

Resort Trades

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Still the Gold Standard in Eastern Skiing
pg 12

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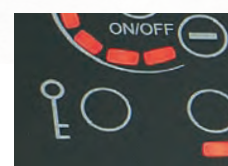
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by Sharon Scott Wilson, RRP

Empathy a Winning Leadership Trait April 23, 2021; 1:00 p.m. ET: Gordon McClendon, VP, Client Relations for SPI Software, Accepts: The 2020 CustomerCount® Customer Engagement Professional (CEP) Resort Trades Award

At one time, Gordon McClendon was in a leadership position at Chicago Mercantile Exchange where he was elected to the board by the highest vote total ever. After retiring and moving to the larger Miami metropolitan area, SPI Software owner, the late Karl Lange, persuaded Gordon to join the company as vice president of client relations. The same leadership traits he had exhibited earlier at the Exchange, once again earned him recognition as winner of the 2020 CEP Award.

Each year since 2016, the CustomerCount® Customer Engagement Professional (CEP) Resort Trades Award has been bestowed upon team members involved in the vacation ownership (timeshare) industry. On April 23, 2021, CustomerCount President & CEO Robert "Bob" Kobek, RRP, along with Resort Trades Publisher

Sharon Scott Wilson, RRP, will 'officially' award Gordon with a well-deserved trophy as the 2020 CEP award winner in a live, online presentation ceremony.

Joining in the event will be SPI Sales Director Stephen Green, who submitted the winning narrative. As he wrote, "[Gordon] has proven himself to be a leader in the Vacation Ownership industry for over thirty years. He has led by example, supported our industry, and continually leads our company through challenging times. He always puts our customers first, communicates with all employees what our company mission is, and has always been willing to mentor and assist both our employees and customers."

Perhaps the overall winning asset about Gordon is his ability to see all points of view; he has a deeply

empathetic nature. According to Stephen, he not only looks at a situation from the client's viewpoint, but he puts himself in the position of the customer. "What outcome would I wish to have if I were the client?" might be Gordon's first thought as he addresses an issue.

Empathy is a leadership trait that is often undervalued but has enormous positive impacts on all parts of SPI's business, Green observes. A distinguished panel of judges and industry veterans, including Howard Bendell, Scott Bahr, Angela Ward, Darla Zanini, and Ed McMullen Jr. apparently agreed as the judges arrived at a unanimous decision.

Go to ResortTrades.com/LearningCenter to register so you will be able to congratulate Gordon online, yourself.

Resort Trades Learning Center

April 2021 Events:

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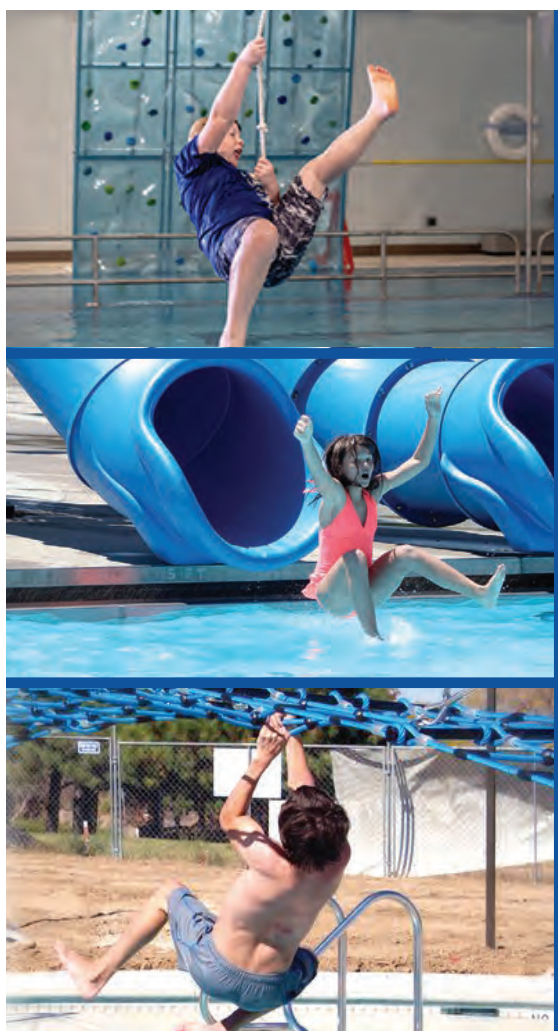
Events Start at 1:00 p.m. ET:

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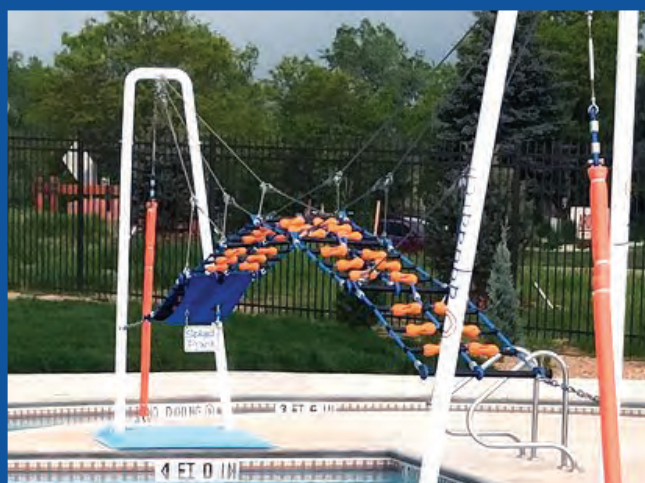


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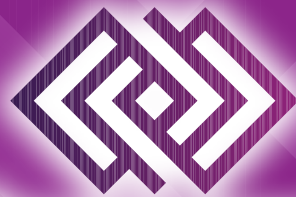


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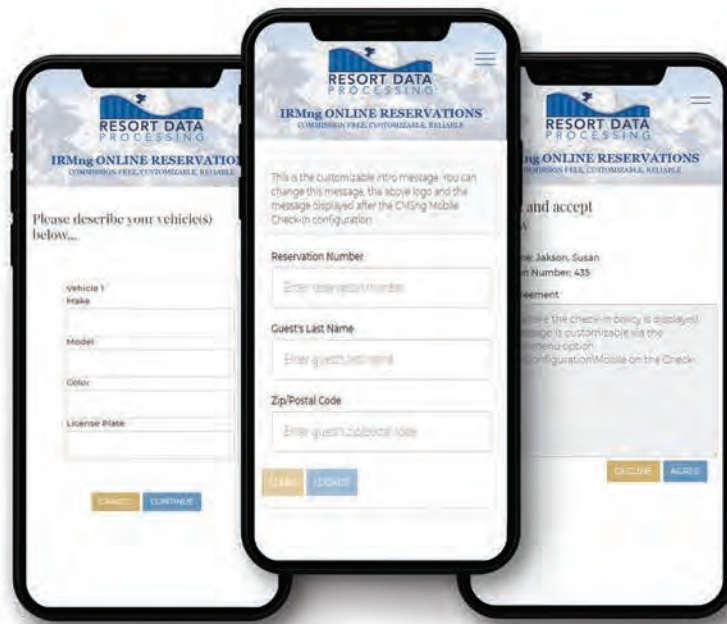
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Westgate Resorts Continues to Chart Its Own Course

By Judy Kenninger



Mark Waltrip - Chief Operating Officer Westgate Resorts

As headlines announce yet another acquisition of a storied timeshare brand by a large publicly held company, one privately held timeshare company continues to hold its own: Westgate Resorts. Founded in 1982 by David Siegel, the Orlando-based company now operates 27 resorts in premier travel destinations throughout the United States, and according to the Orlando Business Journal, has annual revenues in excess of \$1.31 billion.

To find out what makes Westgate tick, Resort Trades spoke with Chief Operating Officer Mark Waltrip, who leads the company's acquisition, design, development, operations and marketing, as well as the development and operation of all Westgate non-resort projects, including commercial office space, apartment complexes, land development and a variety of restaurant concepts, retail shops and

“Our resorts are centered on four things: immersion, education, excitement and engagement. We are in the business of creating vacation memories, and we roll that into every Westgate property.”

destination health spas.

RT: What makes Westgate Resorts unique?

