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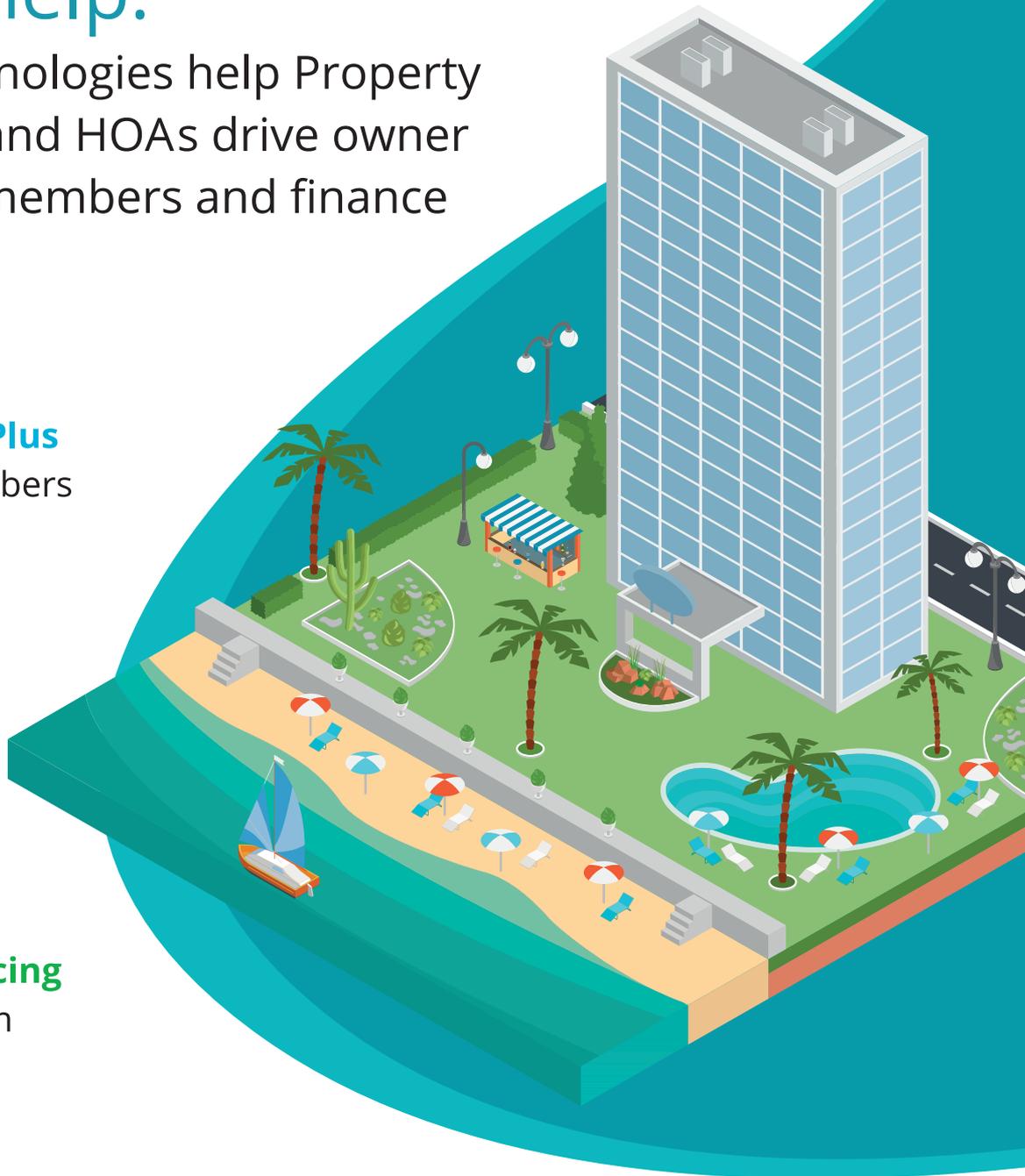
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How PR fits into the marketing mix

by Sharon Scott Wilson, RRP



Georgi Bohrod Gordon,
RRP



Sharon Scott Wilson
Publisher

During an online Trades Learning Center Event held in May, Georgi Bohrod Gordon, RRP, and I swapped 'war stories' and thoughts about how PR fits into the timeshare industry. We also chatted a little about how we're using it in our businesses – she as head of an award-winning strategic planning, marketing and public relations company, GBG & Associates; and me when it comes to publishing the only monthly print publication in the timeshare industry, as well as our digital properties.

Georgi told how she had just started working for a PR and advertising agency in Del Mar and was very content. The only problem was that the three owners would meet behind closed doors every Friday to yell and scream at each other, after which they'd come out, and hand employees their weekly paychecks. This went on for about six months. I imagine everyone got pretty accustomed to the weekly fight until one Friday. This time when they emerged from the Friday meeting they gave each person a check for two weeks' pay and said they were closing the firm!

Poor Georgi! She was helping support a baby and a husband in law school; she really needed a job! Fortunately, a woman down the hall told her that Winner's Circle Resorts was looking for a marketing "gal." Georgi interviewed with Jim Watkins, got the job, and immediately went home to have a big sobbing fit for hours. How was she going to get the courage to confess to her parents that she was going to work in the timeshare industry?

In my case, I had graduated from American University in Washington, DC. The only industries in DC were – and still are – government and trade associations for the most part. I took the association route and wound up as Membership Director of ARDA (or ARRDA at the time). Long story short: I first wrote for Resort Trades beginning in 1997. At one time, I had tried to negotiate a deal to buy the magazine from its founder, Tim Wilson, but he decided against selling it. Years later, after Tim and I married, I took over as publisher while Tim focused on his retirement community development. These days I joke that although I was unable to buy the magazine, I acquired it the 'hard way'!

Throughout the online chat, Georgi and I tossed around thoughts on how professionals in the timeshare industry – those who operate resorts, as well as those businesses provide goods and services – can best include PR in their marketing mix. Georgi reminded viewers of the importance of knowing exactly what their messaging is and how best to define their goal. "What do you wish to communicate and who do you hope to speak to?" One tip she shared was for companies to fill their website with information, including an "about" page to share photos and bios of your staff. This helps encourage resort visitors, media, and other stakeholders feel you're authentic.

Georgi asked about Resort Trades' use of print and broadcasting to reach resort professionals. I explained we have a 30-year history of sending a print edition of our monthly magazine to virtually every resort professional in the industry. In both print and online, we have a substantial directory listing of business supplying goods and services to resorts. Added to all this is our Resort Trades Weekly, which is emailed to a substantial subscriber base. Weekly is an e-publication that shares the latest news releases we've received, as well as original feature articles.

Most recently, we launched a weekly free webinar series in May of last year and invited speakers to appear at no charge in free "Lunch Bunch" events. Our idea was to offer a 'brown bag lunch' 30-minute get-away: "Grab a sandwich and listen to one of your peers." We began our online event initiative at the beginning of COVID. With so many working from home or worse yet, not working at all, we felt it almost a public service to help connect us all. Topics for the Trades Lunch Bunch events are meant to be of general interest to timeshare resort professionals. Even now as we continue to expand and improve the Resort Trades Learning Center, we still feel we are contributing to the improvement and connectivity of our community.

