their road trip experiences. Join us as Annie talk about how GCI's blog, emails and social media channels continue to fill with fun family activities, recipes to make in a condo, trip itineraries, and destination suggestions, just to name a few.

This sounds like fun! So if you miss the live session and want to enjoy some of her ideas, go to Resort Trades' YouTube channel the Monday afternoon, following her event. If you are part of the resort community and want to stay connected, be sure to subscribe and hit the bell icon so you'll be notified when new videos are posted.

## DECEMBER 11, 2020

“The World of Finance Seven Months into a Pandemic”

Bill Ryczek, Partner, Colebrook Financial Company



You might assume a lender in the timeshare resort industry, is having a rough go of it in today's COVID environment. In response to kindly enquiries such as, “How is your company doing? Are you OK?”, Bill might respond reassuringly, “Yup...We're doing okay.”

“The key to Colebrook's success is the fate of our portfolios,” he says. “If they continue to perform in the manner they have thus far, we will be successful, even at much lower volume levels. If defaults escalate, that will place more pressure on us and our developers, who at this point can't afford another obstacle.

Let's hope a resolution occurs sooner rather than later, but that's beyond our control.

We've come a long way since March—our office is almost fully staffed and we're available and able to service our clients. If early 2021 is a lot like 2020, we will soldier on.”

## DECEMBER 18, 2020

“The Timeshare Crusader”

Lisa Ann Schreier

Lisa Ann Schreier may be the most misunderstood individual in the timeshare world.



“Twenty years ago, I was selling timeshare at a resort in Orlando....,” says Lisa Ann. “While I was still selling timeshare, I wrote two books for consumers. Both books were mistakenly looked upon as being anti-timeshare by some people in the industry. Obviously they didn't take the time to read a word in either book as in reality, the books were written to alleviate many misconceptions about the product and encourage consumers to, at the very least, find out more about this exciting vacation experience.”

Two decades later and Lisa appears to have found her métier as an advocate for the consumer, calling herself The Timeshare Crusader. “So, as a crusader, I write, I consult and I educate. Not being beholden to anyone, I'm frank, outspoken and call things as I see them.”

Go to [ResortTrades.com/LearningCenter](https://ResortTrades.com/LearningCenter) for more information and to register. On the registration form, check the box at the end which says, “Auto-subscribe to future webinars from this host” so you'll get a notice whenever a new live event is ready to start.



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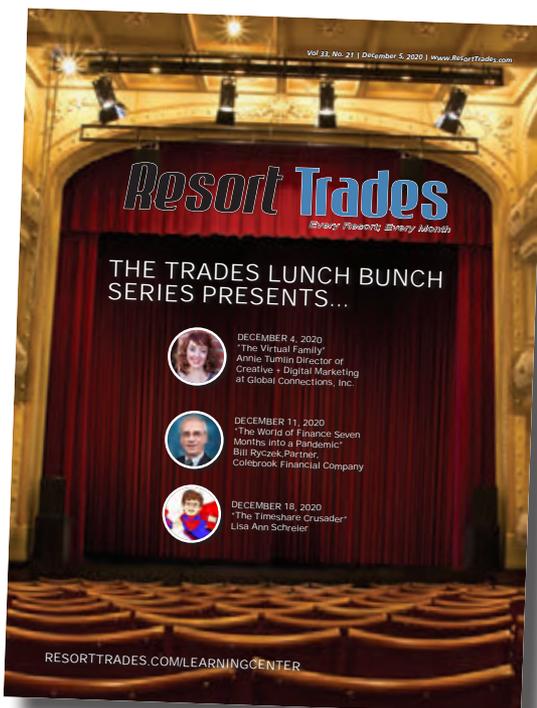
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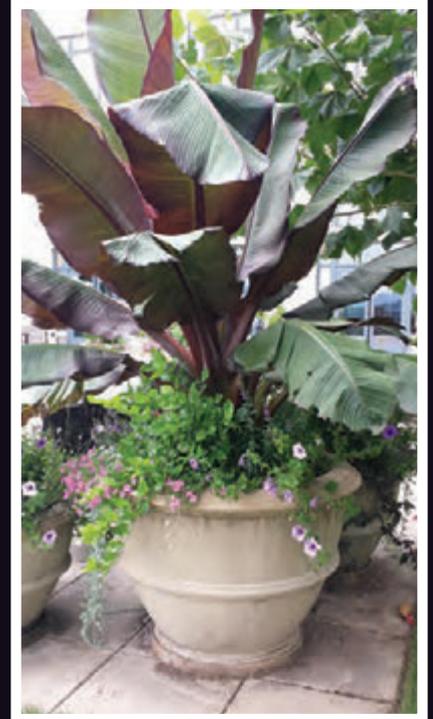
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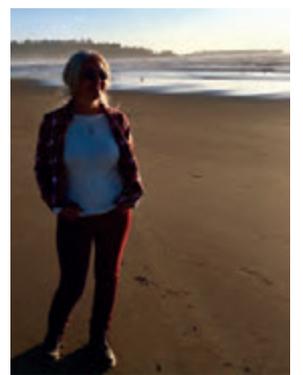


**Cheryl (December Survivor) • Resort Trades • C.A.R.E.**



**Meet Cheryl, December Survivor**

My friend Lauri told me about Send Me on Vacation when I was first diagnosed. Her trip sounded amazing, but I thought to myself, I can take my own vacation. I expressed my feelings to Lauri, and she said, "These vacations are different, they provide therapy to heal the fear, the hurt and the deep pain that happens, both emotionally and physically, during years of treatment. I've never been on a vacation where I didn't make all the plans so the concept of someone doing this for me and offering me tools to help me restart my life after fighting cancer is all so new and exciting.



**Survivor Cheryl**

I am now a metastatic breast cancer fighter and it's nerve racking. Any new bump or lump seems to send my mind spinning and I crash. Battling breast cancer TWICE, knowing the determination it takes, makes me wonder if I'll ever have the mental strength, should it come back. If I have the chance to attend a SMOV trip and gain the skills I need to strengthen my mental toughness and expand the ability to care for myself with grace, I would feel blessed beyond belief. In my case, just any vacation won't do. I need a trip that CURES!

Thank you,  
Cheryl



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# The Virtual Family

By Annie Tumlin

I'll be joining you on December 4 at 1:00 p.m. ET for a Trades Lunch Bunch. Hello! I'm Annie Tumlin, Director of Creative + Digital Marketing at Global Connections, Inc. (GCI). Here is a snapshot of what I'll be sharing!

With over a decade in the world of marketing, my team and I were given our most unique challenge yet: marketing travel during a pandemic. You're likely well aware of the vacation industry being named one of the largest industry casualties of the pandemic. During the December Lunch Bunch, I'll expand a bit on some of the things that have (and have not!) worked for GCI during ... here it comes, marketing's favorite buzz phrase ... these unprecedented times.

GCI is a conglomerate of all things travel and leisure. Started in 1996 as a travel club fulfillment provider servicing the members of its Global Discovery Vacations (GDV) club program, GCI has morphed over the years to become one of the most unique businesses in the vacation industry. GCI is also the developer and owner of resorts in California, Colorado, Florida and Tennessee as well as owning and leasing numerous resort condominiums throughout the U.S., Canada, Mexico and the Caribbean. The GCI umbrella of products and services has always been one of evolution, and that fluidity has provided a sense of preparation for whatever should come next ... even COVID-19.