MW: We have a completely different business model. Where the hotel brands are lodging-centric, we are centered on creating unique experiences for our guests. Our resorts are themed destination experiences. We have a dude ranch, a colonial inn, mountainside luxury cabins in Gatlinburg, and a Park City, Utah, ski resort that has been consistently named the best resort in the state. Each resort is like a cruise ship on land, and we want guests to immerse themselves in the individualized experiences that each destination offers. You can't really do that in a one-night stay, so we really hope guests will stay at least four nights to a week or more.

Our resorts are centered on four things: immersion, education, excitement and engagement. We are in the business of creating vacation memories, and we roll that into every Westgate property.

Some hotel-centric brands concentrate on brand standards, sometimes so much so that if you arrived blindfolded at their properties and then took the blindfold off, you'd have no idea where you were. With Westgate, you would have an immediate sense of place; our brand standards are centered on service levels.

RT: It seems that maintaining control of every detail is important to Westgate?

MW: We want to create an authentic experience. Take, for example, Westgate River Ranch Resort, which is an authentic Florida dude ranch just one hour from Orlando. We want to entertain our guests but also educate them about the rich heritage of the ranch, which is where cattle were loaded on barges to be shipped from Florida, which was and still is top cattle producing area. These authentic connections get guests to educate and entertain themselves, from the weekly rodeo to horseback riding to accommodations that include our new Luxe Conestoga wagons, luxury tepees, and glamping.

RT: Westgate hasn't really grown by purchasing other resort developers. Why is that?

MW: While we have done that in the past, it's very difficult to create the experience we are going for when you are working with the history of someone else's decisions. We prefer to start with a blank canvas and develop the story from the ground up.

We have 27 great locations, and our resorts are massive. At Westgate Lakes, we have over 2,200 villas; at Gatlinburg, we have over 1,100 villas and cabins, and in Las Vegas, we have over 3,000 villas and suites. Some of our resorts have giant waterparks. We prefer to enter high-density tourist destinations and become part of that story with a property uniquely themed to that destination.

CONTINUE TO PAGE 12





Meet Catalina, April Survivor

Because of my HERS2 breast cancer, my family has had a very tough year. We need some fun quality time together to counter this trauma. Although this has been a frightful experience, I want the turmoil of emotions that my cancer has brought to my household to empower myself as well as my kids and husband. As I recover, we need the space where we can have the opportunity to define who we are both individually and collectively in order that we can leave this emotional burden behind us.

My story starts mid-pandemic, with social isolation and a lot of fear given my family cancer history. I have three little kids ages 11, 10 and 7, I have tried to stay strong and think positive but my kids' lives have been impacted deeply. As an immune suppressant patient, cannot take risks and need to avoid public spaces and other people as much as possible. Consequently, we have had to trim down our kids' usual activities to nothing. This has not only increased our stress level, it has both deprived the kids of things that they love as well as making them constant witnesses to what is going on. Although we try to make breast cancer seem less mysterious and frightening, I am sure that they are still very apprehensive of what the future might bring.

When your world collapses as it does when the "C" word is dropped by your physician, you have to find a way to lift yourself and loved ones up. Although God has given me the strength to keep on going, even when I am not at my best, I strongly believe that having something to look forward that deviates from the constant observation of their mom and wife undergoing this long journey of chemo, surgery, radiation and hormone therapy will build a resilient healing mindset in my family's mind and heart. In this time of uncertainty, we need to find something that will uplift us and bind us together as a family. I sincerely believe that planning our trip would do this. I know that our dream vacation, we will spiritually, mentally, and physically bond us together, strengthening our relationship as a family as we look into a new future together.



Survivor Catalina

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RT: So, what are the growth opportunities for Westgate Resorts?

MW: Westgate is constantly looking at the next evolution of where we can best take our story. For example, we see New York City as a market that will rebound quickly, and I can confidently say, after completing a full remodel last month, we now have the best timeshare product in that market. Just as important, we took this historic landmark hotel and designed based on the history of the Tudor City neighborhood to create a real connection to the local community. As a private company, we don't have to make decisions based on shareholder expectations, whereas in a public environment, it's more difficult to take risks and make bold moves. The moves we have made in the past paid off, so that's what we're going to continue to do.

RT: Is there a particular area of the country that you are targeting?

MW: We prefer destinations that have a year-round draw and in a high-density tourist population. That being said, we're not afraid of entering a market where we have to create the demand, like River Ranch.

RT: How is Westgate able to compete against the Wyndham and Marriott ecosystems that have developed?

MW: We don't see ourselves in competition with them. A rising tide lifts all boats and that's one of the reasons that at the executive level, we all get along so well. There really are no secrets, so we are more likely to work together for the betterment of the industry as a group with a strong interest in protecting the consumer's perception of the industry. I'm excited about ARDA's new #LoveMyTimeshare campaign, where owners share their experiences on social media. When 90% of our owners love the product, that's a story the industry needs to tell.

RT: How do you see the industry developing over the next few years?

MW: The timeshare industry, because of the quality of the product, has an extremely bright future. We have strong leadership at ARDA and across all the major companies that will continue to move us forward.

One of the things we've noticed is that one- and two-bedroom products aren't the future, rather large, four-, six- and ten-bedroom units are what our owners want now. As vacation time has become scarcer, spending time with extended family has become that much more important so we need units that accommodate that.



RT: So, how is Westgate's Legacy program going?

MW: We're very happy with the program and the impact it has had. Our goal is to give owners an education on all of the safe options available to them. Sometimes it's as simple as service recovery and helping them get back on vacation, and other times it's walking them through their end-of-product options.

RT: Do you think there's still room for new independent resort developers?

MW: I hope so; it's the independent developers who continually raise the level of creativity. We like to think of ourselves as the little engine that could with developing our own restaurants and spas.

Still, when the big brands take over properties, it's usually a benefit for the industry as a whole because they raise the resort's quality level. It gives owners at an under-capitalized resort the opportunity to enjoy vacations again.

RT: How has this past year been for Westgate Resorts?

MW: This has been a difficult year for everyone, not just within our industry. What makes it more difficult is the continuing nature of the pandemic and all the uncertainty around it. It really shows just how difficult it is to predict the future. But we have come out of it pretty well—I'm so proud of our team. From day one, our goal was to protect our team members and guests as much as possible. We tried to be ahead of all the governmental mandates, and I think we succeeded in that.

We were one of the first resort companies that required guests to wear masks, well in advance of government mandates. We started buying them in January 2020 to ensure we had ample supply. We were well prepared and, as

a result, had a low incidence of infection at our resorts.

We also developed WestgateCARES, our detailed enhanced health and safety plan, in response to the current COVID-19 pandemic, and we made all of the plans publicly available on our website so that those resorts that did not have our level of technical know-how could still have best-in-class safety procedures. They are all available at www.WestgateCares.com.

Westgate Resorts

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- Original concepts for amenities include Drafts Burger Bar, Edge Steakhouse, Westgate Marketplace & Deli and Serenity Spa by Westgate.
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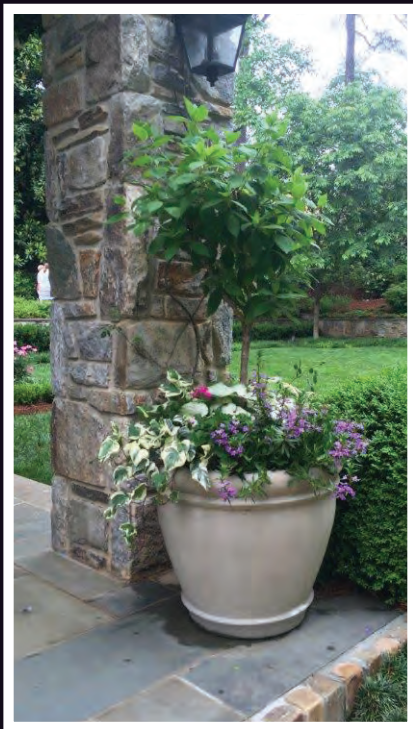
Judy Kenninger has been covering the shared-ownership industry for nearly two decades.