In addition, I explained that we recently introduced the ability for vendors to purchase a "Showcase." For a nominal fee, we provide them with a platform to specifically discuss their products and services and describe their companies. We promote the showcases, both prior to and after the event. Plus, we are available to help them craft an interview, slideshow, and rehearsals for what can be used as a virtual brochure that they can then circulate to prospects and clients and which will have the third-party credibility of The Trades Publishing Company.

We have been able to host two Showcases since the launch of this product. The first of these featured the president of Vacation Innovations, Bryan Rand. Go to <https://www.youtube.com/resorttrades/bryanrand> and search for "The Business of Innovation." We were greatly impressed with the aggressive growth plans Bryan discussed for the company.



Bryan Rand, President,
Vacation Innovations

Another Showcase held in May featured Jordan Beckner, president of Fiberbuilt Umbrellas & Cushions. Jordan was able to share the trends they're currently seeing. His company is seeing pent-up demand for shade products. (Search in YouTube.com/ResortTrades/JordanBeckner for "What do you cover your customers with?")



Jordan Beckner, President of
Sales, Fiberbuilt Umbrellas &
Cushions

PR and marketing – whether using traditional print or today's online tools – as Georgi said, "It's all about communication." And while there are more tools than ever today, it goes back to 'old-time' PR: marketers still need to make sure they create the right messaging for the right listeners.



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A Grateful Heart is a Happy Heart

by Sheryl Cattell

This is one thing I know for sure; you cannot be unhappy if you feel gratitude in your heart. Gratitude is like a magic elixir that soothes any sadness or pain you might be feeling because it puts life's strains into perspective. When we focus and obsess on something negative, it tends to take over our consciousness and becomes larger than life and larger than anything going on around it. Even when you have a truly catastrophic issue in your life, focusing on gratitude can shift your focus and ease your pain.

I ask anyone on my team who comes to me with an urgent or terrible problem at work or in their life, "Compared to world hunger, how does this compare?" When you think about 25,000 people starving to death daily, the challenges we face are truly developed-world problems. This frame of reference will provide the peace of mind to better face and solve your problem.

Anyone who feels a life isn't worth living or too terrible to face should volunteer for a cause that helps people who are battling a potentially life-threatening disease or are struggling to meet their basic life needs. A selfless act moves your focus away from you. No matter

what someone is facing, there is always someone who may have greater needs. For parents out there, if you have a teenager suffering from hormone poisoning (the term I use to describe the rollercoaster ride known as puberty) and is subject to peer pressure, a quick reminder of what you have to be grateful for will improve the picture.

How to Adopt an Attitude of Gratitude

The trick here is to catch yourself before you slip into a "pity party." Yes, terrible things do happen to nice people, but in my experience, they happen to help us develop empathy and compassion and to build the muscles needed to succeed in life. Always be ready to stop the "pity party" with an attitude of gratitude. Your life is what you focus on, and if you focus on gratitude and make it your mantra, then more happiness and a greater realization of all that you already have washes over you. If you focus on what is ailing you and what makes you sad, you bring more of it to your life like a magnet.

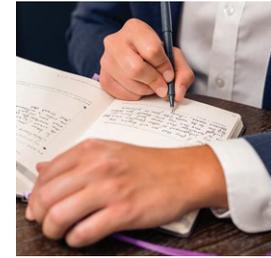


Photo by Peter Jones on Unsplash

The Gratitude Journal

One way to increase your focus on gratitude is by starting a Gratitude Journal. A Gratitude Journal can be as simple as a pad of paper or as elaborate as a jewel encrusted leather-bound diary. Before you retire for the night, make a list of three to five things in your life or from the day that you are thankful for. These items do not have to be major accomplishments, and you can repeat the same thoughts over and over. If nothing immediately comes to mind, you can record items such as clean drinking water and food to eat. In the words of Mahatma Gandhi, "I cried because I had no shoes, then I met a man who had no feet."

In addition to writing in a Gratitude Journal, also take the time to tell your life partner, roommate or even your dog or cat something about them that you are grateful for. Do this each day.

This gratitude technique works miracles with your team at work, at church or at play because we often do not share real gratitude. Instead, we tend to share constructive feedback, goals and challenges. Delivering daily heartfelt gifts of gratitude can feel better than a promotion or a raise and can have longer lasting impact on the recipients and your connection with them.

Adopt both habits for at least 30 days. Then evaluate and record the impact on your attitude and your relationships. Remember, the goal is to add more happiness and meaning to your life and you can best do this by spreading it around, from family members, friends and colleagues to the check-out person at the grocery store. Be generous with your gifts and watch them come back to you in more ways than you can imagine.





Meet Angela, June Survivor

This is my radiation costume that I'll wear for 5 more days and then I'm done! I'm trying not to lose my hair but my short term memory will go because my breast cancer is now metastatic and moved to my brain. But, hey I'm ok and I appreciate all the cards of encouragement, food, flowers and wigs but most of all, I am thrilled over the trip I've been gifted to Mexico from Send Me On Vacation. It's donated by a company called SFX Resorts. I don't know them but I sure love them! Special thanks to Marcie Spitzer, I'm told she is the angel behind the curtain coordinating with Cathy Backus to make this happen along with 11 other survivors who have all been waiting over a year to take this trip. Cathy tells me a very special couple named Mel & June Grant own SFX and they have supported SMOV for 10 years!! Blessings to you both, there is a place for you in heaven. I wish I could meet you all to thank you! There are no words, only my photo to express exactly how much cancer takes away from you during the hard fight to save your life. How you lose your spirit as you struggle through treatment and surgery. Today, I can tell you that life can change the minute you get the call saying "YOU ARE GOING ON VACATION". It's only then that a little emotion you used to feel called hope starts to bubble up from deep within your soul and your heart skips a beat! I have HOPE again that I'll feel real happiness the minute my toes hit the sand in Nuevo Vallarta.



Angela



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Words of Gratitude

After your 30-day trial with the Gratitude Journal, try taking gratitude to the next level. This level is called Words of Gratitude, and it entails four crucial steps.

1. Make a list of at least 3-5 people who have had a positive impact on your life. They can be someone you know and love, someone you admire from a distance, someone who may have transitioned, or someone who has no idea who you are. The goal of this exercise is for you to recall and record those feelings of gratitude, and if possible, share them with this person. If they have transitioned, they will still get the message, and you will still experience the lasting impact of sharing your gratitude.

Your list of people can include those frontline workers who make your life better by just doing their jobs. People like the Amazon delivery person or the U.S. mail carrier, a nurse or the receptionist at the dentist.

2. With your list in hand, pick one lucky recipient. Open a Notepad, Word document or your Gratitude Journal and start recording the things you are grateful for about this person. Describe the impact the individual had on your life, how they changed you for the better or how they were there for you when you needed them most.

Absorb the gratitude you have for their impact in your life. Be as specific as possible. Try to write at least 300-500 words.

3. The next step is to schedule a time to deliver your words of gratitude, preferably in person. If the person does not live nearby, a Zoom or Facetime call works. If the person is someone you cannot schedule a video call with, then record your words of gratitude using your phone. Be sure to say the individual's name out loud, especially if the person has crossed over. By simply saying the name, you will affirm that the person left a mark on you and the world and that their name lives on.