GCI's most notable product, GDV, is a travel and leisure membership designed to help families make frequent vacationing an affordable reality, with over 200,000 members vacationing around the world today. The GDV sales distributor network represents sales offices throughout the continental U.S. and Hawaii, bringing this unique travel

club product to families more and more each day.

As the vacation industry continues to evolve due to COVID-19, GDV's travel and leisure benefits are more important than ever and Annie's team has been diligently working to increase member use, trust and satisfaction.

In May, 2020, my team and I launched a digital marketing campaign, the 'Great American Road Trip,' to encourage members to travel affordably and safely, and to enjoy their member benefits with their family and friends even amidst the trying times. Social media has been a huge outlet for members to find information, share tips with each other and chat about their road trip experiences. GCI's blog, emails and social media channels continue to fill with fun family activities, recipes to make in a condo, trip itineraries and destination suggestions, just to name a few.

GCI has also implemented COVID-19 safety protocols at resorts and other managed vacation properties, giving Annie's team additional member communication touch points and



opportunities to engage across GCI's digital outlets. Additionally, we've ensured strong communication through employee departments to craft educational digital materials for members based on customer service feedback, inventory specialist tips and more.

The dedicated team of employees at GCI keeps the products and services on the forefront of evolution; ensuring reliability to meet the needs of members. Though times are changing, GCI has and will continue to rise to the challenge. As GCI's CEO loves to say, "the comeback is always greater than the setback".

*Annie Tumlin is Director of Creative + Digital Marketing at Global Connections, Inc. (GCI). Annie and her team are based in Overland Park, Kansas.*

**Started in 1996 as a travel club fulfillment provider servicing the members of its Global Discovery Vacations (GDV) club program, GCI has morphed over the years to become one of the most unique businesses in the vacation industry.**

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## The Lunch Bunch

DECEMBER 4, 2020

“The Virtual Family”

Annie Tumlin Director of Creative + Digital Marketing at  
Global Connections, Inc.



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# The World of Finance Seven Months into a Pandemic

*Bill Ryczek and Mark Raunikar  
Colebrook Financial Company*

The first question a business owner usually hears these days is “How is your company doing? Are you OK?” The answer usually depends on the business they’re in. In the timeshare industry, if you’re in the tour generation business in an impacted area, you’re probably struggling. If you’re running a timeshare transfer business, you might be doing very well.

In the timeshare finance world, things are going about as well as we could expect. Sometimes it’s hard to tell

exactly how we’re doing as a group. We don’t see much of each other and therefore our knowledge is incomplete and, further, we’ve never been in a situation like this before. And if it’s hard to tell where we are, it’s even harder to know where we’re going; this is not an easy article to write. The situation may be very different by the time you read this, for the future is almost as cloudy now as when the global pandemic first took hold in March. Anyone who confidently predicts the events of the next several

months is either a billionaire or a charlatan—or one about to become the other.

From March until now, perhaps the most surprising and encouraging thing we’ve seen at Colebrook is the sterling manner in which our consumer loan portfolios have performed. We worried about delinquencies and defaults and permitted our developers to offer payment deferrals to customers impacted by COVID. What we thought might be a fairly large number of deferrals

never exceeded 2% of the portfolio. Despite rising unemployment, delinquencies remained stable and no developer slid into a deficit collateral position. Timeshare owners are more affluent than the typical consumer and more likely to be able to work from home and maintain their income levels. Further, the government stimulus programs have allowed those who’ve lost their jobs or have lower income to continue to make payments on their obligations. Some have received relief from rent or mortgage obligations, which helps their overall financial situation.

The COVID recession is different from past downturns

**A**nyone who confidently predicts the events of the next several months is either a billionaire or a charlatan—or one about to become the other.



in that the banking industry was healthy prior to March, and therefore better positioned than during crises precipitated by over-speculation and systemic weakness. Credit is still available, although terms may be a bit more conservative. This is not like the 2008 crisis, when credit nearly vanished overnight.

PPP loans have allowed most large developers to retain essential staff and although many employees are working remotely, operations—for the most part—are functioning smoothly. After a brief hiatus, we’re funding receivable packages again. Most sales operations have re-opened, other than those located in high-risk areas. Drive-to resorts have bounced back much faster than those in destination areas such as Orlando and Las Vegas, and sales levels are surprisingly robust. Until there is a lasting solution to the COVID crisis, destination resorts will likely find it difficult to approach prior levels of activity, and when the situation normalizes, it will be interesting to see if there is a permanent preference for rural drive-to resorts.

For us, one of the most difficult aspects of today’s world is the limited ability to meet face-to-face with customers and bankers. Virtual contact permits us to convey information but doesn’t provide the prolonged, casual interaction that allows new ideas to percolate slowly and gives us time to learn more about what makes each other tick. Today’s communication is mostly planned, scripted, and efficient. We are based in Connecticut, which enacted travel bans for most states, including those where we do the bulk of our business. Florida, the long-established timeshare mecca, has been a hot spot and the prospect of a two-week quarantine has kept us office-bound since February.

That doesn’t mean we’re not seeing new opportunities and closing deals. We are, in fact, closing quite a few loans and have others in process. Developers of club product are in demand, for there is a lot of available inventory. Rentals are down and the owners

of resort condominiums are looking for ways to put guests in their units. Clubs are a good way to do that and they should have no difficulty finding inventory.

We’re also seeing a fair number of re-positioning projects. For many legacy resorts, the pandemic has provided the final piece of evidence that they either need to find another use for their properties or at least downsize to a level where maintenance fees from existing owners cover expenses. Many associations have been surviving on rental income, which has been severely curtailed during the pandemic. The market for whole units is strong throughout most of the country and this may be the time to convert unsold timeshare inventory to whole units.

Now for the difficult part. What’s ahead? If a vaccine or cure arises within the next few months and we can once again socialize freely, we are back to our old ways. If a permanent fix does not arrive soon, we will likely see a migration of legacy resorts to other uses and large developers scrambling to find ways to sell more timeshare inventory in a restricted world. Branded developers have committed to sell significant amounts of inventory under “fee for service” arrangements, commitments that have been very difficult to fulfill. The backlog is growing.

Current sales levels are encouraging, but their sustainability will depend upon the depth of the market. There are risk-takers willing to travel in perilous times, but are there enough of them? Selling isn’t easy, since tours are harder to come by and the sales process has been impacted by social distancing, which makes podium presentations difficult and limits the number of tours that can be processed per sales wave.

Once things return to “normalcy” they will probably be a little different. Most companies have downsized and adapted and realize they can do the same with less and with employees who



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## The Lunch Bunch

DECEMBER 11, 2020

**“The World of Finance Seven Months into a Pandemic”**  
**Bill Ryczek, Partner, Colebrook Financial Company**



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work from home. Staffing may be leaner, some people will not be called back, and some companies will probably reduce their back-office workspaces while making more use of technology.

The key to Colebrook’s success is the fate of our portfolios. If they continue to perform in the manner they have thus far, we will be successful, even at much lower volume levels. If defaults escalate, that will place more pressure on us and our developers, who at this point can’t afford another obstacle.

Let’s hope a resolution occurs sooner rather than later, but that’s beyond our control. We’ve come a long way since March—our office is almost fully staffed and we’re available and able to service our clients. If early 2021 is a lot like 2020, we will soldier on.