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Loon Mountain and the RiverWalk, Still the Gold Standard in Eastern Skiing

By Jay Flemma, special to Resort Trades

EDITOR'S NOTE: While an abrupt departure from Resort Trades' usual fare of resort professional-directed articles, our editorial staff found Jay Flemma's lively description of the notable InnSeason Resorts' RiverWalk Resort at Loon Mountain and his tale of exploring the slopes too entertaining not to share. Enjoy!

LINCOLN, NH – It was a cold, windy day in December 1966 when Loon Mountain's beloved founder, Sherman Adams, scrambled to graciously host, as he put it, "500 people who showed up with their skis without being invited," to their humble opening. But from that day until now, it's that kind of extra-mile hospitality that's always been a hallmark of not just Loon, but New Hampshire as a whole.

A true grande dame of American skiing, Loon Mountain isn't just a winter sports park, but a rightful source of pride of New Hampshirites. Like Adams, Loon likes to get everything right: snow coverage and conditioning, big time challenge, resort accommodations, fast lifts, après diversions, and customer experience.

They succeed admirably. Loon is the epitome of stately and refined, without ever being ostentatious or uppity. You can bring the kids, you can bring a date, or you can bring your racing team buddies and shred. Loon has something for everybody, and everybody loves Loon so much, they always look to return.

“We were going for something akin to the grand hotels of yesteryear, something like the Hotel del Coronado in San Diego,” said Dennis Ducharme, President of InnSeason Resorts, owner and operator of the RiverWalk. “We wanted something people would remember staying at along with the greatest hotels in America. That’s what we were going for.”

Expert trails are spread across the upper sections of both North Peak and Loon Peak, but it was the addition of the South Peak that was a game changer. It gave Loon much needed room to spread out, and significantly increased the amount of expert terrain, two excellent upgrades. The centerpiece is Ripsaw, a bucking bronco of a double black diamond that opens with a

nasty, steep double fall

line and then relentlessly throws headwall after headwall at you. Not to be outdone, Twitcher and Jobber feature headwalls that funnel into some fascinating chicanes and chutes, before – you guessed it - throwing another headwall at you.

We caught Ripsaw on a day when mountain ops had groomed it. Suddenly defenseless, it was a rollercoaster ride, and we lapped it laughing. Two inches of powder overnight hid a harder, even faster surface beneath, making the second day's ride tougher, but still attackable. You could still ski an aesthetic line, you just had to trust it more, and embrace the send. We didn't get to see it covered in

ON THE MOUNTAIN

Don't be fooled by the cutesy bird logo and the plethora of blue squares on the trail map, Loon's 2,100 foot descent is formidable. (Base lodge altitude: 950, summit elevation: 3,050.) The in-bounds trails are spread across three peaks. North Peak and Loon Peak stand next to each other, and their trails interconnect ergonomically and easily. South Peak, a development added in 2007, is accessible only by taking a tote road chair from Loon Peak across a defile to a completely separate set of trails, complete with its own parking and base lodge, much like Sugarbush's Mt. Ellen facility.

Skier transport train at Loon Mountain, Lincoln, NH.



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moguls - I say that more with regret than relief, but with a little bit of both, because bumped out, Ripsaw could be as hard as nearby Cannon Mountain's iconic front-side monster, Avalanche.

Back over at the main area, Upper Walking Boss is a welcoming entry-level expert run and Flume is a thrilling lift line. (If you work the moguls well enough, they'll cheer you from the North Peak chair. I know from personal experience.)

"Flume was fantastic," beamed an ebullient Jeannine Reath, who visited Loon mid-January

with her husband Andy. "We had bluebird conditions, fantastic snow, no crowds mid-week, and the bumps on Flume were so wonderful, we rode them over and over."

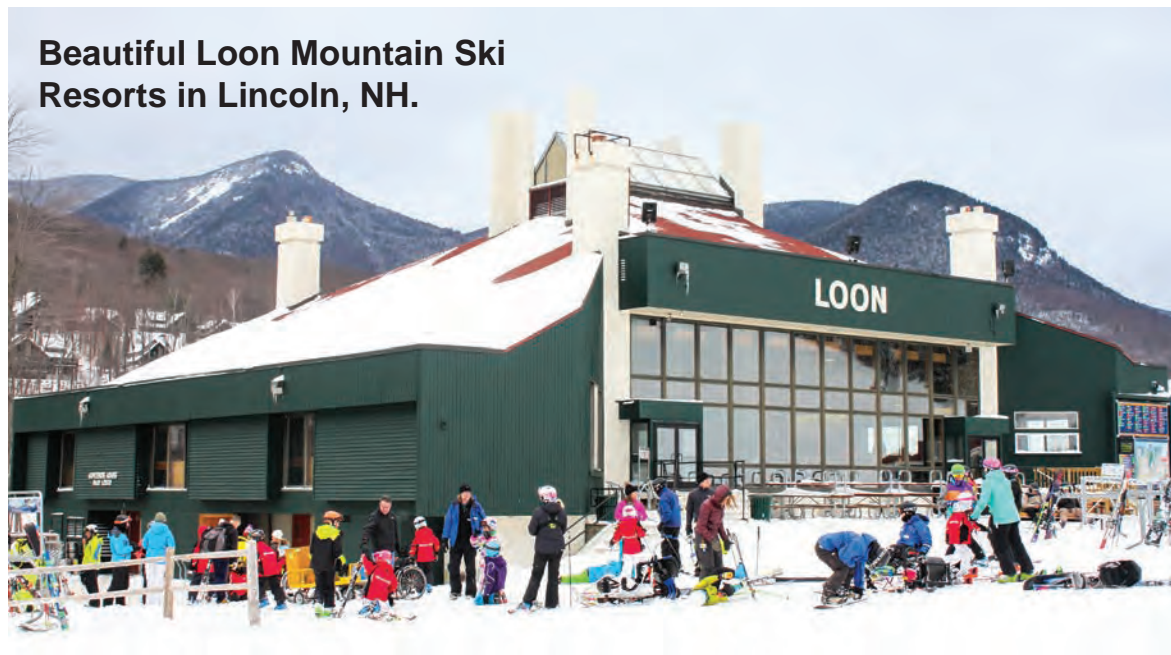
Your author also enjoyed Angel Street, accessible from either North Peak or the gondola's summit. There's this stirring moment when you zoom through a chute in the woods and then smoothly empty out into the East Basin Chair lift line, where suddenly the whole valley opens up in front of you. That's one of the best vistas on the mountain.

Also, like Sugarbush, the intermediate trails at Loon are particularly strong across the entire resort. There are several gorgeous views from the blue squares off the summit of Loon Peak, (Haulback and Speakeasy to name two), but the lion's share of intermediates can be found off the Kancamagus chair, servicing a broad array of twisting, narrow, often bumpy blue runs, including the highly popular Blue Ox and Ramspasture, as well as the Loon Mountain Terrain Park.

There are times at Loon when you might have to take more than one chair to get to where you want to go, (South Peak, for example), and the gondola line occasionally gets long, as might one chair or the other. But the lifts are, generally, high speed, and system moves people up the mountain with efficiency. As an idea, Loon could benefit from one more truly indomitable double black diamond run... maybe even two. Ripsaw is wild, and covered in moguls would be a bear, but it's also wide. Loon could use a proper rejoinder to Mad River Glen's Paradise, Sugarbush's Rumble, or Stowe's Front Four - the narrower, rockier, and gnarlier, the better.

Still, with a whopping 99% snowmaking coverage, outstanding varied terrain, and a commitment to excellence in the service they deliver to every visitor, Loon truly deserves its place in the American winter sports Pantheon. Generation after generation has proven

Beautiful Loon Mountain Ski Resorts in Lincoln, NH.



CONTINUE TO PAGE 12

Continuation of RESORT OPERATIONS

Breckenridge is a Colorado town at the base of the Rocky Mountains' Tenmile Range. It's known for its ski resort, year-round alpine activities and Gold Rush history.



loyal as many visitors that came as children back in the 1970s and '80s now come with their children and grandchildren in turn. And somewhere, taking that great summit run in the sky, founder Sherman Adams is smiling, nodding, and saying to himself, "Yes. That's what I was going for all along."