The reason I recommend you make it "live" on video or in person is that much of what we say is non-verbal, and the person you are grateful for deserves to hear 100% of the message. If the person has transitioned or is someone you do not know well enough to meet with, then think about posting your Words of Gratitude with the bigger world or with someone they left behind. This exercise is for YOU so you can create the opportunity to share heartfelt gratitude, to relive it in your life and to make it real and relevant to your current situation. If delivering it live and in person or recording a video is a non-starter for you, then send a written letter instead.

4. Finally, after you have delivered your words to the person, then write down the same sentiment and send it in an email or letter. This final step provides the recipient with a

gift of warmth and kindness that they can use when they need a boost of happiness and meaning in their own life.

Then rinse and repeat until you get through your list of people you are grateful for, just in time to create another list of 3-5. I can guarantee that your heart will be a happy place and at least 3-5 other people will be able to feel the same thing. What are you waiting for, afraid of too much happiness?

This article is an excerpt from Sheryl's soon to be published book, "Connecting Adversity to Purpose" coming to a bookstore near your mouse in 2021. Sheryl Cattell, MCLC, is founder of Personal Legend Coaching, dedicated to help aspiring high achievers realize, and attain their "personal legend." Sheryl is a Master Certified Life Coach from the Certified Life Coach Institute, and a member of the International Federation of Coaching. She is also the recipient of several ARDY



Awards and spent ten years shaping the digital footprint of Bluegreen Vacations. For more information, please visit www.personallegendcoaching.com or find her on LinkedIn www.linkedin.com/in/scattell or email sheryl@personallegendcoaching.com.

Avoiding Overtime Penalties Employers Grapple with Changing Wage and Hour Regulations

By Phillip M. Perry

Wage and hour law has long bedeviled employers. Who is exempt from overtime rules? How do you calculate time-and-a-half when employees work off the clock and fail to record their hours? And how about those remote workers, spending a few minutes here and there tackling business emails?

The wrong answers can spark costly penalties. “Employers who fail to correctly pay overtime must make up back wages plus ‘liquidated damages’ equal to an equivalent amount,” says Douglas E. Witte, who represents businesses in labor and employment law matters at Madison, Wisc., -based Boardman & Clark (boardmanclark.com). “If the Department of Labor (DOL) thinks an employer willfully violated the law the statute of limitations gets bumped up from two to three years. And employers may also have to pay attorneys’ fees for individuals who have brought successful lawsuits.”

Workplace observers expect compliance to get tougher as the federal government starts tightening regulations. “Part of the Biden platform was to empower workers,” says Ann F. Kiernan, an employment law attorney and lead trainer at Fair Measures, a management practices consulting firm in Denver (fairmeasures.com). “I expect a lot of pro-employee activity, to include increased enforcement by the DOL.” Among the likely regulatory steps over the coming months: boosting the overtime salary threshold and rewording exemption parameters. Many states are also passing legislation aimed to protect and expand employee overtime.

The exemption puzzle

It follows that all employers should make a point of correctly categorizing workers as either exempt or non-exempt from overtime. Businesses with only local traffic often believe that overtime law does not apply to them, since the Fair Labor Standards Act (FLSA) covers enterprises engaged in interstate commerce. In reality, any local enterprise comes under the FLSA umbrella if it performs seemingly innocuous tasks such as making phone calls or sending emails to vendors or customers in other states, transacting credit card payments with distant entities, or receiving goods or services from beyond state borders. “It’s the rare business that is not involved in some way with interstate commerce,” says Matthew C.



Heerde, Principal at Heerde Law, New York City (heerdelaw.com).

Small businesses may also believe they can ignore overtime law because their revenues come in under the \$500,000 level at which the FLSA normally kicks in. Yet even the smallest operation is covered by the FLSA on a so-called “per-employee basis” if even a single worker spends a substantial amount of time performing the tasks enumerated in the previous paragraph. Finally, state and local overtime laws often mimic FLSA regulations and apply to the smallest of employers, regardless of interstate commerce status.

Errors are easily made. “Employers most often get into trouble for misclassifying employees as exempt,” says Witte. Ignorance of the law is no excuse, he adds, and wise businesses keep paperwork to support their decisions. “The burden of proving exempt status is on the employer.” Employers must be able to convince regulators that exempt personnel fall into one of the so-called “white collar categories” labeled executive, professional or administrative. Exemptions may also be granted for some people who are computer professionals, engage in outside sales, or are highly compensated. (Employers can review the complete duties tests by visiting dol.gov, then clicking on “Topics” and “Work Hours.”)

Exempt individuals must earn at least \$684 a week, which translates to \$35,568 per year. Nondiscretionary bonuses and commissions, paid annually or more often, may be used to satisfy up to 10 percent of that level, which many observers believe is due for an increase. “I think you’re going to see the Biden administration raise the salary threshold, perhaps linking it to cost of living increases,” says Witte.

Paycheck size alone, though, is not sufficient criteria. “Employers sometimes fail to understand that exemption from overtime requires not only meeting the salary threshold, but also passing the so-called ‘duties test,’” says Heerde. While the duties tests vary by exempt category, they boil down to one essential: The exempt person must exhibit sufficient independent authority to make essential decisions in their daily work. Just being assigned an impressive-sounding job title is not enough.

Changes coming

Employers should brace for changes in these exemption parameters. “The DOL is likely to take a strong look at the duties tests for white collar exemptions,” says Witte. “The language has not been tweaked in recent years to reflect the way people work today. It may become harder to prove that a certain individual exercises independent judgment and authority rather than just processes papers or follows a flow chart of actions.”

As the above comments suggest, qualifying for exempt status often requires judgment calls—and that’s just where employers often get into trouble. There is a common temptation—conscious or otherwise—to classify people as exempt to avoid the costs of overtime. This is exactly the problem the Biden administration has stated it wants to address. State and local governments have also been tightening regulations and increasing inspections to ensure that exempt personnel are really exercising management-level decision-making.

Up for special attention, say workplace observers, is the administrative exemption. “Many times, employees do not really qualify because they do not have sufficient authority or enough qualifiable duties,” says Witte. “This problem has been on the DOL radar for some time. Employees have filed complaints, and there have been class action lawsuits.”

Misclassifications can be costly for employers, especially when an exempt individual’s salary has steadily increased over time. Should a DOL inspector issue a violation the employee’s elevated salary is first broken down into an hourly rate, which is then utilized as the basis for calculating past overtime and penalties.

Continued on page 12

Employers can incur costly penalties for violating the overtime regulations of the Fair Labor Standards Act (FLSA). The Biden administration is expected to reduce the number of employees exempt from overtime by raising the required salary threshold and tightening the workplace duties tests. To protect their interests businesses should proactively institute procedures that ensure payroll integrity.



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“Sometimes an employer will react to a steadily rising paycheck by saying something like, ‘This person has been starting to work too much overtime—let’s just make them salaried,’” says Bob McKenzie, President of McKenzieHR (mckenziehr.com). “That’s not allowable unless the individual really qualifies for exemption.”

The lesson is clear: Employers should assume non-exemption when classification is ambiguous. “The law is deferential to workers in wage and hour actions,” says Heerde. “The consequences can be costly for an employer who does not have sufficient records to refute an employee’s wage and hour claims before an administrative agency or court.”

Is Your Business Compliant?