*Bill Ryczek and Mark Raunikar are founding partners of Colebrook Financial Company*

*and have been lending to the timeshare industry since 1979 and 1988, respectively. They have worked together since 1988.*



**Bill Ryczek**



**Mark Raunikar**

# The Timeshare Crusader Is Your Resort's Best Friend

By Lisa Ann Schreier

Twenty years ago, I was selling timeshare at a resort in Orlando after being summarily dismissed from my advertising role with a hotel that I had moved from Chicago to take. I wasn't a very good salesperson. I talked...a lot. Far more than I was supposed to do. I had yet to learn the lesson of listening twice as much as I talked. I didn't know it then, but I was teaching timeshare. My managers used to say that I had the best educated non-owners around.

While I was still selling timeshare, I wrote two books for consumers. Both books were mistakenly looked upon as being anti-timeshare by some people in the industry. Obviously they didn't take the time to read a word in either book as in reality, the books were written to alleviate many misconceptions about the product and encourage consumers to, at very least, find out more about this exciting vacation experience. I also co-authored a college level textbook on timeshare and timeshare management.

It took me longer than it should have in retrospect to get out of selling timeshare—people who know me will say that I'm a "bit" stubborn—but now in 2020 I've embraced my role as an independent unbiased educator, consumer advocate and for those timeshare organizations that understand that I'm their best friend, I'm The Timeshare Crusader.

So what does The Timeshare Crusader do? Let's start with what I don't do:

- > Buy, sell or rent any timeshare
- > Offer or dispense legal advice
- > Discourage consumers from purchasing timeshare
- > Encourage owners to stop paying their loan and/or maintenance fees
- > Encourage owners to work with one of the myriad of self-proclaimed exit companies

It's important to understand what I don't do for timeshare related organizations to see the value of working with me. I operate with the simple viewpoint of "An educated consumer is the timeshare industry's best friend."



## The Timeshare Crusader

***“I’ve embraced my role as an independent unbiased educator, consumer advocate and for those timeshare organizations that understand that I’m their best friend, I’m The Timeshare Crusader.”***

An educated consumer tends to purchase what they'll use, know how to use the product, be pleased with their timeshare vacations and refer friends and family to the product. Does this sound like your typical owner?

Or, as is increasingly the case, are your owners upset, confused and angry and posting their woes on social media channels where the unscrupulous underbelly of the industry is ready, willing and able to offer "assistance" for \$4,500 or more?

So, as a crusader, I write, I consult and I educate. Not being beholden to anyone, I'm frank, outspoken and call things as I see them. I've been known to skewer one of those self-proclaimed exit companies on Monday and on Wednesday point out that despite what the salesperson said, the developer does not have a program whereby there are no more

maintenance fees if the existing owner merely cough up an additional \$20,000 to become a "Super Duper Platinum Level" member.

I'm also the creative force behind International Timeshare Appreciation Day, celebrated each November 1st. It's a way that owners from around the world share all the wonderful things about their timeshare(s).

You'll be seeing and hearing more about my work in the coming months as I have started to work with ARDA-ROC leadership on some exciting new projects.

### Questions We Asked Lisa

***1) What would you say is the general consensus about the current state***



## The Lunch Bunch

DECEMBER 18, 2020  
 "The Timeshare Crusader"  
 Lisa Ann Schreier



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### **of the industry among the timeshare owners with whom you are acquainted?**

I'd say the majority of the social media chatter that I see and the conversations I have with owners centers around what, if anything, their resorts/exchange companies will do for them if they haven't been able to use their timeshare this year due to the pandemic. Unfortunately, there's also a large segment of owners who have been pitched non-existent COVID related schemes. They are not happy about this...and neither am I. While it's never a good idea to lie to owners, it's particularly troubling to hear these accounts in a time where so many are in dire straits.

### **2) Do you ever speak with any HOA board members and, if so, what can you tell us about their motivation to hold office, their expectations from resort management and/or developers, and their level of satisfaction with the direction of their resort (or, conversely, dissatisfaction)?**

Unfortunately, most of what I hear concerns well-intentioned owners who run for a seat on their board only to be met with an avalanche of votes from and for the developer. These owners should be embraced, in my opinion as they clearly have the resort's well-being in mind. Far

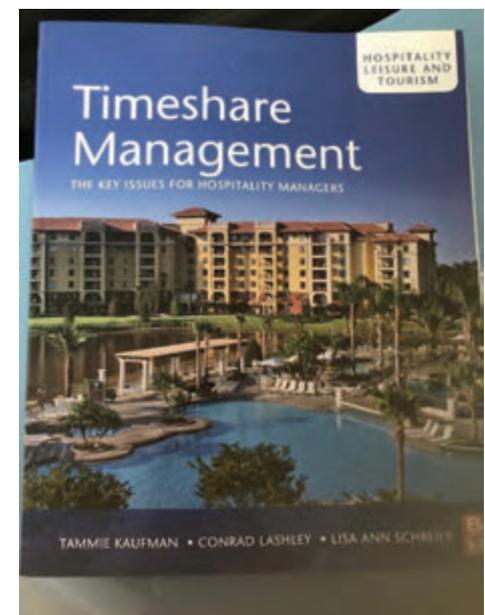
too many developers fear their owners when in fact, most are happy and as I've said before, a happy owner, particularly one that is playing an active role in the running of the resort, leads to more happy owners.

### **3) Tell us more about International Timeshare Appreciation Day.**

I started it eight years ago. It's a day for timeshare owners around the world to celebrate all the great things about timeshare. There's a Facebook page and a Twitter hashtag-#YES2TIMESHARE-that resorts, exchange companies and any company in the industry can use. The idea was to let other owners as well as prospective owners that there's plenty to like about timesharing and that millions around the world have had and continue to have wonderful experiences. There's no cost to participate and no one way resorts can get their owners involved. It's held each November 1st, so everyone has plenty of time to come up with ways of engaging their owners and getting the word out for next year's observance!

*Lisa Ann Schreier lives in Orlando, where she stays current with 'all-things-timeshare.' As she says, "You can keep up with me by reading my blog (<https://thetimesharecrusader.blogspot.com>),*

*or following me on Twitter (@LisaLook-sAt). Questions? Hit me up at [lisaschreier617@gmail.com](mailto:lisaschreier617@gmail.com)."*



*Lisa Ann Schreier co-authored a college level textbook, "Timeshare Management, the Key Issues for Hospitality Managers," with Conrad Lashley (a professor in the U.K.) and Tammie Kaufman, a professor at The University of Central Florida.*

# A Three-Step Process for Leveraging Digital Channels for Member Communications

**When used strategically, digital communications can provide an easy and cost-effective way of engaging with your members**

By Raquel Filipek



As with most unforeseen events, COVID-19 forced many organizations to take a critical look at planned business initiatives and set off on a new course of action. Companies that have weathered the storm successfully have not only shown great flexibility and adaptability but also leveraged all the communication tools at their disposal. The timeshare and hospitality industries were no exception.

For Hilton Grand Vacations' (HGV's) flagship member magazine, Club Traveler, the impact was significant. Due to vendor service impacts, we had to quickly transition the magazine to a digital-only format. Here, I share a three-step process for leveraging digital channels for member communications, without adding more dollars to your budget, using the lessons learned from our magazine's expedited digital transformation.

## Life Before Going Digital

Club Traveler is distributed three times a year in English and Japanese to all HGV Club members and has a combined circulation of more than 265,000 per issue. It was first published in 2012 under the title Grand Times as a glossy, 36-page magazine. Up until COVID-19, Club Traveler was a print-first journal that was mailed to members and placed on display in all guest rooms and sales galleries. A downloadable PDF was also available on the HGV member website, which, in 2019, was switched to an interactive flipbook.