THE RIVERWALK

Call it an instant classic. In the mere five years since it opened, RiverWalk Resort at Loon Mountain unquestionably has become one of New England's bucket list destinations. Built at the base of Loon's South Peak, the \$33,000,000 development along the shores of the Pemi River sports 79 gorgeous condominiums, each one more opulent than the last. Even the smallest single has an enormous kitchen with its own island, a large living room, a spacious bedroom, (complete its own bathtub), a huge bathroom, and a balcony with mountain or valley views, but there are also 2, 3, or 4-bedroom options or even penthouses with conference rooms as well as kitchen, bed, and bath.

"We were going for something akin to the grand hotels of yesteryear, something like the Hotel del Coronado in San Diego," said Dennis Ducharme, President of InnSeason Resorts, owner and operator of the RiverWalk. "We wanted something people would remember

staying at along with the greatest hotels in America. That's what we were going for."

They nailed it. Sherman Adams himself could have done no better. The RiverWalk is completely self-contained, with its own restaurant, winery, spa, gym, game room, and enormous 8,000 square foot, 169,000 gallon pool surrounding the resort's fountain (and with two outdoor Jacuzzis) that can be converted to an ice rink. And, speaking of ice rinks, there is an Olympic-sized indoor "Rink at RiverWalk," reserved for ice shows and other events. The facility has hosted winter sports royalty such as 4-time world champion Kurt Browning, and 2-time U.S. champion Alissa Czisny. It's also a favorite escape for Boston Bruins stars, including NHL Hall of Famer Joey Mullen, who three Stanley Cups, two with the Pittsburgh Penguins.

The Seven Birches Winery, a full-scale commercial operation distributing wine made on-site to all corners of the northeast, is indeed impressive. The vineyard is right in the backyard, and you can enjoy tours and tasting flights year-round. Using locally sourced fruits, they make cider as well.

They don't serve meals at the winery, but La Vista, the RiverWalk's restaurant is a solid option for breakfast or dinner. (They close for lunch.) Supposedly best known for their brick oven pizza, the rest of their classic Italian fare also looks like it could be mistaken for coming straight out of Naples. I wanted to look at the

menu, and order the whole darn thing – "tutti, per favore." When an Italian says that about a ristorante, that's as good a recommendation as you can get. Molto bene, Dennis.

Another 66 condos – Phase 2 - are slated for opening later this year, including an even larger winery and spa, as well as a convention center.

Glittering and palatial, the RiverWalk is one of the most strikingly beautiful landmarks in the state of New Hampshire. Best of all, condos are available for purchase as fractional, seasonal, or total ownership. Once purchased, they can be put into a rental program. The White Mountains of New Hampshire are paradise in any season, and Lincoln's central location and easy access to a good four-lane highway are a huge advantage to choosing the RiverWalk as your base of operations for summer explorations as well as shredding moguls at Loon.

Best of all, from your room at the RiverWalk, you can ski to the South Peak lifts and lap Ripsaw all day. If you catch it groomed like I did, have fun. If you catch up bumped out... well, don't say you weren't warned.

An entertainment, Internet, trademark, and banking lawyer by trade, Jay Flemma is an award winning sports writer and frequent contributor to Resort Trades' sister publication, Golf Course Trades (GolfCourseTrades.com).

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Owners Travel Club Launches New Benefit for HOAs to Drive Owner Loyalty

The summer of 2021 is shaping up to be the summer of travel. With most of us having been in self-imposed lockdown for the last year due to the pandemic, there is palpable excitement in the air at the prospect of getting out and traveling. Whether it is domestic travel to a favorite destination in Florida, a beachfront spot in Cabo, or travel to an exotic foreign destination, everyone I speak with is excited about traveling again. And the experts agree travel is about to come roaring back. And timeshare owners are leading the way with strong travel bookings being reported by many developers, resorts and travel services.

As leisure travel blossoms, timeshare owners will increasingly be looking for travel options beyond traditional usage at their home resort or exchange. Owners Travel Club (www.ownstravelclub.com) from Panorama Travel Solutions is an innovative new travel rewards program that provides timeshare owners with access to expansive travel options including discounted lodging and other travel related services at low member rates, backed by a best price guarantee. Savings for hotel stays and resort condos are available through Owners Travel Club at up to a 50% discount below the lowest price offered through on-line travel agents (OTAs).

Owners Travel Club is a membership program only offered to timeshare owners through their Homeowners Association. Participating resort managers and HOAs

will send an offer (provided by Owners Travel Club) to their membership, in the form of an email or postcard. Owners receiving the offer will receive a link and code providing them with risk-free access to check out the Owners Travel Club site and browse the travel bargains and many options available. Loyal owners who have paid their current year maintenance fees will receive 1,500 Owner Dollars as a reward incentive which they can use to book discounted travel.

Owners will receive an offer by email or in the mail sample only-not actual offer)

The Owners Travel Club membership travel platform includes many exciting travel incentives for timeshare owners to fully engage with their resorts, including:

Hotels & Resorts: Access to 600,000 hotels and resorts worldwide at great discounted rates. These include many branded hotels and resort condominiums.

Activities: Book more than 345,000 popular activities and attractions including theme parks, recreational activities, and cultural sights.

Flights: Earn Owner Dollars on qualifying purchases.

Car rentals: Save on Car Rentals using Owner Dollars.

Owner Dollars are used for member savings and access to rates below publicly available rates through the OTAs. And when owners book travel on the site and take advantage of up to 1,500 in Owner Dollar savings, they will activate a one-year membership to Owners Travel Club at a cost of \$99.

A wide range of vacation options are available at OTC including many discounted hotel and resort stays

There is no cost to the HOA to offer the program and no obligation on the part of the owner to book travel on the site. Only after travel has been booked and up to 1,500 in Owner Dollar savings has been applied is the membership fee collected.

The Owners Travel Club program resonates with owners by providing a great benefit with absolutely no strings attached. Owners we spoke with especially liked the ability to access the site and browse the travel options and savings. This allows them to compare the rates on travel available through Owners Travel Club versus what else is available through the OTAs. The owners we spoke with also appreciated the many travel options and robust savings the Owners



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Loyal owners who have paid their current year maintenance fees will receive 1,500 Owner Dollars as a reward incentive which they can use to book discounted travel.

Travel Club platform offers them. It is entirely an opt-in program and owners who join Owners Travel Club will not receive any marketing messages from third parties. Privacy and security is assured.

In addition to offering the travel rewards to owners, there are multiple benefits to the HOA including revenue sharing based on owner activity, and free membership for resort staff and board members. Owners Travel Club affiliated resorts also gain access to reduced rates on valuable

resort resources including optiREZ (www.optirez.com) revenue management consulting, rental distribution, discounted payment processing, Viewpoint PMS software and other valuable services.

optiREZ provides 'best in class' revenue management consulting and rental distribution to optimize rental revenue for the HOA. Please contact us for additional detail on optiREZ and other HOA benefits.

Owners Travel Club is part of the Panorama Travel Solutions family of brands. Owners Travel Club provides innovative solutions for legacy resorts. The Owners Travel Club membership is subject to the terms and conditions available to www.ownerstravelclub.com



It is super easy to get started and offer the program to your owners. For information on offering the program to your owners, please contact Matt Brosious (matt@ownerstravelclub.com) or visit www.ownerstravelclub.com/learn. We are conducting a series of webinars that explain the program in greater detail. Please visit www.ownerstravelclub.com/webinar to book a slot in an upcoming webinar.

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Retooling for Millennials

The Right Business Environment Can Motivate Younger Workers

By Phillip M. Perry

So what do Millennials need? It all starts with a connection between work and life outside the shop.



Abstract: Millennials and Gen Z make up the largest and fastest-growing components of today's workforce. To motivate these under-40 employees, businesses must re-engineer their operating environments to prioritize a connection between assigned tasks and community welfare. A well-calibrated workplace will boost the bottom line by inspiring employees to peak performance.

Every business wants motivated employees. A productive workforce, though, doesn't happen by accident: Employers must create an operating environment that inspires their people and gives them the tools needed to succeed.

If the tools vary with the times, lately the times are all about Millennials. These employees, ranging in age from roughly 25 to 40, now make up the largest workforce component according to the Pew Research Center. Hard on their heels is the fastest growing labor segment: Gen Z, aged roughly 15 to 25. Both groups tend to job hop more frequently than previous generations—all the more reason for employers to make the right moves now so high performing “A players” don't jump ship for the competition. (Because they share many characteristics, Millennials and Gen Z will be combined in this article unless otherwise noted).