Is your business prepared to defend its overtime exemptions to inspectors from the Department of Labor? Find out by taking this quiz. Score 10 points for each step your business has taken. Then total your score and check your rating at the bottom of the chart.

1. Ensured that all exempt individuals are paid at least the legal salary threshold
2. Determined that all exempt individuals can pass the appropriate duties tests
3. Assumed non-exemption in ambiguous cases
4. Maintained detailed and contemporaneous time sheets
5. Prohibited all employees from working off the clock, even during lunch hours
6. Paid for all overtime worked, even if employees violate company policy in doing so
7. Instructed employees, including remote workers, to record even short periods of time answering business emails or phone calls
8. Ensured that all independent contractors are legitimately self-employed
9. Paid employees for any stand-by time
10. Avoided questionable paycheck deductions

What’s your score? 80 or more: Congratulations. You have gone a long way toward preserving your business from costly wage and hour violations. Between 60 and 80: It’s time to fine tune your overtime procedures. Below 60: Your business is at risk. Take action on the suggestions in the accompanying story.

Off the clock

While misclassification is the most common error in wage and hour law, employers can also be penalized for allowing work time to go unrecorded. “Employees often fail to report off-the-clock hours,” says Witte. “Maybe they work through their lunch hour, or they come in early or stay late and don’t record it because they’re afraid of getting into trouble with their boss for working overtime. This is an area that the DOL continually receives complaints about.”

While one might suspect that some misguided employers overlook or even encourage off the clock labor, the fact is that workers can also be to blame, says Vicki Lambert, director of ThePayrollAdvisor.com. “Sometimes employees will get enthusiastic and think, ‘Well, I’ll just do this job off the clock real quick, and then my boss will be really happy.’ And they end up getting the employer in trouble.”

Other times, employers will allow record-keeping to fall through the cracks. “Problems can arise when an hourly recording system is not sufficiently detailed, or not contemporaneous,” says Heerde. “Later, when an issue arises, the employer has to track down evidence of work hours by sorting through old emails and other records to prove an employee was paid correctly.”

The record-keeping challenge has increased as more people work from home. “One of the most common mistakes is failing to correctly track remote workers’ time,” says Lambert. “Sometimes people will work off the clock for a few minutes—maybe they check their emails over dinner or make a phone call or two—and the employer thinks that’s okay.”

In fact, employees must be compensated for all time worked, even if off the clock labor violates company policy, says Lambert. Employers who wish to discipline employees who put in extra time without permission must use nonfinancial procedures such as verbal and written warnings, personnel file notations, or terminations if appropriate.

Independent contractors

Employers are not obligated to pay overtime to independent contractors. Just who qualifies for that status, however, is not always clear. “Distinguishing between employee and independent contractor status is an ongoing challenge,” says Heerde. “Because states have different standards from the federal government about where to draw the line, compliance and enforcement issues arise.” Individuals classified as independent contractors will sometimes later file complaints claiming that they were actually employees and are due back overtime. This can lead to costly litigation.

Wage and hour attorneys expect the federal and state governments to tighten the standards which determine who is in business for themselves. “I think the Biden administration will make it much more difficult to classify

someone as an independent contractor,” says Witte. “Things will probably head the way of California which has a very restrictive test.” In early May the DOL withdrew a regulation that had been introduced by the prior administration to which would have made it easier to classify someone as an independent contractor.

Further moves are expected. Until the new regulations are firmed up, attorneys advise employers to play it safe. “I always recommend that employers make sure independent contractors are operating their own businesses and are in positions to make profits or losses based on their own actions,” says McKenzie. “They should also submit invoices for work done—and their payments should go through the business’s accounts payable department rather than the payroll account.”

Common pitfalls

Employers can be penalized for errors in these other scenarios:

- Stand-by time.

Employees arrive at a workplace in response to a manager’s directive, only to be told to stand by because they are not needed for a while. The manager incorrectly fails to record their waiting time as compensable hours.

- Substitute hours.

Instead of paying time-and-a-half to an individual due overtime, the employer grants a day off the following week as compensation. This violates the law requiring overtime for any labor of over 40 hours in any single week.

- Paycheck deductions.

A business deducts employees’ wages for such things as uniform costs or shrinkage. Such deductions can’t be made if the individual’s compensation would fall below the minimum wage or would reduce their overtime pay. Many state laws also restrict such deductions.

Staying current

If payroll has become more complicated in recent years, employers are expected to encounter even greater challenges as regulators at the federal, state and local levels retool wage and hour regulations to reflect a greater sensitivity to employee rights. Businesses must skillfully navigate this shifting terrain to avoid errors that spark costly financial penalties. “Employers are responsible for making sure payroll is done correctly,” says Lambert. “They must keep up to date with changing laws.”

Flying without an adequate legal radar can result in a crash landing. “Many employers don’t understand wage and hour law and make things up as they go along,” says McKenzie. “They think everything will be okay, but sooner or later they get caught.”

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Timesharing's Consolidation Climb Continues

By Marge Lennon

Mergers, consolidations and acquisitions happen in all types of markets; today they are ubiquitous within in the timeshare industry. The flurry of recent unions is dizzying to most timeshare professionals, making it challenging to understand who owns what. It also tells us that timesharing has reached the most significant cycle of maturity as an industry.

According to the Harvard Business Review, once an industry is deregulated, it generally moves through four stages of consolidation, generally taking about 25 years to progress through all stages. (The timeshare industry is over 50 years old.) This is a normal transition as most industries that survive generally progress through opening, to aggressively building scale, to outgrowing competition, to the final stage of balance and alliance where the titans of each industry reign. When this happens, the top three companies can often claim as much as 70% to 90% of the market. It is entirely possible that, as an industry, we are almost there.

"Ultimately, a company's long-term success depends on how it progresses through these stages of industry consolidation," adds the publication. "Companies that evaluate each strategic move according to how it will advance them through the stages and move up the curve the fastest will be the most successful. Slower firms eventually become acquisition targets and will likely disappear."

Industry Growth. In tracking various stages of the timeshare industry's growth, during the first two decades of the industry many of the resorts were converted hotel projects that were unsuccessful as timeshare resorts. Thus, the timesharing concept in the U.S. had a difficult startup process due to initial failures, pressure sales practices and resultant negative press. All of that changed during the 1980s and 1990s as the entry of major lodging companies exerted a strong influence on increased consumer acceptance of the timeshare product and helped the industry grow. Few other hospitality and tourism industries can boast sustained double-digit percentage growth in a period when worldwide economic conditions have moved up and down.

By 2003, there were 75 companies operating timeshare operations on the open market, per Ragatz Associates. Today, there are less than a dozen major players as larger branded and public companies have continued to absorb smaller ones. This is not unlike other industries after they enter their maturity phase. Many of the world's largest corporations were formed by business consolidation. (ARDA cur-

rently shows 45 active developer members on their directory, but many of these are bundled multiple developers under one umbrella.)

Although the corporate names of the players may have changed, the timeshare industry itself has continued to thrive ... through economic recessions, inflation, political unrest and even pandemics. For the 10th consecutive year, timeshare sales in North America have increased, reaching \$10.5 billion in 2019, according to ARDA. This was 3% over 2018 (latest available stats) as the industry remains strong and healthy. This is a good sign for independents and companies that provide services to the timeshare industry.