As we were about to print the spring issue in March, the effects of COVID-19 were becoming widespread across the country. Soon after, HGV properties started suspending operations as government mandates took hold. Due to the closure of nonessential services, vendors started working reduced hours or closing altogether, which had the potential of impacting the magazine's production and delivery. We now had to quickly figure out a way to distribute the magazine to members without sacrificing product integrity while decreasing costs. It was at this time we decided to switch to a digital-only format.

## Step 1: Create a Roadmap for Success

Flexibility and a willingness to adapt are key to changing six months' worth of planning in less than a week. Immediately upon hearing magazine production delays were imminent, we reached out to our creative agency to start the digital transition process. While we had discussed transitioning to a digital-only magazine in the past, we decided to continue enhancing our print offering and revamp the magazine's companion, monthly online newsletter. Because time was of the essence, we identified the digital resources available to us and selected the ones we could work with as quickly and without incurring additional costs.

We relied on performance metrics for the online newsletter to help us identify which articles to transition from the now defunct print magazine to an online format. The creative agency also had access to a content management solution with webpage templates that could be easily modified to fit our needs. We also decided not to recreate all 36 pages digitally, selecting, instead, a handful of stories we knew provided the type of information our members found most engaging (based on a previous magazine readership survey and performance metrics from the online newsletter).

Finally, we took a hard look at our budget. While we were able to save costs by not printing the publication, we couldn't use this money to start the expedited digital transition. As furloughs took place in the hospitality industry, so did moratoriums on nonessential business spending. As a result, we identified areas within the 2020 content strategy that were not performing as well, discontinued them early and allocated some of these funds toward the creation of new online article templates. Transitioning only a handful of articles also helped to keep unbudgeted work hours low, and the unused content was shelved for later use in upcoming issues.

The result: The Spring 2020 magazine was scheduled for in-home delivery during the first week of April. A link to

the all-new digital magazine was emailed to members the first week of May at no additional cost to HGV. A preview of the digital magazine was also featured in the April online newsletter to generate excitement and build anticipation, also at no additional cost.

### Step 2: Identify Metrics and Assess Performance

Once the new issue of the magazine went live, we started with phase 2 of our work — tracking and measuring results. However, first we needed to identify which metrics to monitor. Besides traditional metrics such as pageviews, bounce and exit rates, and time spent on site, we pinpointed additional data that would be give us a more in-depth look at a reader's behavior online.

For instance, to further engage members and provide them with an immersive digital experience, we included a new destination video, featuring different places they could visit while on vacation. Because videos are both costly and time-consuming to produce, we needed to identify the optimal duration for future efforts. Consequently, we decided to track video starts versus the video completion rate.

In addition, we looked at our table of contents (TOC) to find out which article types our readers clicked on the most. We then took this information and compared it to the article links readers selected in the announcement email. This exercise gave us useful information about entry articles (email link clicks) and preferred article topics while on-site (TOC clicks). The information we gathered proved highly useful when finalizing the placement of our articles for the summer issue.

Finally, we closely monitored visitation trends to keep track of overall levels of the engagement with the magazine. We noticed that visits peaked nine days post email deployment, at which time readership dropped significantly.

The result: To maximize our production spend and encourage more readership, we created an additional email for deployment one month after the first announcement. Identifying and assessing performance metrics that tied to our communication objectives helped us to look for a zero-cost and easy solution to continue encouraging engagement with the magazine.

### Step 3: Optimize Communications

One of the benefits of using a digital channel is the sheer number of metrics you can track. And when these metrics are part of strategy that aligns with company and department goals, you will uncover a wealth of information that will help you optimize your communication efforts. In the case of the digital magazine, assessing our performance allowed us

to identify activities to start, stop and continue.

For instance, switching to a digital publication gave us the opportunity to play around with our content format. Therefore, rather than simply copying and pasting information and including a handful of images, we looked for creative ways to display the copy and leverage our photo and video assets. This culminated in the creation (i.e., start) of photo galleries and a short video that leveraged footage from a promotional photo shoot earlier in the year.

We also realized that placing videos at the end of an article impacted performance as engagement on the page dropped down significantly toward the bottom quarter of the page. As a result, we stopped placing videos this far down, choosing, instead, to place them higher up in the article.

Finally, we realized members were highly interested in reading information from our chief customer officer and about the club program. To this end, we decided to continue providing this valuable information to our readers and expand our word counts.

The result: We used the lessons learned from our spring magazine to enhance our summer issue, focusing on the areas that worked, stopping activities that didn't, and identifying new solutions to encourage more visitation and keep our members online longer.

### Life After Going Digital

A good communications strategy is one that looks at the work to be done and develops a set of goals, objectives and tactics for the year ahead. A great communications strategy is one that ties back to key company initiatives to demonstrate how each effort adds value or contributes to the bottom line. However, a world-class communications strategy goes one step beyond by identifying opportunities for program growth. Our simple, three-step process allowed us to not only make a successful transition to a digital publication, but also leverage existing resources in a way that added the most value to our members while taking an already successful program to its next level.

*Raquel S. Filipek, ABC is director of corporate communications for Hilton Grand Vacations, where she oversees the company's owner, member and guest communications. For more than 20 years, she has worked with organizations to engage audiences with corporate brands through carefully crafted content, marketing and communication strategies.*

Museum of Modern Art (MoMA), 11 W 53rd St

There's no such as at MoMA, but there on a tight timeframe should make a better for Alex Oppenheim's Surrealist Object (the museum, water and space), which comes with a most intriguing purchase story

"MoMA Director Alfred Barr wanted to buy it in 1936, but the business deal fell through. 'Alex' (the artist) was the 19th Floor Painting and Sculpture Gallery, told Time Out magazine: 'There was no contract... that he brought it with his own money for \$50. Ten years later, enough time had passed that the museum agreed. All that time it was in the museum, under the 'Red' (the artist's name), 'Red' of in this program. It's one of the great joys of our Surrealist collection, to think that our director had to break it up!"

Ground Central Coffee Company, 153 E 32nd St

The Midtown, Ground Central Coffee is so much more than a coffee shop — it's a second home. Everyone from The City Show writers to local artists (and here, down to the floor (paper napkins), wall displays of the neighborhood), the service (the staff know local by name) and, of course, the Joe. The order at the counter area less common choose their coffee blend and milk (almond, oat, macadamia, honey), as well as light blue (milked adrian height, special ratio sauce).

The Quin Central Park by Hilton Club, 101 W 57th St

There's no property quite like The Quin Central Park by Hilton Club, Hilton Grand Vacations' soon-to-be opened New York property. Located in Manhattan's ultra-luxurious Billionaire's Row, The Quin will enjoy a newfound shine, thanks to its recent multi-million dollar renovation.

Rooms and suites will be bright and airy, with high ceilings and big, expansive windows, where ocean view blinds roll up to reveal stellar skyline views all the way to Central Park. Suites have their own separate sleeping quarters, but even the smaller rooms, once completed, will feel homey, with stylish worktables and chic lounge that seamlessly transforms into a private dining area.

Plush leatherheads and plush velvet chaise longue will add an atmospheric air. However, it's the artwork and design pieces (a close bond by American pop artist Keith Haring here, MOMA's granite and aluminum Color Collection there) that truly make the hotel stand out. The Quin has a storied art history of its own, with American artist George O'Keefe's (once calling the hotel home. No surprise, then, there's an artist-in-residence program in the pipeline, and all Owners get a year-long membership to MOMA when they buy. Keep an eye out for the lavender water bottles, which feature standard bottle labels for beautifully illustrated stoneware. Owners, Club Members and guests will be able to head to the sleek-dimension library, where they can thumb through Taschen design bibles, while reclining on over-size comfortable, mid-century style tub armchairs.