“Millennials can be very loyal employees and can bring important talents to the workplace,” says Jason Dorsey, President of The Center for Generational Kinetics, Austin, TX (jasondorsey.com). “However, businesses must take the time to understand their priorities and recognize how to best meet them. None of this is about spending more money, but about understanding the Millennial mentality and then building a work environment that reflects common ground.”

Meaningful work

So what do Millennials need? It all starts with a connection between work and life outside the shop. “While everybody wants to do meaningful work, it's much more important to Millennials than to previous generations,” says Jack Altschuler, President of Fully Alive Leadership, Northbrook, IL (fullyaliveleadership.com). He describes the Millennial mentality this way: “If all I'm doing is putting a screw in a widget on the assembly line, I'm not going to be motivated. In fact, I'm going to be out of here as soon as I can find something else.”

Millennials need to know their work activities contribute to society. The details of daily labor are only meaningful when they enhance the lives of customers. Furthermore, the

organization should be involved in community affairs. The expectation is for the employer to be a good corporate citizen, actively supporting causes not just through money but also with action. “Millennials want their employer to participate in such things as charity events, rallies, walkathons, and runs,” says Richard Avdoian, an employee development consultant in Metropolitan St. Louis (richardavdoian.com).

Prospective employees will even use the Internet to assess an employer's social commitment. “Millennials will check on places like Glassdoor where people share reports about companies where they work,” says Altschuler. “They will find out if a company does things like organizing blood drives or conducting volunteer work at retirement homes.”

Finally, the workplace must reflect an appreciation for diversity: The staff makeup should reflect the racial mix of the local community. “Millennials' assumptions about diversity are quite different from, say, Boomers,” says Altschuler. “Part of the reason you see so many young white faces at Black Lives Matter rallies is because they see people who are different from them as really pretty much like them. That's a tectonic shift.”



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Profitable labor

But there's a second level of meaning that's crucial to this age group: the connection between their work and organizational health. Managers must communicate how employees contribute to the bottom line. One way to show the connection between employee actions and profit is to explain how quality work and service create loyal customers.

Even more can be done: Consultants suggest involving the staff in decision-making. "Consider establishing a rotating committee of employees to talk about the entire operational progression from the entrance of the customer to follow-up after the sale," says Avdoian. "The committee can address questions such as, 'How can the business

increase the quality of its service?' and 'How can it improve interdepartmental relations?'"

If that sounds like a bottoms-up approach to business management, that's because it is. "Millennials want somebody to listen to them," says Randy Goruk, president of The Randall Wade Group, Scottsdale, AZ (leadersedge360.com). "They have ideas and opinions. They may come up with a technique for changing around an installation process so it's easier, faster, or safer. But they are going to need someone to give them permission. If the boss isn't listening, they see it as a problem. They may leave for another company where they can share their ideas."

Professional development

Professional development is more important for Millennials than for previous generations. "Millennials need opportunities for learning on the job," says Dorsey. "They feel that they have to keep developing their skills in order to have more security in their careers."

There's a special reason for the long-range view of this age group: Their experience with the nation's economy. "Millennials feel like they've been book-ended with significant negative events," says Dorsey. "On the front end was the great recession, which led to unemployment and wage stagnation. On the back end is the Covid 19 pandemic, which has led to job losses and a slowdown in career progression. That's not only because of restricted job opportunities, but also because the generations preceding them are staying longer in the workforce."

Given this background, Millennials realize they need to lay the groundwork for their future security—and they expect their employer to provide guidance. "Just training Millennials for the work they are doing currently is no longer sufficient," says Avdoian. "They expect employers to help them enhance their skills for positions they may take in the future."

Successful employers communicate a personal interest in Millennials' future. "Take the guesswork out of advancement," suggests Lauren Star, a business consultant based in Bedford, N.H. (lauranstar.com). "Create a career path for Millennials where



training is offered, coaching is provided by skilled individuals, and transparency is intact." Depending on the proclivities of each employee, the pathway can include expansion of job duties, the introduction of management levels, and even progression into leadership positions.

Feedback is the flip side of professional development. And Millennials concerned about job stability and advancement need to know how they're doing more frequently than older workers. "Millennials need interactions at least once a week from their direct boss, or supervisor, in order to feel that they're doing a good job and their position is secure," says Dorsey. "It could be a text message, a Zoom session, or an in-person discussion."

Saying the wrong thing can set back an employee, in ways that are not favorable to performance. "Make sure that whoever's providing feedback has been trained on how to do it well," says Goruk. "There are ways to inspire, empower, and engage people with your feedback. And there are ways to be destructive."

Flexibility and mobility

As the above comments suggest, Millennials tend to look beyond the walls of the shop when they plan their lives. "Unlike previous generations, Millennials don't identify who they are by their job," says Avdoian. "They are looking for flexibility in their daily work schedule." Some are juggling work and children while others are holding down more than one job. Because they have a variety of serious interests which they want to pursue, the usual 9 to 5 expectations may require modification.

Mobility goes hand-in-hand with flexibility: Millennials want to work from home when they can. It helps that the generation is digital savvy. "Because they are technology driven, Millennials get work done differently and faster than Boomers," says Star. The Millennial who quits work at 4:00 in the afternoon may complete a project by banging on a laptop late at night.

The same mentality that values long range planning and work-life balance also puts a great deal of importance on benefits.



Are You Millennial-Ready?

Does your work environment meet the core needs of Millennials? Find out by taking this quiz. For each question score 0 for "Never," 4 for "Seldom," 8 for "Often" and 10 for "Regularly." Then total your score and check your rating at the bottom of the chart.

1. Do you explain how your business improves customers' lives?
2. Is your business involved in community affairs?
3. Do you involve your employees in decision-making?
4. Do you show how employee actions contribute to the bottom line?
5. Does your workforce reflect your community's diversity?
6. Do you provide opportunities for professional development?
7. Do you provide regular performance assessments?
8. Have you established flexible work hours?
9. Does your benefit mix reflect employee preferences?
10. Do you solicit employee feedback about your workplace environment?

What's your score? Over 80: Congratulations. You have a Millennial-friendly workplace. Between 60 and 80: Time to retool your organization to better motivate your employees. Below 60: You need to improve your Millennial IQ. Re-engineer your workplace by instituting suggestions in the accompanying story.

"Healthcare and retirement matching are very important to Millennials right now," says Dorsey. He adds that this is one area where there is something of a split with the younger generation. "While benefits are very important to Gen Z as well, health insurance does not seem to interest them as much as retirement matching. That is very, very important to them, which is surprising given how young they are."

Gen Z also shows a pronounced preference for what's called 'earned wage access,' a system in which employers pay half wages at the end of every shift. "This is an expectation that they are bringing to employers in many industries," says Dorsey.

Assess results

This article has highlighted characteristics common to a Millennial-friendly workplace.

Perception, of course, can differ from reality. While an employer may feel a workplace meets the needs of Millennials, they may have a different opinion. The good news is that they will offer constructive advice if asked. Indeed, the wise employer will recognize the desire for organizational involvement by Millennials and will reach out for feedback before the high performing ones depart for greener pastures.

A structured approach can

work wonders. "I suggest scheduling regular meetings with employees to understand why they are staying with the company," says Avdoian. Encourage Millennials to answer questions such as these: What aspects of the company or your job excite you?; What motivates you to succeed here?; What would make your job more satisfying?; Are you pleased with how we are recognizing and compensating employees?; Are you happy with your work-life balance?; What training would you benefit from?"

The answers to such questions can help any employer better understand the Millennial mindset and create a workplace responsive to employee needs. "What gets measured gets done," says Goruk. "Companies which systematize their feedback process will continually improve because they are measuring what they are doing. And when they determine they're not doing as well as they could, they can make refinements that will help them achieve greater success in the future." (For an assessment of your own workplace, take the quiz in the sidebar, "Are You Millennial-Ready?")

The end result of a properly reengineered business environment will be a highly motivated workforce and a more robust bottom line. "Millennials and Gen Z are bringing tremendous value to the workplace," says Dorsey. "Rather than seeing them only as young employees, see them as a generation that brings different strengths, perspectives, and a desire to make a difference. We think it is a very exciting time for employers who choose to recognize this and act on it."