Marriott/ILG. Before 2021's huge consolidation stories unfolded, Marriott Vacations Worldwide purchased ILG Inc. for about \$4.7 billion in 2018, creating one of the world's largest luxury brands for timeshare vacation rentals. With more than 400,000 owners at the time, the ILG acquisition added 250,000 owners to MVW as well as the Vistana, Sheraton, Westin and Hyatt timeshare networks, plus the huge Interval international exchange company and Trading Places International.

Wyndham Travel + Leisure Acquisition. In January of this year, Wyndham Destinations announced the acquisition of the iconic Travel + Leisure brand from publishing giant Meredith in a \$100 million deal. On February 17, Travel + Leisure Co, the world's leading membership and leisure travel company, with a portfolio of nearly 20 resort, travel club and lifestyle travel brands, made its premiere on the New Your Stock exchange. Travel + Leisure Co. will maintain its current portfolio of brands and products, with Wyndham Destinations now serving as the umbrella brand for its vacation ownership resorts, which will continue to leverage the power of the Wyndham Rewards program; and Panorama operating the vacation exchange, membership travel, and travel technology businesses. Wyndham is now the world's largest vacation ownership program with a network of 230 properties, 25,000 individual units and over 880,000 owners who have access to more than 4,300 affiliated resorts in 110 countries through RCI, the world's largest exchange company. The newly created Travel + Leisure Group will offer consumer travel products, including online and subscription travel services and product licensing.

Marriott/Welk Acquisition. On April 1, 2021, Marriott Vacations Worldwide (MVW) an-



Welk Resorts, Northstar Lodge, Lake Tahoe, NV (skating rink)

When this happens, the top three companies can often claim as much as 70% to 90% of the market.



Welk Resorts, The Ranahan, Breckenridge, Colorado (interior with round seating & fireplace)



Welk Resorts. SirenaDelMar, Cabo SanLucas, Mexico (round waterway with palm trees and ocean in background)

Continued on page 16



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Diamond Resorts, Cabo Azul Resort, San José del Cabo, B.C.S., Mexico (sunset, double pool, tiki bar & ocean)

nounced that it had completed the previously announced acquisition of Welk Resorts, one of the largest independent timeshare companies in North America, for approximately \$485 million, including approximately 1.4 million MVW common shares of stock. Welk opened its first vacation ownership resort in 1984 and operates a portfolio of eight upscale vacation ownership resorts located primarily in highly sought-after West Coast U.S. vacation markets, with nearly 1,400 keys, 55,000 Owners and over three years of built inventory. MVW intends to rebrand all Welk resorts as Hyatt Residence Club resorts, dramatically increasing Hyatt Residence Club's footprint while providing MVW with substantial future growth opportunities. Once combined and the Welk resorts are rebranded Hyatt Residence Club will offer Owners, Members and guests 24 vacation ownership properties with nearly 3,000 keys. This will expand the number of Hyatt Residence Club resorts by 50% and increase the total number of owners from approximately 33,000 currently to nearly 90,000.

collateral damage after the acquisition and some vendors and suppliers may be forced to close as a result of the merger of clients they once served. How can they remain profitable, when their largest client no longer needs their services? The jury is still out on that question and innovative answers to this question are requested from Resort Trades readers, c/o this editor.

What remains is the continued escalation of consolidation. Big outfits are getting richer, while smaller resorts struggle to adapt to the changing economic environment. It's the Pac-Man or "survival of the fittest" theory as applied to timeshare. When the dust settles on these major consolidations, Wyndham, Marriott and Hilton Grand Vacations appear set to dominate the US timeshare landscape while other companies, including Bluegreen, Capital Vacations and Westgate, pursue their own expansion plans.

MVW now has nearly 120 resorts and over 700,000 Owners and Members in a diverse portfolio that includes seven vacation ownership brands. It includes exchange networks, and membership programs comprised of nearly 3,200 resorts in over 80 nations and more than 1.7 million members as well as management of more than 160 other resorts and lodging properties.

Because of the continued growth and popularity of the timeshare product, even for independents, the future looks bright. Says Travis Bary, COO of Capital Vacations, "While there has been significant consolidation in the industry, we see tremendous opportunity for Capital Vacations' continued growth. We are focused on a large segment of the market that is currently underserved, the traditional timeshare owner and HOA that does not belong to one of the larger clubs. Capital has developed tools and products to further engage and benefit our existing and perspective clients. We are doing so with price and value in mind. Where the industry is experiencing ever-increasing prices that are passed on to the consumer, we are delivering a great product at a price that creates a profound value proposition."

Hilton Grand Vacations/Diamond Resorts. On March 10, Hilton Grand Vacations Inc. announced an agreement to acquire Diamond Resorts International, Inc. The acquisition will combine the strength of HGV's internationally recognized 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. The Company also manages and operates two innovative club membership programs: Hilton Grand Vacations Club® and The Hilton Club®, providing exclusive exchange, leisure travel and reservation services for its over 325,000 club members. The stock-based transaction has an equity value of approximately \$1.4 billion. The deal will expand and diversifying HGV's resort portfolio into over 20 new markets. Upon transaction close, existing Hilton Grand Vacations shareholders will own about 72 percent of the combined company and funds managed by affiliates of Apollo Global Management and other Diamond shareholders will own approximately 28%. The transaction is expected to close in the summer of 2021, subject to customary closing conditions and regulatory approvals

Regarding the post-pandemic future, vacation travel is poised to bounce back first. Many experts predict that vaccinated Americans will get out of the house long before corporations get comfortable with resuming business travel as average timeshare occupancy will continue to outpace hotel occupancy by over 20%. With longer booking windows than traditional lodging, timeshare companies have already indicated travel demand for the second half of this year is well ahead of the pace pre-pandemic. As more consolidations emerge, the one thing that has remained constant is the genuine popularity of the timeshare concept itself.

Collateral Damage. While all this is great news for the buyers and sellers, as in any consolidation, the newly combined company may not need 42 senior VPs, another publicist, software company or interior design firm. Frequently, the small timeshare vendors who were serving the purchased firms become

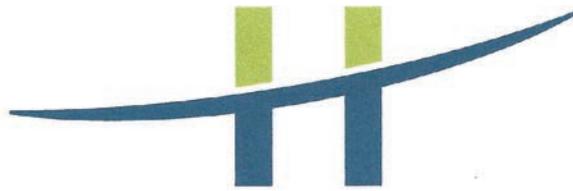
Marge Lennon has been writing about the timeshare industry and its resorts since forever. She can be reached at Marge@Lennon-Communications.com.



Diamond Resorts, The Modern Honolulu, Honolulu, HI. One-bedroom interior with white sofa. The Modern Honolulu, Honolulu, HI. (round purple pool w/chairs inside)



Diamond Resorts. The Modern Honolulu, Honolulu, HI (round purple pool w/white chairs inside)



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Tip Top Shape

By Margit Whitlock AIA

It is BASIC!

A study by the American Resort Development Association (ARDA) Research Institute identifies a recovery taking shape in the world of timeshares. Travelers are ready to get on the move again, especially if they have some of the benefits of home to ensure more control over their environment. Let's get your resorts in tip top shape, enhance your visitor's experience, and get your resort the "Top Resort" rating.