A local guide to 5 town Manhattan  
Presented by Hilton Grand Vacations



Raquel S. Filipek

# Race in the Workplace

## How to Create an Inclusive Environment

By Phillip M. Perry

Businesses everywhere are taking a closer look at their personnel practices in response to the nation's heightened awareness of racial disparities. Employers need to fine tune their anti-discrimination policies to attract better quality employees and keep top performers from jumping ship. By taking steps to eliminate workplace bias management can foster an environment free of racial tensions and resentments that can damage the health of the enterprise.

Systemic racism has become a topic of primary interest around the nation. As headlines blare news about racial disparities in the society at large, businesses everywhere are asking themselves an important question: What inequities exist in our own organization and how can we rectify them?

"This is a good time to deal with racial equality in the workplace because recent news events have made the topic uppermost in our minds," says David Campt, founder of The Dialogue Company, a diversity and inclusion consulting firm in Eden, N.C. (thedialoguecompany.com). "We're seeing something that might be a real tipping point in the nation, and that will be talked about 30, 40, or 50 years from now. When something important is happening in society we don't want to let discomfort keep us from discussing what's obviously on peoples' minds."

### Good for business

Reducing the business world's racial disparities is a matter not only of social justice but also of profitability, says Campt. "One of the things we've learned over the years is that diversity within teams produces a diversity of thought that can lead to better outcomes if it is handled well."

Organizations with good reputations can attract more top performers, and fair treatment can keep them from jumping ship. "People very often leave companies because they feel they are simply being tolerated rather than included," says Bob Gregg, Co-chair of the Employment Practice Law Group at Boardman and Clark LLC, Madison, WI (boardmanclark.com). "A toxic environment can lead to constant hiring and retraining of replacements for people who leave."

Then there is the potential for litigation. "Discrimination or harassment in the workplace can spark lawsuits that result in money judgments not only against the company but also against individual supervisors," says Yvette V. Gatling, a shareholder in the Tyson's Corner, Virginia, office of San Francisco-based Littler, the world's largest employment law practice representing management (littler.com).

And litigation is indeed starting to pile up. "People are more prone than ever before



***“Rather than a crime against the social contract done only by evil people, bias is more like a glitch in thinking that everybody is subject to.”***

to rush to a lawyer if they feel like their workplace is a hostile environment," says James J. McDonald, Jr., managing partner at the Irvine, Calif., office of Fisher & Phillips (fisherphillips.com). "More companies are starting to be called out for being insensitive or not taking equality seriously." The resulting media publicity, he adds, can be as damaging as the direct financial penalties. "Employers today have to be concerned about the costs of lawsuits in terms not only of money and time but also of reputation."

### Let's talk

In creating a workplace of inclusion, the first step is to realize that discrimination is generally unintentional. "The most important mental shift we can make is to reconceptualize the problem of racial bias," says Campt. "Rather than a crime against the social contract done only by evil people, bias is more like a glitch in thinking that everybody is subject to. We are biased not because we are bad people but because our brains are inherently that way."

That collective unconscious mindset sparks real world discriminatory acts. "Most people are not racists or bigots, but they can make judgments based on stereotypes they have

learned from the surrounding culture," says McDonald. "As a result, they make decisions based on race or other protected categories without even realizing it." Such decisions can include hiring, mentoring, promoting and the assigning of work duties.

A business looking to upgrade its workplace environment needs to start by addressing any organizational disparities. And one way to do so is to talk about it. "It's a good idea to have what some companies call a 'town hall meeting' to discuss the topic of race relations," says Gatling. "During this meeting higher levels of management can discuss current events and company policies. For remote workers, the event may take place over the Internet on Zoom or Webex."

The organization should present the meeting as a tool for improving operations—not just as a vehicle for paying lip service to equality. "Management needs to completely own the process," says Dr. Kenneth Kaye, a Chicago-based workplace psychologist (kaye.com). "There should not be the slightest nod to any statement similar to, 'Sorry about this. We have to check this box because some people

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## Article continuation from page 16

have complained.”

Instead, says Kaye, the person leading the meeting might explain its purpose in these terms:

“We need to talk about how—not whether—we can become a comfortably diverse organization. We are going to be that way for three reasons. Number one, it's the kind of organization or department that I want to lead. Number two, it's the best way to be productive. And number three, it's the law. Let's start by discussing any of the ways we have failed up to the present time to be a group where racial differences have no effect on anyone's collaboration, productivity, or evaluation. And then we'll talk about the obstacles and some ideas to fix that.”

If a structured conversation is a good idea, or even a necessity, it's also true that careful planning is required to pull it off. One size does not fit all. “Your business might benefit from a meeting to discuss race relations,” says McDonald. “But you have to know your workforce. Are people upset? Are they talking about racial matters to such an extent that you feel a meeting might be cathartic? Then I think having an open discussion and letting people be heard might be worthwhile. But you need someone to lead it who will require respect on the part of attendees. And bear in mind that in some cases a meeting might lead to more tension and make matters worse.”

### Break the ice

As the above comments suggest, it's possible for a staff meeting to backfire. It's for that very reason that many businesses will be fearful of taking the plunge. “Managers of any color may be uncomfortable talking about workplace race relations,” says Kaye. “And they may fear that employees who are also uncomfortable with the topic will wind up offending one another.”

Campt says management can help overcome the discomfort surrounding discussions about race—as well as set the right tone—by leading with a degree of vulnerability. “By owning up to bias and establishing a determination to work on it, the manager makes it much harder for people to say they are immune from it and much easier for everyone to discuss it.”

He suggests leading with some words like these:

“Bias is something we are all subject to. I am not a perfect person either. I am a human being subject to thoughts that are sometimes problematic.”

Still got cold feet? Sometimes obtaining professional help is wise. “Skill at this level of communication is not widespread,” says Campt. “A good diversity and inclusion professional can often provide conversational tools to help a culture navigate the topic. There is value in engaging people who know how to be facilitators around these issues, and who are not doing it for the first time.”

When an organization does undergo this shift in thinking people can discuss workplace bias in a more enlightened way. “We can start to

look at how pervasive bias against women and people of color—not just in our company, but in our society—might be affecting our business decisions,” says Campt. “And we can look in a different light at our recruitment practices, vendor choices, and hiring and promotion decisions.”

### Retool business systems

The forward-looking company will take steps to re-engineer any policies and practices riddled with hidden biases. “The most important thing for every business is to establish anti-discrimination and anti-harassment policies,” says Gatling. “They should cover all aspects of employment including hiring, evaluations, promotions, and raises.”

Written policies should also:

- Prohibit insensitive statements

“People need to understand they have a duty to avoid making racially charged jokes or comments,” says Gregg. “And if they see a coworker doing either, they must speak up and say, ‘Hey, look, that is not appropriate for our workplace.’”

Such language must be prohibited even if the individual using it belongs to a protected group. “Many people will use loaded terms among themselves, making jokes that would be highly offensive if done by someone else,” says Gregg. “People need to understand if it is not appropriate for one person, it is not appropriate for anyone.”