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.



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The Essential Ways Pinterest Helps Market Resorts and Hotels

By Rae Steinbach



Statistics indicate mobile browsing is beginning to overtake desktop browsing.

Pinterest is unique among social media platforms. According to surveys, Pinterest users are particularly likely to find new brands and products on the site. Marketers have taken notice, using Pinterest ads to cast a wide net with their campaigns. It's also worth noting that Pinterest ads don't need to merely advertise products. They can also be useful as a tool for marketing a resort. Keep that in mind if you're looking for a way to attract more attention to your hospitality brand. The following are key benefits of partnering with a Pinterest marketing agency:

Marketing Visually

A list of the reasons a potential guest should consider booking a stay at your resort could be a somewhat effective way of promoting it. However, in many instances, a picture is much more striking and appealing than text alone. Pictures allow you to show a lead all the attractive qualities of your resort, rather than just explaining them in words. Pinterest, of course, is a highly visual platform. Pinterest ads are therefore ideal for highlighting a resort's main draws with pictures. Promoting your brand in this way will only become increasingly vital in the future. Statistics indicate mobile browsing is beginning to overtake desktop browsing.

This trend will naturally affect which types of ad content are most effective. Because reading large chunks of text on a small mobile screen is challenging, brands will need to continue prioritizing telling stories visually.

Promoting Pins

Pinterest's ever-growing user base gives those who use it as a marketing tool the chance to potentially connect with many people. That said, Pinterest also helps marketers expand their reach with the Promoted Pins feature. Pinterest ads come in a range of forms. A Pinterest marketing agency's team of experts can help you determine which are best for your campaign and goals. In general, though, Pinterest ads simply look like normal posts (known as "Pins"). This means they're less intrusive than ads on other platforms. Surveys reveal that's very important from a consumer's perspective. They don't want to be bombarded with obvious marketing content when using any social media platform.

Still, while you want your Pins to look natural, you also want to make sure as many users as possible see them. The Promoted Pins feature helps by allowing you to pay to have a Pin broadcast more heavily to other users.

Multiple Boards

Pinterest is also useful if you're trying to find a way to organize all your marketing content into various categories. On any user or brand's Pinterest page, there can be up to 500 boards (though you probably don't need that many). Boards are collections of individual Pins usually grouped together based on a similar theme or topic.

For example, you might use one board to highlight your resort's food, another to promote the general appeal of the surrounding area, another to showcase events that take place at your resort, and more. This gives you an opportunity to target individual types of leads when planning campaigns. While some leads may be foodies, and are thus drawn to the board showing off your resort's culinary offerings, other leads may be more interested in learning about the city in which your resort is based.

Once again, surveys and studies confirm the value of segmenting your campaign in this way. In the digital age, consumers are inclined to appreciate personalized marketing content. They want to see and engage with ads that appeal to their individual tastes and identities. By creating multiple Pinterest boards to promote multiple aspects of your resort, you can offer that type of content.

A Quick Tip on How to Use Pinterest

While Pinterest does offer unique benefits to brands that market on it, in some ways, the general rules of social media marketing still apply. When you market your brand on social media, regardless of industry, it's often important to adopt the mindset of any individual social media user. Pinterest (or Facebook, or Instagram, or Twitter, etc.) users often don't merely promote themselves on their pages. They also share content from other sources.

For your brand's Pinterest presence to feel natural, you need to do the same. Yes, it's important to generate your own unique Pinterest marketing content, and to post it strategically, but you should also share content from other sources.

This doesn't simply make your Pinterest account come across as more authentic and less "salesy." If you let others know when you share their content, you can gradually build a network of other Pinterest users and brands, who may in turn share your content, helping you reach an even wider audience.

Just make sure you coordinate with a Pinterest marketing agency with a proven track record. Pinterest can be a very useful tool for marketing a hotel or resort. You're simply more likely to take full advantage of it if you work with experts.

Rae Steinbach is a graduate of Tufts University with a combined International Relations and Chinese degree. After spending time living and



working abroad in China, she returned to NYC to pursue her career and continue curating quality content. Rae is passionate about travel, food, and writing (of course). Article sponsored by <https://taktical.co/pinterest-marketing-agency/>.



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Consolidation in the Timeshare Industry Continues

Hilton Grand Vacations Inc. (NYSE:HGV) recently announced that it has entered into a definitive agreement to acquire Diamond Resorts International, Inc., through funds managed by affiliates of Apollo Global Management, Inc. (NYSE:APO), funds managed by affiliates of Reverence Capital Partners, and other Diamond stockholders. According to a news release, the stock-based transaction has an equity value of approximately \$1.4 billion. "Under the terms of the agreement, the Apollo Funds and other Diamond stockholders will receive 34.5 million shares of HGV common stock, subject to customary adjustments," according to the release.



Mark Wang,
Pres and CEO
Hilton Grand
Vacations

"The acquisition will combine the strength of HGV's brand and culture with Diamond, the largest independent timeshare operator. Diamond's 92 leisure resorts and nearly 400,000 owners uniquely complement HGV's 62 upscale and luxury properties and over 325,000 owners, and the combination will create the premier vacation ownership company with the broadest offering in the industry."



Mike Flaskey

This follows on the heels of a late January 2021

announcement of Marriott Vacations Worldwide's plan to rebrand the Welk resorts as Hyatt Residence Club properties. Reports say, "After more than a half-century of family ownership, the Welk Resorts portfolio, including the original Escondido location, is being sold to Marriott Vacations Worldwide Corporation for \$430 million."

An earlier release continues, "Once the still pending sale is finalized — by early in the second quarter — Marriott says it plans to rebrand the Welk vacation resorts in California, Colorado, Missouri, New Mexico and Cabo San Lucas as Hyatt

Residence Club properties. The purchase price includes roughly 1.4 million Marriott Vacations common shares."

"I'm excited to announce our transformational agreement to add Diamond Resorts to the Hilton Grand Vacations family, accelerating our next phase of growth," said Mark Wang, president and CEO of Hilton Grand Vacations. "This strategic combination will leverage the strengths of each company, positioning us to drive significant Net Owner Growth while enhancing efficiencies of scale and generating significant shareholder value. Diamond's extensive regional, drive-to network of resorts and expanded demographics uniquely complement HGV's best-in-class lead generation, world-class hospitality, and premier destinations backed by the strength of the Hilton brand. For our valued team members, owners and guests, this combination creates new opportunities to provide exciting destinations and memorable vacation experiences while continuing to provide exceptional levels of service."

"Through this agreement, HGV and Diamond will create a new global standard of vacation ownership hospitality," said Mike Flaskey, CEO of Diamond Resorts. "Together, we will expand Diamond's unique events and concert platform and deliver the broadest range of world-class experiences available in the industry, providing our members and owners with additional flexibility, unforgettable vacations and experiences of a lifetime. We are thrilled to join the HGV family and look forward to achieving new heights of excellence."

Lemonjuice Hires Jan Barrow as VP, Business Development

Earlier in the year, Lemonjuice Capital Holdings, LLC, CEO Alex Krakovsky and EVP of Operations Scott MacGregor announced that Jan Barrow joined the company as Vice President of Business Development. Barrow's a champion at meeting people, making them feel comfortable, and building trust. Doubtless, her extensive network of contacts in the industry have already begun to learn about the company's trademark process of Reimagining Resorts™.

"Jan will be supporting Lemonjuice in the restructuring of timeshare, hotel, and condo-hotel properties, and in servicing and retaining customer relationships," says Krakovsky. "Her extensive experience, energy, and creative abilities will be invaluable to Lemonjuice as we work to reorganize, plan, and implement strategies to help our partners improve

their properties and attain their highest and best use."

"We are extremely pleased to add Jan to the growing Lemonjuice team of real estate and resort professionals," says MacGregor. (Readers may wish to watch his March 23, 2021, interview on Resort Trades' YouTube channel.) "Delivering customized solutions to each of the properties we serve and great outcomes for their owners requires a wide range of skills and experiences, and Jan brings new energy and perspectives to our leadership team. Initially, Jan's focus is on helping our internal departments that contribute to the Reimagination process — technology, communications, and team support — to work together more effectively and seamlessly. Our resort clients and their many stakeholders will certainly benefit from Jan's participation. Her talent in the area of public relations, media, and communication processes will make her an invaluable partner for our clients. Plus, she will help expand our timeshare technology business through our strategic partnership with TimeshareSoft International (TSSI)."