We are all aware of the obvious and always evolving CDC Guidelines for hygiene, sanitation, PPE, 6' distancing, and barriers... but Geez! --- we are in the Vacation business! So, after we've made these adjustments, what do we give our guests to positively impact and enhance their vacation stay?

Start with the basics: **EAT, PLAY, WORK, DRINK, SLEEP.** If your resort can amplify the guest experience in meeting these five basic needs, then you will no doubt be on your way to becoming a Top Resort in the eyes of your owners and guests.



EAT. Food offerings that are easy to Grab-and-Go are very popular, but presentation is everything. Stage your Marketplace like an open-air farmers market, being sure to include offerings unique to your region. Stacking baskets and wooden crates are easy to find and great for retail displays. Have fun with "found" objects to make your marketplace original to your locale. If yours is home to the flying pig or the singing trout, hang them from the ceiling to increase the impact of your display and bring a smile. Don't forget to consider a variety of nutrition needs



with wholesome, organic, vegan, Keto and Gluten free selections.

PLAY. Play time needs to include wellness options and since Fitness Centers will not be desirable for a while, curate an In-Room exercise experience. Deliver to units upon request a yoga mat, resistance bands, and a bottle of water to go with free on-demand videos. Or for a really elevated experience go all out with delivery of a Peloton bike or install in rooms the newest fitness sensation the Mirror! Which doubles as a personal workout coach AND the ever-necessary standard piece of décor.

WORK. Sad but true, we never fully disconnect from work. Help guests get back to vacation quickly by providing cozy cubby spaces in your common areas to hide out and catch up on emails and deadlines. Guests can get out of their room and increase productivity in acoustically sound stations.



Also make sure the Wi-Fi is lightning fast!

DRINK. Nothing finishes off the day like a craft cocktail, but maybe your food and beverage spaces are still closed. How about "the 5 o'clock grab bag" with a drink of the day one can take back to their room or the poolside for do-it-yourself mixing.

SLEEP. Lastly, no matter what they did on their vacation, our guests go home well rested they will remember it as the best vacation they ever had. We want our guests to rejuvenate, so be sure to have the best sleeping ensemble from the mattress

and pillows to the linens. Add an extra soft blanky or two, and they might just credit your resort with the best nap they ever had!

It really is the little things that people remember and making memories is our business. I always approach design decisions from the emotional aspect and the benefit to the client or in our case the vacation owner.



Margit Whitlock is Principal and Creative Director for Architecture and Interior Design at Architectural Concepts Inc., a San Diego, CA based Architectural and Interior Design Firm specializing in hospitality design. Ms. Whitlock is an accomplished speaker with engagements at multiple ARDA conventions, HD Boutique show as well as being frequently published in magazines such as Developments, Resort Trades, Hotel Business, Hiatus, Vacation Industry Review and Resort Management and Operations.





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Travel Dynamo

Michael Brown Steps It Up at ARDA and Travel + Leisure Co.

By Judy Kenninger, RRP

Since joining then Wyndham Hotels & Resorts in 2017, Michael Brown has led vacation ownership group through a whirlwind of change. First, a spinoff as an independent public company under the Wyndham Destinations name, then earlier this year Wyndham Destinations acquired the iconic Travel + Leisure brand and became Travel + Leisure Co.

While some people would have thought that was enough to do, Brown is also stepping into the role of chairman of the American Resort Development Association. Resort Trades recently caught up with him (we had to move fast) to hear his thoughts on the industry, the pandemic, his life and the future of travel.

What would you say are your top responsibilities in your new role?

The acquisition of the Travel + Leisure brand hasn't changed my role all that much, though my view of the leisure travel world has expanded dramatically as we continue to grow our core vacation ownership and exchange business while beginning our expansion into subscription travel clubs. My most important role is to activate our company's resources and talent to put the world on vacation.

Wyndham Destinations will remain the umbrella brand for our core timeshare business. For that, I'm focused on continuing to grow our owner base and welcoming more owners to our vacation clubs while servicing our more than 850,000 owners to get them back on vacation at our more than 245 vacation resorts around the world.

How do you spend your days?

As the leisure travel markets are returning this spring and summer, I'm working hard to make sure our owners can get back to their resorts. While our company is slowly returning to the office, I've been spending many days there helping to make sure we maximize our participation in the leisure travel recovery.

While I've been a runner for a long time, I've begun trail running and also taken to walking during the day while taking some of my meetings. Since we're still not in the office full time, I'm able to get out of my house and enjoy the outdoors while still being productive and staying active.

What do you see as your biggest challenges going forward? How are you addressing them?

In the short term, we need to make sure we're ready to accommodate the surge in demand for vacations while ensuring we continue to protect people's health until the global traveling public has been broadly vaccinated. In the long term, within our core business, embracing the digital transformation and working to ensure that we're able to make it easier to buy, plan, book and exchange vacation ownership for our owners and members. We are launching two new businesses, our Travel + Leisure subscription travel club and our B2B travel services business, Panorama Travel Solutions. New business launches are always challenging.

Now that we are more than a year into the pandemic, how do you think the industry has fared and how do you see us bouncing back?

I think the industry as a whole as fared very well. For the developers and resorts who have had strong management and resource allocation plans, they were able to weather the downturn and are in a strong position to return to normal operations now that owners are returning to vacation. This pandemic has proven vacations are personal and families view them as non-discretionary, which is why our industry is incredibly resilient.

Can you share a timeline for that?

For Wyndham Destinations and RCI, we saw a very strong rebound in bookings in March. So strong, that most of this year will be stronger for us than it was in 2019, which was also a very strong year. All of the consumer trends point to this year being exceptional in the U.S. and improving in the rest of the world as countries begin to open their borders for international arrivals.

Visit [YouTube.com/ResortTrades/](https://www.youtube.com/ResortTrades/) MichaelBrown for our May 19th Interview.



Michael Brown

Over the past year there have been a lot of changes at (now) Travel + Leisure Co. Do you see that pace of change continuing over the next year?

Yes I do! I don't expect we'll change our name again anytime soon, but I do expect to keep up the pace of change across the business. As it relates to the Wyndham Destinations timeshare brands, we are continuing to innovate across the portfolio. We're continuing to embrace the digital transformation, with more and more of our business being transacted online. We're launching a new web experience for our WorldMark owners, and we'll continue to make it easier for people to transact business on the web.

For RCI, last year the team launched a new brand and a host of new services for members and affiliates. We're excited about the new travel services which greatly enhances the value of RCI membership and makes it easier for people to use RCI for all their travel needs, not just for a once-a-year exchange.

There has been a great deal of consolidation over the past year too. Do you think that was driven by the pandemic or by broader changes in the timeshare industry?

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Consolidation in the timeshare industry has been happening for a number of years now, so I don't believe that the pandemic drove some of the large deals that have recently been announced. Fundamentally, the continued growth of global hospitality brands in the timeshare space is a net positive for all companies – branded and independent.

Do you see Travel + Leisure making changes in the way the product is marketed and sold?

Our timeshare business will continue to operate under the Wyndham Destinations umbrella, and each brand will continue to focus on their markets. We are continuing to invest in those brands and how we go to market, so we don't expect to use the Travel + Leisure brand to play a role there.