- Outlaw bullying

“Courts have said repeatedly that bullying is the glide path to harassment under the law,”



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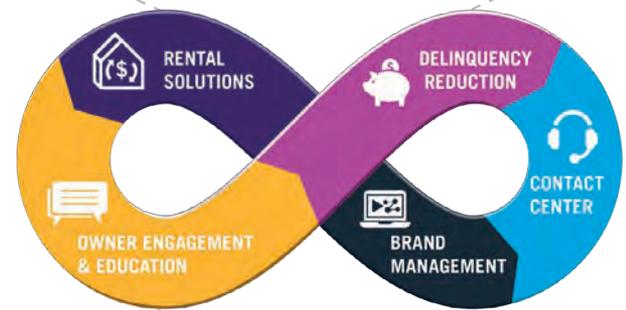
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says Gregg. "While it may not at first mention race or sex, as bullying continues people will start to pick up on the fact that it's happening to individuals who belong to certain groups."

- Require reporting

Employees should understand that they are required to report anything they experience (or see) in the workplace that may relate to harassment or discrimination. "The reporting mechanism should include some individuals who are outside the victim's chain of command because the one committing the discrimination or harassment may be that person's supervisor," says Gatling. "It's also a good idea to provide for anonymous reporting by setting up a hotline."

- Require response to reports

"Ignoring a report of harassment or discrimination can put your business in legal jeopardy," says Gatling. "You should do a thorough investigation, which means talking to every witness possible. Then you should take action on the results. You also should keep good documentation on how you investigated, and to get back to the victim to let them know what has transpired."

- Prohibit retaliation

"People need to know there will be no consequences if they come forward with a report about harassment or discrimination," says Gatling. "While the law prohibits retaliation, it's always helpful to remind people and supervisors of that fact and of your organization's policy prohibiting it."

Make sure everyone realizes the policies exist to ensure fairness and profitability.

"Employees need to know that the purpose of good company policies is to have an effective workplace, not to simply comply with the law," says Gregg. "The organization is paying attention to this topic because racial inequality and discrimination can harm the company."

### Communication

While having the right diversity and inclusion policies is vital, they also must be communicated adequately to the staff. Including them in the employee handbook and on the company intranet is a good start. In addition, employees should sign statements that they have read the policies as opposed to just receiving a gloss about them during orientation. "Very often in court cases, people will deny they ever saw their employer's policies," says Gregg.

Too, managers and supervisors need to buy into the policies and understand how to implement them. And they need to set the right example, avoiding remarks about modern-day societal events that might on the surface seem innocent but that can spark misunderstandings. "Managers have to be careful not to say things in the workplace that subordinates might take as evidence of bias," says McDonald. "Comments about contemporary politics and culture can be especially risky. What the manager feels is freedom of speech an employee may take a different way."

McDonald gives the example of a supervisor who says something like this: "The immigration laws are too lax and I wish Trump would build that wall." Making that statement in itself is not unlawful, says

McDonald. However, the words might lead a Hispanic subordinate to feel the manager is biased against Hispanic people. If something negative should happen down the road to that employee, she might conclude it was the result of discrimination.

Managers and employees alike need to understand the harm that can be contained in unthoughtful comments. "Sometimes people will say hurtful things without realizing they are hurtful," says Camp. "And then very often they feel that because they did not intend to hurt anyone, no one should feel that way. So, part of what can be inculcated in a culture is an awareness that both intent and impact matter. Embracing that fact can be a useful conflict resolution tool."

Enlightened communications and respect toward others, combined with a carefully designed and implemented diversity and inclusion program, can obviate racial resentments and foster a more collegial atmosphere. The result can be more effective teamwork, a more efficient workplace and a more profitable business.



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.

## Human Capital Reporting for Timeshares: Now Required for Many Organizations



By Linda Parker



**In August, the Securities and Exchange Commission (SEC) adopted amendments to Regulation S-K, the directive that defines what a public company must include in its mandatory filings.**

If human capital isn't the largest operating expense at your timeshare property, it is no doubt, very close to the top of your list. In addition to being a cost, however, most organizations now, at least, entertain the idea that human capital is also an asset. Recent actions by the federal government bring heightened focus on the concept that employees are an organization's most valuable asset.

In August, the Securities and Exchange Commission (SEC) adopted amendments to Regulation S-K, the directive that defines what a public company must include in its mandatory filings. The new amendments require that publicly traded companies must describe any human capital measures or objectives the company uses in managing its business to the extent that the information is relevant to understanding that business as a whole.

While the human resource leadership of most publicly traded organizations sensed this new direction was coming, many are scrambling to figure out what the guidelines will actually mean for their brands. Even though they are not bound by requirements of Regulations S-K, privately held companies also face issues. Whether public or private, all organizations will find their human capital valuations scrutinized when they compete for investor dollars, community approvals and workforce talent.

### The SEC Offered Nonspecific Guidance

SEC Chairman Jay Clayton spoke enthusiastically about the new, final rule amending select aspects of Regulation S-K. He observed, "We modernized our public company business disclosure rules for essentially the first time in over 30 years."

He described the new requirements as building on the existing, "time-tested, principles-based disclosure framework" and added, "The rules we adopt today are rooted in materiality and seek to elicit information that will allow today's investors to make more informed investment decisions."

While these comments are altruistic and even inspiring, they fail to spell out any hard-and-fast guidelines for regulatory compliance. Nowhere within the 130-page-plus Final Ruling document does the SEC specifically state what actions should be included or omitted in an organization's required filings.

Instead, the SEC offers only the following:

"A description of the registrant's human capital resources, including the number of persons employed by the registrant, and any human capital measures or objectives that the registrant focuses on in managing the business (such as, depending on the nature of the registrant's business and workforce, measures or objectives

that address the development, attraction and retention of personnel)."

### Walk Before You Run, But Hurry Up

The fact that trained and responsible employees are an organization's lifeblood is even truer for timeshares and vacation ownership than it is in many other industries. But getting from where you are now as a company to where you would ideally like to be on issues of human capital can be difficult.

Before you can report on your human capital initiatives, you have to develop and implement your ideas. Your company must start with a plan for "thinking differently." Moving from being profits driven to being purpose driven calls for trusting that by putting your focus on your timeshare owners, renters, shareholders, employees, the local community and even your vendors, the profitability you seek will follow. Next, you must define which changes you will make now and which ones you will make in the future to achieve your organizational goals.

Finally, you must develop ways to track and measure the results of your human capital initiatives, focusing on data formats that can be effectively communicated to board members, shareholders, the community and investors.

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Rushing to comply with the requisite to report, some companies may try to bypass the process of rethinking, planning and launching. As tempting as this shortcut may be, it will never work. Actions you take to develop and reward human capital must be genuine and authentic.

Once you have shifted your corporate thought processes and have your strategic plan in place, consider including some of the following suggestions in your human capital reporting:

1. Create an outline of your recruiting and hiring procedures, including pay rates and how you evaluate and measure productivity, performance evaluations and workplace advancement. Define your protocols for promotion and how you communicate this information to your workforce.
2. Provide an overview of your on-boarding process. Are you on-boarding and training before your new hires ever engage with your timeshare owners and guests? Although training as you go may require less effort, it can also be disastrous. A seemingly small chink such as this in your process can be a red flag to shareholders and investors that your resort operations are vulnerable to unnecessary risks.
3. Show how you support workplace safety and what you do to protect your workers from injuries, illness and fatalities, including how you review the safety protocols of contractors and suppliers.
4. Show how you protect the privacy and personal information not only of your guests and timeshare owners but also of your workers.
5. Document your offerings for employee enrichment, on-going training, volunteerism opportunities and other meaningful benefits.

### **Get Out of the Box**

As cliché as the phrase “think outside of the box” may be, shifting your company’s human capital perceptions and policies calls for doing exactly that. The SEC intentionally left the documentation of your efforts open ended in order to allow organizations of all sizes and in all industries to customize their response.