"After many years working on the exchange and resort management sectors of the industry, it is both interesting and intriguing to be working in a new space in the leisure and real estate industries," Barrow says. "Helping with several restructuring projects is helping educate me about Lemonjuice's unique and innovative approach. At present, I'm becoming immersed in several initiatives to restructure properties and assist in retaining customer relationships. The ability to assist on so many levels, including technology, communications, and public relations, is extremely stimulating and rewarding."

Barrow has worked in the vacation ownership and resort timesharing industry for more than 24 years. She worked for one of the world's largest exchange companies before she transitioned to working for an independent management company in the industry. She has served resort developers and associations in a variety of capacities. Jan is known as a respected leader, communicator, and consensus builder, as well as a motivated executive with expertise in resort timesharing, team building, business development, relationship management, account service, and business-to-business sales. Prior to joining the leisure, hospitality, and vacation ownership industry, she was a product marketing manager for FlightSafety International, a worldwide leader in aviation and pilot training.

HSI Launches First Luxury Travel Club My Travel Rewards Club

Holiday Systems International, a leading wholesale travel provider and developer of award-winning, travel-related rewards programs and technology, announced the official launch of My Travel Rewards Club™, the Company's first luxury, concierge travel membership program. Catering to high-end travelers and timeshare owners seeking greater flexibility, My Travel Rewards Club provides unprecedented access to luxury resort vacations around the world at exclusive, members-only pricing, without any hidden fees or monthly subscriptions.

With three tiers of membership—Silver, Gold, and Platinum—travelers can customize their My Travel Rewards Club experience to meet their needs. Members enjoy below-OTA pricing on hotels, flights, cruises, and more, and only pay when they travel, avoiding the monthly fees of luxury travel subscriptions and added costs of annual maintenance fees or special assessments typical of traditional timeshare ownership. While each tier offers unique value, Platinum memberships provide the most significant discounts compared to public pricing or traditional ownership—Platinum members can book up to three 8-day, 7-night resort stays per year for only \$699 per week, regardless of the resort, dates of the reservation, or the type or size of unit.

Members also enjoy unlimited access to last-minute resort vacations starting at only \$199 per week, as well as personalized assistance from a team of experienced travel professionals. For hard-to-find reservations, My Travel Rewards Club's dedicated VIP Concierge team works to secure access to resort weeks not already available through the user-friendly online booking platform, while also offering custom vacation planning services.

"We noticed an opportunity to fill a gap in the travel industry—the ability to provide travelers the benefits and amenities of timeshare vacations with a high degree of flexibility, and without having to commit to a single resort or brand," said Chad Newbold, CEO of HSI and parent company, Vacation Innovations. "My Travel Rewards Club was the natural evolution of HSI's existing products and travel technology. With a focus on high-end travel, we've taken that experience to the next level while providing unique resort experiences for our members at unbeatable prices and with a high-value loyalty rewards program."

My Travel Rewards Club offers members the ability to experience luxury escapes and timeshare vacations without a

monthly subscription or the annual financial commitment that comes with most traditional timeshare products and with unparalleled flexibility and savings that extend beyond the resort. On top of unbeatable pricing on week-long resort stays at thousands of destinations, members enjoy significant discounts—up to 70 percent off public pricing—on the industry's best selection of travel services, with access to more than 700,000 popular hotels worldwide, 50 well-known cruise lines, 250 airline carriers, 50 rental car providers, 400,000 destination activities and tour packages, custom vacations, concierge services, and more, with virtually all benefits backed by an industry-leading best price guarantee.

Membership in My Travel Rewards Club also includes one of the most generous loyalty rewards programs in the industry, providing members up to eight percent back in Travel Cash every time they book resort weeks, hotels, or cruises using their membership, helping pay for future travel. Travel Cash is easy to redeem and even easier to understand—\$1 in Travel Cash equals \$1 to be used for future travel booked through the platform. To earn even more rewards, members can also add friends and family as authorized users, sharing select discounts from their membership while also earning the member rewards for each qualifying booking. If 10 authorized users each book a \$1,000 resort week, hotel, or cruise, the member would receive \$800 in Travel Cash to use toward their own future travel.

"With My Travel Rewards Club, we're focused on providing an experience that allows travelers to look forward to their vacations without dreading the planning process," Newbold added. "Our members can book with confidence, knowing they're getting the best rates and rewards possible. This is how we've always imagined travel should be, and we're proud to introduce this product to the marketplace."

ARDA-ROC Commends Attorneys General for Fighting Timeshare Resale and Exit Fraud

During the recent Consumer Protection Week, the ARDA-Resort Owners' Coalition (ARDA-ROC), the leading political advocacy organization fighting on behalf of timeshare owners nationwide, commended the work of attorneys general and Better Business Bureaus nationwide for their help in fighting fraud in the timeshare resale and exit arena.

"In recognition of Consumer Protection Week, I'd like to thank, Arkansas Attorney

General Leslie Rutledge, Florida Attorney General Ashley Moody, Missouri Attorney General Eric Schmitt, Tennessee Attorney General Herbert Slatery III, and Washington Attorney General Bob Ferguson, for bringing actions to stop fraudulent resale and exit company activity and eliminate its harmful effects on timeshare owners nationwide," said Jason Gamel, president and CEO of the American Resort Development Association (ARDA). "We urge consumers to exercise extreme caution when doing business with third-party companies who guarantee they can get you out of your timeshare."



Jason Gamel

ARDA-ROC recommends owners always contact their timeshare developer, resort management company, or HOA as their first source of information regarding exit options. The Coalition for Responsible

Exit is also a place for owners to safely explore exit options that are supported by timeshare developers and can be accessed by visiting ResponsibleExit.com.

ARDA-ROC has also teamed up with Lisa Ann Schreier, The Timeshare Crusader, to release a collaborative 'Important Information to Know When Buying a Timeshare,' in order to help people become better educated about making a timeshare purchase.

"ARDA-ROC is excited to work with The Timeshare Crusader to help people become better educated about buying a timeshare," said Gamel.

"I strive to be a catalyst for positive change in the timeshare industry and help consumers make educated choices, and I think teaming up with ARDA-ROC checks both of those boxes," said Schreier. "There's important information that all potential buyers need to consider before purchasing a timeshare, besides the beautiful views, and a big purchase should always be thoroughly researched beforehand."



BUSINESS DIRECTORY

APPLIANCES

KENYON

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Phone 1: (860)664-4906 FAX:
(860)664-4907
Email: sowens@cookwithkenyon.com
Website: www.cookwithkenyon.com
Specialty: Kenyon International, Inc.
is the world's leading manufacturer
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ARTICLES, BLOGS, WRITING



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Website: www.TheTrades.com
Contact: Sharon Scott Wilson, RRP
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media posts, feature articles, news
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marketing packages available
including assistance with strategy
and planning, writing and design,
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60 Indianapolis
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Fax: 317-816-6006
Email: contact@customercount.com
Website: customercount.com/
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online customer feedback solution
providing intuitive real time reporting,
fast turnaround on updates, detailed
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improvement and customer loyalty to
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COLLECTION SERVICES



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Phone 1: 570.252.4044
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Website: www.Fairshare.Solutions
Contact: Dennis F Rogers
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one Reason for a delinquency or default.
At Fairshare we have the sophistication,
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skills needed to solve them all. Diligent
contact is key. We go far beyond the
'Agency' model of just 'dialing for dollars'.
We also bring empathy, data mining,
customer care, and an understanding of
your bottom line. We don't just collect
accounts, we collect customers. So as we
succeed in recovering more of your delin-
quent and written-off portfolios, you will
succeed in retaining valuable customers!

COLLECTION SERVICES



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1636 Hendersonville Rd Ste 135
Asheville, NC 28803 USA
Phone 1: (866)294-7120 ext. 6705
FAX: (828)575-9570
Email: gsheperd@merid.com
Website: www.merid.com
Contact: Gregory Sheperd
Specialty: Meridian Financial Services,
Inc. is a sophisticated third-party collec-
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understands the impact of bad debt, as
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FAX: (941)748-1860
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'Agency' model of just 'dialing for dollars'.
We also bring empathy, data mining,
customer care, and an understanding of
your bottom line. We don't just collect
accounts, we collect customers. So as we
succeed in recovering more of your delin-
quent and written-off portfolios, you will
succeed in retaining valuable customers!