Are you planning to introduce new types of product with your new branding?

We are introducing new subscription travel products under the Travel + Leisure name this summer. While we don't expect to use the Travel + Leisure brand in the timeshare space, the rebranding of our corporate entity as Travel + Leisure Co. will allow us to partner with other companies that might have been hesitant to work with us under the Wyndham name, due to brand conflict or confusion.

What parts of your job bring you the greatest degree of personal satisfaction?

We have an amazing group of associates who are committed to putting the world on vacation. I am always re-energized when I talk to our people around the world to hear about their passion for what we do and how we do it better than anyone else.

Congratulations and thank you for agreeing to chair ARDA for the next two years. What do you anticipate doing in that role to make a difference?

Among my top goals as chair will be supporting Jason Gamel, the president of ARDA, and his leadership team in responding to the evolution of the timeshare industry, advocating for legislation and regulations that emerge, and focusing on the need to reshape ARDA and the related benefits it provides to members.

I am also passionately committed to elevating education and awareness around the issues of diversity, equity, and inclusion through forums, a featured speaker series, and member engagement opportunities. My agenda also includes continuing strong public advocacy of our industry, in part by strengthening our online presence and positive messaging around timeshare ownership. Lastly, organizations must evolve and ARDA must do so as well in the midst of continual consolidation.

What do you see as the best tack the timeshare resort industry can take to overcome challenges such as the negative image created by exit companies and media?

The entry of the branded hospitality companies in the timeshare space has transformed the

industry and raised the bar for us all. Because we have a responsibility to protect our brands and the interests of our public shareholders, it's changed the way we promote our businesses and how we market and sell our products.

Wyndham Destinations, for its part, has taken the position that we are going to proactively tell the story of our timeshare business and the customer journey from sales to exit. As part of that, we created Certified Exit Backed by Wyndham to let owners know that when their needs change, the company has options for them. That transparency and openness is part of how we are transforming our business and the perception of our industry.

With the fact that big companies are getting even bigger, how can small companies have a voice in what happens at ARDA?

We encourage everyone with a stake in the vacation ownership industry to become a member of ARDA and to become involved in the meetings and activities that matter. A vibrant dialogue is critical to an organization's success. Those voices must be fully representative of industry stakeholders.



Judy Kenninger has been covering the shared-ownership industry for nearly two decades.

Big Data Created One Heck Of A Big Problem

By Robert A. Kobek, RRP



Then, as smart marketers, we began to develop our own strategies and – like many instances where we have solutions – we created fatigue.

What happened between the time Big Data was fashionable and the latest in Privacy regulation?

In 2013 I had the honor of speaking as a part of a panel at the ARDA convention. The panel topic was one of the hottest in the world of marketing – Big Data. Specifically, the panel was designed to address how to use existing data to better increase customer engagement, what are the best practices in data collection, storage, and security, and – at the end of the day – how to enhance the customer experience to the point of gaining severe loyalty. The presentation focused the audience on the following primary questions:

1. What is Big Data and why is Big Data such a hot topic across all industries?

- For the record, according to Wikipedia - Big data is a field that treats ways to analyze, systematically extract information from, or otherwise deal with data sets that are too large or complex to be dealt with by

traditional data-processing application software.

2. What are some 'worst practices' we should keep in mind as it relates to using data?

Much of the answers to these questions centered around the technology needed to capture and manage the information. In fact, many companies had already begun the process of figuring it all out. As different ways of collecting data were being adopted, management of the data became much more paramount.

Then, as smart marketers, we began to develop our own strategies and – like many instances where we have solutions – we created fatigue.

Big Data and the related elements were the rage – the talk of the town. We all know the amount of data exhaust our customers left behind includes mountains of personally identifiable information (PII). With that

information we could target our messaging to the point that no nit was too small to pick.

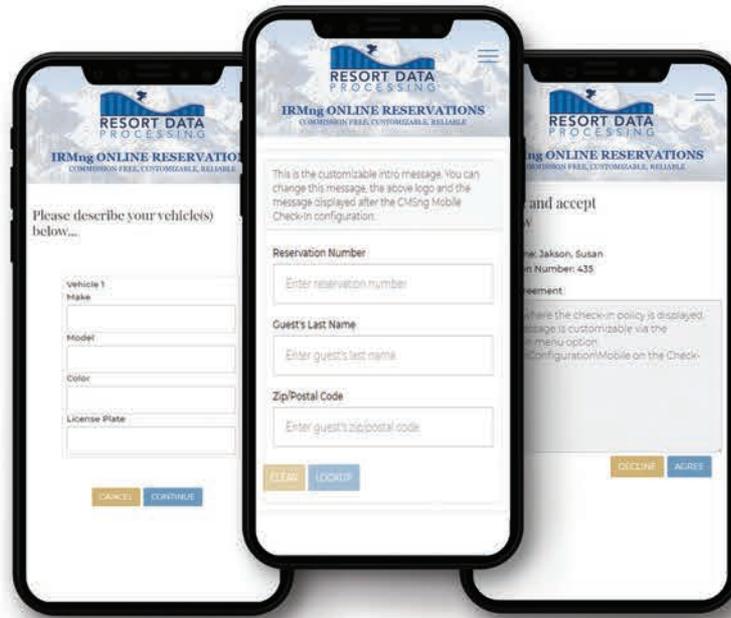
What has happened since then is the result of those pesky 'worst practices.' Those tactics have created so much data exhaust, that they fashioned a fatigue around consumers...a fatigue so prevalent that regulations were created as a natural by-product.

The European Union's General Data Protection Regulation (EU) 2016/679 (GDPR) piqued my interest in 2015 when it popped up on my radar. As a result of this landmark legislation, a path was emerging dealing with data privacy.

In what data analysis and survey firms commonly rely upon, I "poor man's research" will give you enough information to start looking for patterns. I have been conducting poor man's research and find that, after six (6) years, 100% of the people I spoke with answered my question the same way.

Continued on page 24

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Resort Data Processing (RDP) develops timeshare software for fractional properties, private residence clubs (PRC), and destination clubs. Guests and owners can reserve via the internet, and owner internet access includes the owner calendar and ability to view bills paid by the management company. Work orders and housekeeping history can also be accessed online. With a strong customer base and 30 years of experience in the complex area of owner managed timeshare software, the RDP system modules that are timeshare-specific are fully integrated with RDP's core property management system. RDP systems manage variations of fractional ownership like weekly, quarter share, membership and "point-based" resorts.

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who do not adhere to regulations or just make an honest mistake”.

He adds, “These actions can grow into multi-million-dollar class action lawsuits similar to what has happened with TCPA laws. Every contact center must take these rules seriously and obtain professional advice on how to comply. I suggest that you join efforts such as the ECAC’s to talk to elected officials about the adoption of one federal set of data privacy laws. It will be far better for your business.”

SOLUTIONS

Let’s break some of this down – General rules of Privacy Compliance

- Appoint a dedicated privacy professional as a part of you EX team

“Do you prefer or not prefer that I invade your privacy”? I am certain you can surmise the answer. Please call me if you cannot, I am happy to help.

Simply put, GDPR gives an EU citizen the right to ask what is being done with their data along with the ability to request any PII be removed from your system. Every step in the journey is culpable. From the company collecting information to that which is using the information. The provider to the user. And, just to head off the “I don’t do business in the EU” retort, believe me, they will still fine you (a lot!) for any violation and you will not want to do business in the EU again.