More than a year before the SEC implemented its new regulatory amendments, Jay Clayton said this about human capital management, “The SEC does need to lead on disclosure, things companies should be thinking about and engaging with their shareholders ... Each industry and even each company within a specific industry have their own human capital circumstances.”

The COVID-19 pandemic has created chaos and hardship for businesses across the country, but it has also given rise to the opportunity for companies to get far outside the boxes in their human capital efforts. McDonald’s partnered with Aldi Grocery during the height of the pandemic lockdowns. Like most grocery stores, Aldi needed an influx of short-term workers to deal with increased demand. With closed or drive-through only service, McDonald’s had employees to spare. The two companies signed an agreement, allowing McDonald’s staffers to work for Aldi, provided they go back to McDonald’s once both businesses had returned to more normal patterns. Through this arrangement, McDonald’s protected their employees from loss of income while retaining their valued workforce for the future when they would need them again. Aldi benefited by skipping the costly and time-consuming process of screening and hiring temporary workers.

The McDonald’s/Aldi talent-sharing partnership was flexible, creative and unique. And because

the management of two businesses in different verticals was able to think outside their boxes regarding their human capital, both the businesses and the workers benefited.

### **The Clock Is Ticking**

The High Cost of a Toxic Workplace Culture, a report by Beth Mirza published in 2019 by the Society for Human Resource Management (SHRM), identified that over a five-year period, turnover due to toxic work culture has cost American businesses as much as \$223 billion. This significant number alone explains precisely why timeshare developers, hospitality providers and every other industry in the country should be shifting gears to a fresh, new way of viewing human capital management and reporting.

If the financial implications of not taking action aren’t sufficient motivation to get you moving, for publicly traded companies, there’s also the impending new law. The SEC’s amendments requiring human capital reporting were released publicly on August 26. Within two to four weeks after release, the rule is then published in the Federal Register. Thirty days after publication, the rule officially goes into effect, which means that by the time you read this article, human capital reporting is no longer just desirable... it’s the law.

Linda Parker has been writing professionally since the 1980s. With clients in finance, sports, technology, change enablement, resorts and nonprofit global initiatives, Linda helps organizations communicate their stories in meaningful ways to the people they most want to reach. She has authored, ghostwritten or contributed to more than a dozen nonfiction books. Linda is a member of the Authors Guild and the Golf Writers Association of America. You can connect with her at [linda@glindacreative.com](mailto:linda@glindacreative.com)

# Commentary: Tony Genth

[Editor's Note: A true pioneer in the timeshare industry, Tony is a Former Chairman of the American Resort Development Association (ARDA), and a former Chairman of the Global Alliance for Timeshare Excellence (GATE).



It has been a sad few months for those of us who knew many of the pioneers of the timeshare industries with passing of Christel Dehaan, Ed McMullen my own long-term partner Perry Snyderman and many others who gave this industry life through their enthusiasm and innovations during the early years, before the brands came in. I miss them as friends and, colleagues who I respected greatly.

My time in timeshare began with the building of Streamside at Vail in the late seventies, a project that we sold to Marriott in 1987. The industry today is radically different in many respects to what it was then.

What has not changed are the reasons why people buy timeshare. It has nothing to do with economics or with financial justification but rather, how owning a timeshare or a membership makes people feel, about belonging and about the best

times of our lives, the times that we spend with family and with friends. Pandemic or no pandemic, this will not change as it is a part of who we are, of human nature.

This is not to ignore that there are issues such as the timeshare exit programs, but we must keep this in perspective so that we do not fail to consider the millions of families who have grown up and have memories of family time that were created for their family and for themselves thanks to their parents' ownership of timeshare.

As recently as a few days ago in speaking with my colleague Ron Roberts, I found out that he has been an owner at HGVC for over 20 years. He told me that his kids cherish the many vacations that they have enjoyed together.

The point is that the vast majority of timeshare families would not give up their ownership under any circumstance.

My view of the future is a positive one because the reasons for the timeshare

***My view of the future is a positive one because the reasons for the timeshare product as a means to enjoy safe, secure, quality guaranteed, vacation experiences will always endure.***

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product as a means to enjoy safe, secure, quality guaranteed, vacation experiences will always endure.

Our industry has always proven to be adaptable and innovative and now that we are living with the reality of COVID, at Quintess we are currently working with developers to introduce new accommodation options for timeshare families based on access to homes, glamping and adventure vacations. We are also delivering new marketing options that do not involve showrooms or any type of personal contact.

It is true that travel in many ways will be forever changed by this pandemic and by the world's reaction to it but people across the globe will not stop traveling. Our desire as humans to get to know our planet is simply too strong.

There are factors that we must consider for the future. The World Trade Organization (WTO) estimates that over the next few decades Asian travelers will vastly dominate, so taking this fact into account for the future is important.

Also, even if there is a vaccine or if the pandemic dies down of its own accord, people are now aware that such a thing can happen so their attitudes toward personal safety, space, cleaning and security in general will be changed forever.

## CONCLUSION

Timeshare as an industry has always been successful in understanding people's desire to belong, to create lifelong memories and to put the highest value in their lives on the time that they spend with those that they love. These are unchanging facts and with continued innovation and adaptation our beloved industry will continue to grow and flourish.

*Tony Genth is founder of The Orion Alliance and based in Los Angeles. He is currently working with Quintess, one of the original exclusive destination clubs. His incredibly diverse expertise includes the development of points-based membership programs, as*

*well as vacation and travel clubs. A frequent speaker at global conferences, a published author, and a developer of innovative training programs, Tony has recently developed a new concept focused on the global marketing and distribution of vacation rental, serviced and corporate apartment, resort, apart-hotel and other alternative properties. He is also a partner in a global company that markets and finances unique and innovative health-related products and devices to healthcare providers.*



# Social media and timeshare ... a cautionary tale

By Larry Gildersleave



**T**hose seeking to achieve online sales of any kind will learn the importance of key words and phrases in the content of their marketing messaging

There's no question we're living in uncertain and challenging times. The after-effects of Covid-19 have yet to be felt, or thoroughly envisioned, by the resort timesharing industry. No one knows when the pandemic will be declared over and the industry's new normal, whatever it turns out to be, reveals itself. And no one expects the "reveal" will be a one-time occurrence. It will occur incrementally over time, constantly changing and evolving.

As companies struggle with constraints imposed by sequestering and social distancing, there's a great deal of attention being focused on social media as a way to engage, or re-engage, with timeshare owners and potential owners. Seems logical since so much of our daily activities are currently being experienced in a virtual world, with new and lasting consumer habits being formed. But if pursued, it won't be simple, easy or inexpensive. Otherwise, it wouldn't have taken a global pandemic to draw renewed industry attention to the online arena.

During my 40-year association, much of it as an executive with some of the industry's larg-

est companies, I've had meaningful exposure to timeshare marketing and sales practices as they evolved. But I'm by no means an expert. Nor am I an authority on internet marketing. What I'm about to share comes from marketing three novels I've published since 2015. With Barnes & Noble the only substantial retail storefront still standing, I focus entirely online because over 90 percent of all book sales worldwide occur there.

I've learned a lot from using (or not using) various social media platforms. For me, the biggest caution for timeshare companies, regardless of who they are or how much they'll spend, is that since they don't own platforms like Facebook, Google, Twitter and Instagram, they'll have no real control. Or at least the control over their marketing outcomes they're accustomed to because these platforms can and do change their rules, policies, procedures, business practices and algorithms at-will, and usually without advance notice. Or, worse yet, often without any disclosure.