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Website: www.7across.com/
Specialty: 7Across is the pioneer of the
direct-to-consumer model of vacation
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family of travel brands at Wyndham
Destinations. Since its founding as DAE, it
is the largest global operator in this field
worldwide, with offices located across
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South Africa and the Middle East.

RCI

RCI
9998 N. Michigan Rd., Carmel, IN 46032
Phone: 702-869-9924
Email: RCI.Affiliates@rci.com
Website: www.rciaffiliates.com/
Contact: Bob McGrath
Specialty: RCI is the worldwide leader in
vacation exchange with approximately
4,500 affiliated resorts in more than 100
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members increased flexibility and
versatility with their vacation ownership
experience. Today, through the RCI
Weeks® program, the week-for-week
exchange system, and the RCI Points®
program, the industry's first global points-
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flexible vacation options to its over 3.8
million RCI subscribing members each
year.



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industry, and has developed, for over 40
years, a collection of vacation products
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developers, and resort associations
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with no annual fee.

**“ 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
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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

FACILITIES OPERATIONS



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Phone: 800-426-6447 Fax: 262-882-3389
Email: sales@royal-basket.com
Website: www.royal-basket.com
Contact: Cindy Lapidakis
Specialty: Royal Basket Trucks® Inc., an American manufacturer offers a full line of quality carts designed for use in the Hospitality Resort environments with solutions meeting the needs in Pools, Spas, Laundry, Housekeeping, Shipping/Receiving, Waste and Recycling just to name a few. All products are made to order allowing you to put the right cart for the job in your environment. Branding, labeling, modifications and custom functionality is all possible when you work with Royal Basket Trucks®.

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Summerville, SC 29485
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Email: Sdyer@allianceassociationbank.com
Website: www.allianceassociationbank.com
Contact: Stacy Dyer
Specialty: Alliance Association Bank is designed to provide a dynamic portfolio of financial services specific to the Timeshare HOA industry. Our products provide a blueprint to accelerate efficiency, reduce costs and increase revenue. AAB's desire is to be your business partner by continuously offering the innovative solutions necessitated by the Timeshare HOA industry. To learn more about AAB's services, please visit www.allianceassociationbank.com or call Stacy Dyer at 843-637-7181.



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

HOA & STAKEHOLDERS COMMUNICATIONS



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Website: www.thecontactgroupusa.com
Contact: David Costenbader
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HOUSEKEEPING SERVICES



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Email: dfries@sunhospitality.com
Website: www.sunhospitality.com
Contact: David Fries
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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!

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Website: www.thebrookfieldco.com
Contact: Hilda Jones
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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

LEGACY TIMESHARE SOLUTIONS



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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.

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Colebrook Financial Company, LLC
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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 Raunika and Tom Petrisko, each of whom has extensive timeshare lending experience.

LENDING INSTITUTIONS



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Fairshare Solutions
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Website: www.Fairshare.Solutions
Contact: Dennis F Rogers
Specialty: Sometimes there is more than one Reason for a delinquency or default. At Fairshare we have the sophistication, experience, sales, and customer service skills needed to solve them all. Diligent contact is key. We go far beyond the 'Agency' model of just 'dialing for dollars'. We also bring empathy, data mining, customer care, and an understanding of your bottom line. We don't just collect accounts, we collect customers. So as we succeed in recovering more of your delinquent and written-off portfolios, you will succeed in retaining valuable customers!



WELLINGTON FINANCIAL

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

Whitebriar Financial Corporation
575 Mystic Drive PO Box 764
Marstons Mills, MA 02648
Phone: (508)428-3458
Fax: (508)428-0607
Email: hbvswitebriar@gmail.com
Website: www.whitebriar.com
Contact: Harry Van Sciver
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For MATTER**

MANAGEMENT & OPERATIONS



Capital Vacations
9654 N. Kings Hwy. Suite #101
Myrtle Beach, SC 29579
Phone: 843-449-6500
Email: hello@capitalvacations.com
Website: www.CapitalVacations.com
Contact: Alex S. Chamblin, Jr.
Specialty: Capital Vacations, headquartered in Myrtle Beach, SC, is one of the largest and fastest-growing management, development, and timeshare vacation club companies in North America. The company is dedicated to creating quality vacations and offers an affordable, flexible travel program called Capital Vacations Club. As a hospitality management provider, Capital Vacations provides full-service hospitality management solutions to vacation ownership resorts, helping to promote and support their long-term financial stability. With more than 68 managed resorts and over 30 vacation club properties across the United States and the Caribbean, Capital Vacations is committed to delivering memorable vacation experiences to owners and guests.



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.



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

MANAGEMENT & OPERATIONS



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.

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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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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



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



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

RECREATIONAL GAMES



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

REFURBISHMENT & DESIGN



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

RENTALS AND RESALE



SellMyTimeshareNow, LLC
8545 Commodity Circle,
Orlando, FL 32819
Phone: 877-815-4227
Email: info@sellmytimesharenow.com
Website: www.sellmytimesharenow.com
Specialty: SellMyTimeshareNow.com is the largest and most active online timeshare resale marketplace worldwide. We provide a proven advertising and marketing platform to timeshare owners, while offering the largest selection of resales and rentals to buyers and travelers. With over 5.5 million visits to our family of websites and more than \$254 million in purchase and rental offers delivered to advertisers annually, we have been serving the needs of owners and non-owners alike since 2003.



Timeshares Only LLC
4700 Millenia Blvd. Ste. 250
Orlando FL 32839
Phone 800-610-2734
Fax: 407-477-7988
Email: Ryan.Pittman@timesharesonly.com
Website: www.timesharesonly.com
Contact: Ryan Pittman
Specialty: Timeshares Only is a cooperative advertising company that has served the timeshare resale market for over 25 years. We connect timeshare buyers, sellers, and renters on our online resale platform. Timeshares Only also enhances the timeshare product value by providing owners with maintenance fee relief, numerous monetization options, and exclusive access to the largest selection of travel benefits at remarkable prices. It's a whole new timeshare resale experience.

RESALES



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

SALES AND MARKETING



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/

STRATEGIC PLANNING



Lemonjuice Capital Solutions
7041 Grand National Dr #230, 32819
Phone: 321-320-8830
Email: info@lemonjuice.biz
Website: http://lemonjuice.biz/
Specialty: Lemonjuice delivers strategic planning tools and the resources needed to execute those plans to Association Boards and Managers. Services include Strategic Analyses; Rental distribution, revenue management, and channel management; Resort technologies including operating systems, websites, and business tools; Comprehensive resort management and accounting; Title and roster reconciliation; Sunset management; and Project restructuring and repositioning. Unlike typical management companies, Lemonjuice will invest capital with the Association to help it achieve its goals. Give your owners options!

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.

TRANSPORTATION VEHICLES



Club Car Custom Solutions Department
4125 Washington Rd. Evans, GA. 30809
Phone: 800-258-2227
Website: www.clubcar.com
Contact: Your Local Club Car Dealer
Specialty: Made-to-Order and Task-Specific Utility and Transport Vehicles
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TRAVEL CLUBS



Global Connections, Inc.
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Overland Park, KS 66211
Phone 1: 561-212-5359
Email: MGring@exploregci.com
Website: www.exploregci.com/
Contact: Melanie J. Gring
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OTC Owners Travel Club
Phone: 844-724-6000
Website: https://ownerstravelclub.com/v6
Specialty: Owners Travel Club, your gateway to travel savings. With Owners Travel Club you are entitled to travel benefits with more options, more opportunities, and more ways for owners to save with our best price guarantee and Owner Dollars. If your resort is enrolled in OTC, your membership is already live, just enter your user name and password and you're ready to experience the savings. If you would like to join, but haven't received an offer from your resort, no problem, please fill out the registration form below for your complimentary membership.

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
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and quality service, offers a dynamic
online catalog of its products such as
land vacations, airfare, and cruises
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