The issue has now expanded to a much more onerous set of regulations found in the California Consumer Privacy Act of 2018 (now the CCPA of 2020). It went into effect and has some real teeth. Simply put, if you are going to sell the information about a consumer – for any reason – you are obligated to tell them.

In both cases, this article has barely scratched the surface of what is covered. Each time a new law is passed, a new set of regulations is created. For example, Virginia just passed their own version of a privacy law and presently in the process of determining the regulations that will satisfy the intent of its legislature.

And, there is more – more – more. 47 states are currently working on their own legislation to regulate what you do with the consumer data you collect.

CustomerCount – a data analysis and survey firm – routinely deploys several million surveys per year. It seems counter intuitive to remove data from a survey system, but CustomerCount must comply with all requests for privacy, since it is a data “provider”. Your survey company must comply to each such privacy request!

Shades of Do Not Call? You bet it is. 51 different sets of regulations to deal with in the United States alone...and still counting.

The Enterprise Communications Advocacy Coalition (ECAC) is a group of marketing communications companies, formed to make certain Congress and the FCC/CTC understand industry concerns. ECAC has delivered its policy requirement on the need for a single uniform consumer privacy law to appropriate members of Congress. (Disclosure – I am a member of its Board of Directors).

Keep in mind the California and Virginia legislatures recently enacted strong statutes seeking to protect the privacy of consumers’ PII and vesting consumers with control over how their personal information is used and shared. ECAC applauds their efforts as we all should.

Who does not agree with privacy protection?

(As I write this, I am interrupted by a phone call soliciting information about my business and its shipping needs. Let’s assume that this was a legitimate call in that it really came from my shipper. It had an 800-number caller ID so there was no way to validate the source of the call. Why is that important? Because they would like to have the information - but there was no trust factor. And, they probably have a need to talk to me from time to time.)

So, for example, if you currently operate an inbound customer service contact center (reservations for instance), you are not exempt from the new privacy laws and regulations that are coming your way.

Stuart Discount of SMD Contact Center Consulting advises, “Inbound customer service contact centers were immune mostly from do not call regulations. Welcome to a patch work of state data privacy regulations that are different in scope and enforcement. Some including CCPA have a private right of action, where consumers can sue those

• Look for and retain a compliance consultant or qualified attorney (specialist, not generalist)

- Determine consumer communication preference
- Gain consent
- Measure and respect your customer’s trust
- Be certain you IT group and/or data management groups AND systems are fully informed and compliant capable

I will be working on Capitol Hill to try to get all of this boiled down to a single set of intelligent regulations. In the meantime, it will help the cause if your organization would start the internal processes necessary to get into compliance with GDPR, CCPA and the very soon to be Virginia Consumer Data Protection Act (“VCDPA”), passed in March, 2021 and currently being defined by its Attorney General.

Privacy regulation is not in the future – it is here and it is serious and it commands attention.

Bob Kobek is the President of Mobius Vendor Partners, a business process management and consulting firm, and CustomerCount, an online survey system serving the



hospitality community. Kobek is a veteran of Capitol Hill and has worked on Federal and State communication issues in his many roles for various trade associations and business coalitions. He can be reached at bobkobek@mobiusvp.com.

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

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

Gregory Crist
CEO, National Timeshare Owners

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“ Everywhere we find fulfillment, affordability, and value, we find success.” -- Harry Van Sciver

From "Recovering from Covid-19: Evil and Earnest, History and Resilience," July 2020 Resort Trades magazine

EXCHANGE COMPANIES

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Contact: Bob McGrath
Specialty: RCI is the worldwide leader in vacation exchange with approximately 4,500 affiliated resorts in more than 100 countries. RCI pioneered the concept of vacation exchange in 1974, offering members increased flexibility and versatility with their vacation ownership experience. Today, through the RCI Weeks® program, the week-for-week exchange system, and the RCI Points® program, the industry's first global points-based exchange system, RCI provides flexible vacation options to its over 3.8 million RCI subscribing members each year.

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LEGACY TIMESHARE SOLUTIONS



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// 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

LEGACY TIMESHARE SOLUTIONS



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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.

MANAGEMENT & OPERATIONS



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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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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.



Vacatia Partner Services

Vacatia Partner Services
2840 Fairfax St, Ste 219,
Denver, CO, 80207
Ph: 720-335-8983
Website: vacatiapartnerservices.com/
Specialty: Vacatia Partner Services is dedicated to the success of legacy resorts and their vibrant owner communities. Our customer-centric products and technologies help resorts increase owner engagement, attract new members, and finance property renovations. Our team of seasoned timeshare professionals partners with HOAs and property managers to increase owner satisfaction and improve your resort's economic health with no risk or upfront fees. Connect with us and see what a fresh approach really means.

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.kaypark.com
Contact: Marilee Gray
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Website: www.sterifab.com
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Website: www.dogipot.com
Contact: David Canning
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Website: www.hammerheadvac.com
Contact: Customer Service
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Chestertown, MD 21620
Phone: (800)344-3100
Fax: (410)778-6394
Email: rdemoss@lamotte.com
Website: www.lamotte.com/pool
Contact: Rich DeMoss
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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



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: hbvwhitebriar@gmail.com
Website: www.whitebriar.com
Contact: Harry Van Sciver
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Ph: (360)354-6815 Fax: (360)354-6765
Email: raphael@chesshouse.com
Website: www.chesshouse.com
Contact: Raphael Neff
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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.

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.



Vacatia Partner Services

Vacatia Partner Services
2840 Fairfax St, Ste 219,
Denver, CO, 80207
Ph: 720-335-8983
Website: vacatiapartnerservices.com/
Specialty: Vacatia Partner Services is dedicated to the success of legacy resorts and their vibrant owner communities. Our customer-centric products and technologies help resorts increase owner engagement, attract new members, and finance property renovations. Our team of seasoned timeshare professionals partners with HOAs and property managers to increase owner satisfaction and improve your resort's economic health with no risk or upfront fees. Connect with us and see what a fresh approach really means.

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



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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.

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702-919-0550
Website: www.adsconsultingservice.com/
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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

<https://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/
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SPI Software
444 Brickell Avenue, #760;
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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.

// 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

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



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Marge Lennon
President Lennon Communications Group

TRAVEL CLUBS



Global Connections, Inc.
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Overland Park, KS 66211
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Email: MGring@exploregci.com
Website: www.exploregci.com/
Contact: Melanie J. Gring
Specialty: Established leader in the vacation industry offering its premier travel club, Global Discovery Vacations, through a sales distributorship channel; component-based travel and leisure benefits; exit and affinity programs. GCI is the developer of resorts in California, Colorado, Florida, and Tennessee; owns/leases multiple resort condominiums throughout the U.S., Canada, Mexico and Caribbean. From having your own travel club sales distributorship to strengthening loyalty with your members and employees, GCI has the solution you need.



OTC Owners Travel Club
Phone: 844-724-6000
Website: ownerstravelclub.com/v6
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TRAVEL INCENTIVES



True Incentive
2881 E Oakland Park Blvd, Suite 205,
Fort Lauderdale, FL , 33306
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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