Do you know what "shadow banned" or "de-platformed" mean? Until recently, I didn't. I understand it happens when an individual or entity commits what a platform regards as a thought-crime (posting an offensive opinion, stating an unpopular or unsubstantiated fact), or likes, links or retweets something not conforming to the platform's current policies and practices – standards that can be ever-changing. A timeshare company's punishment for transgressions that might happen innocently or accidentally could be the loss of platform access and all its followers who had been expensively cultivated.

How is this possible? Simple. Activity on someone else's social media platform is very much like sharecropping on someone else's land. You're paying for the opportunity to till the soil and harvest from the seeds you planted, but you don't own or control the land. Legal? Have you ever read, let alone carefully studied, the Terms and Conditions we're often required to click to "Accept" before access is granted? As a result, you may recall the CEOs of four of the largest platforms were recently hauled (virtually) before a

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Congressional committee to explain and defend their practices in policing and prioritizing their online content, activity that is entirely at their discretion.

A time-worn but nonetheless ever-present lament of company owners and executives is: "Half my advertising dollars are working for me – just wish I knew which half." How can timeshare companies effectively measure their return on investment of dollars spent swimming in the social media ocean? I don't have the answer. In deciding how to market books online and where to spend my advertising dollars, I couldn't find, after years of searching, a shred of empirical evidence that said: "I spent this amount of money in social media marketing, spent it in these exact ways over this period of time, and I achieved these results." Thus, I was forced into costly experimentation of my own.

What do you expect your dollars invested in social media will do for you? Said another way, what are your desired outcomes? Here's a thought. Can your company's social media experts, either in-house or consultants, point to other industries with similarly-situated companies where positive outcomes have been successfully achieved, and then document how those results were orchestrated? If so, emulation instead of innovation may serve the timeshare industry well.

Those seeking to achieve online sales of any kind will learn the importance of key words and phrases in the content of their marketing messag-

ing. The all-important "hooks" to attract consumers as they search with keystrokes. This happens via the platform's software only they understand, but there's an insidious threat lurking in these algorithm weeds.

A company may think, through paying for expensive consulting or by trial and error, that they've figured out their all-important key words and phrases. And it may be true. But then the host platform scrambles the egg by changing their proprietary algorithms and the marketer is none the wiser, continuing an advertising spend that won't get them their desired ROI -- and they won't know why.

The Holy Grail of online book marketing is to grow a robust opt-in/out email database of readers. It's been proven that consumers who willingly give their email address are accustomed to transacting via email with an entity they trust, and inclined to provide referrals to other consumers. The key is to give them something of value in return for the address, such as a free downloadable e-Book <https://www.larrygildersleeve.com/free/>. And here's the wonderful thing. Unlike sharecropping, I own and control this database, and I also harvest reader emails at [www.larrygildersleeve.com](http://www.larrygildersleeve.com) where I'm the metaphorical landowner. Perhaps there's application for the timeshare industry.

Everything I've studied tells me social media marketing has a voracious appetite. In order to have any hope of success, the marketer must keep feeding image-rich content to their chosen

(albeit rented) platforms or lose their following. Constant Contact is the name of an established email delivery platform, and those two words must be the cornerstone of any social media marketing endeavor.

Industry professionals know and accept that timeshare, especially marketing and sales, is a heavily-regulated industry, with most, but certainly not all, constraint and enforcement occurring at the state level. What then are the regulatory implications for marketing initiatives that with a single mouse click can go global? That's the purview of the attorneys.

Closing thought. In some ways, marketing on social media, at least at the outset, may be akin to being astride a tiger. You can't control the tiger's movements, and if you dismount, something unpleasant is likely to occur. Results are out there, but the path isn't for the faint of heart or slim of wallet.



*Gildersleeve's four-decade association with timeshare began in 1980. He held senior management positions with RCI, Interval International, Hilton Grand Vacations and Trendwest. He's also enjoyed success as an industry consultant and as a novelist.*

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

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## LEGACY TIMESHARE SOLUTIONS



Legacy Solutions International  
70 Brickyard Rd. Unit 10, Essex  
Junction, VT, 05452  
Phone: 802-862-0623, 802-373-5068  
Email: ron@legacysolutionsinternational.com  
Website: www.legacysolutionsinternational.com  
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, Fred Dauch, Mark Raunikar and Tom Petrisko, each of whom has extensive timeshare lending experience.

“ 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

**LENDING INSTITUTIONS**

Wellington Financial  
1706 Emmet St N Ste 2  
Charlottesville, VA, 22901  
Phone: 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 \$8 Billion with our group of lenders. Focused solely on lending to resort developers, we are the exclusive Resort Finance correspondent for Liberty Bank. With 40 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: 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.

**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: liberteeco@tampabay.rr.com  
Website:  
www.libertemanagement.com  
Motto: "From NEW to LEGACY Resort Management"  
Specialty: Dennis DiTinno, 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**

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

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**PET SANITATION**

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

**POOL & WATER FEATURES EQUIP. & MAINT**

Hammerhead Patented Performance  
1250 Wallace Dr STE D,  
Delray Beach, FL 33444  
Phone: (561)451-1112  
Fax: (561)362-5865  
Email: info@hammerheadvac.com  
Website: www.hammerheadvac.com  
Contact: Customer Service  
Specialty: For 20 years, Hammer-Head has led the way in low-cost, safe, easy-to-use manual pool vacuum systems. Our portable, rechargeable, battery powered vacuums are designed for speed and simplicity. Remove debris without using the filtration system and cut your pool vacuum time in half, without shutting down the pool. Hammer-Head cleaning units are made in America and are the #1 choice of military, cruise line, resort, fitness club, and city managers from Key West to Okinawa.



LaMotte Company  
802 Washington Ave,  
Chestertown, MD 21620  
Phone: (800)344-3100  
Fax: (410)778-6394  
Email: rdemoss@lamotte.com  
Website: www.lamotte.com/pool  
Contact: Rich DeMoss  
Specialty: The Mobile WaterLink® SpinTouch™ lab is designed to be used onsite. The precise photometer can measure 10 different tests in just 60 seconds to obtain perfect water chemistry. All the tests results can be viewed on the touchscreen or can be transferred into our DataMate water analysis program. Achieve precision without time consuming test and clean-up procedures. Visit www.waterlinkspintouch.com for more information.

## PUBLIC RELATIONS



GBG & Associates  
121 Lake Shore Dr Rancho  
Mirage CA , 92270  
Phone: 760-803-4522  
Email: georgi@gbgandassociates.com  
Website: www.gbgandassociates.com  
Contact: Georgi Bohrod  
Specialty: 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.

## RECEIVABLE FINANCING



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

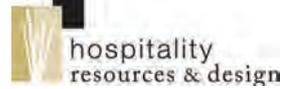
## RECREATIONAL GAMES



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  
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## 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.

## RENTALS AND RESALE



Timeshares Only LLC  
4700 Millenia Blvd. Ste. 250  
Orlando FL 32839  
Phone 800-610-2734  
Fax: 407-477-7988  
Email:  
Ryan.Pittman@timesharesonly.com  
Website: www.timesharesonly.com  
Contact: Ryan Pittman  
Specialty: Timeshares Only is a  
cooperative advertising company  
that has served the timeshare resale  
market for over 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.

## SALES AND MARKETING



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



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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/

## SHADE PRODUCTS



FiberBuilt Umbrellas & Cushions  
PO BOX 9060  
Fort Lauderdale, FL 33310  
Ph: (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



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.

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

Jon Fredricks, CEO Welk Resorts LLC

## TRAVEL CLUBS



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

## TRAVEL 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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