

# **Resort Trades**

*Timeshare Resort & Hospitality Professionals*

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# Lemonjuice Captial Solutions



# Publishers Corner

by Sharon Scott Wilson, RRP

In this, our January 2023 edition of Resort Trades magazine, we look back on a year impacted by COVID. The question remains on how much longer other related issues will continue including an unstable economy and its effect on the timeshare resort industry, coupled with a continuing skilled labor shortage.

## In this issue:

One of Resort Trades' most highly valued writers, Phillip Perry, interviewed resort professionals including Travis Bary, COO of Capital Vacations, Joseph Takacs, CEO of TheMVPService,

LLC, and Gordon McClendon, CEO of Systems Products International for the inside view of what vacation ownership professionals can expect. Should we be planning for a possible decrease in demand after nearly 24 months of record occupancy and rental revenue? Read Perry's article beginning on page 10, "Forecast 2023 Gathering Clouds and Growing Turbulence," write to Sharon@TheTrades.com, or message me at <https://www.linkedin.com/in/sharonscottwilson>; and tell me what you think.

On page XX, Don Eastvold shares his thoughts on age

discrimination in the travel industry. Eastvold has opened multiple clubs and hundreds of sales and marketing centers throughout the USA and Mexico in 45 years in the vacation ownership industry. With rising interest in diversity and inclusion, his admonishment will strike a chord among readers who have either faced agism or are headed that way.

## Labor shortage continues

As we move into the new year, we continue to focus on the labor shortage. Employee retention is a big part of the solution and Margit Whitlock, principal and creative director for Architecture and Interior Design at Architectural Concepts Inc. shares ideas on page 8.

We have repurposed Brenna Johnson's January 2022 article, "Labor Shortage and Resort Software," on page 6. Many of the issues New York-based HR professional Johnson cited -- long wait times, understaffed restaurants and resorts, the frequency

of under-trained employees at resorts -- continue. Johnson's suggestion? Technology. What are your thoughts?

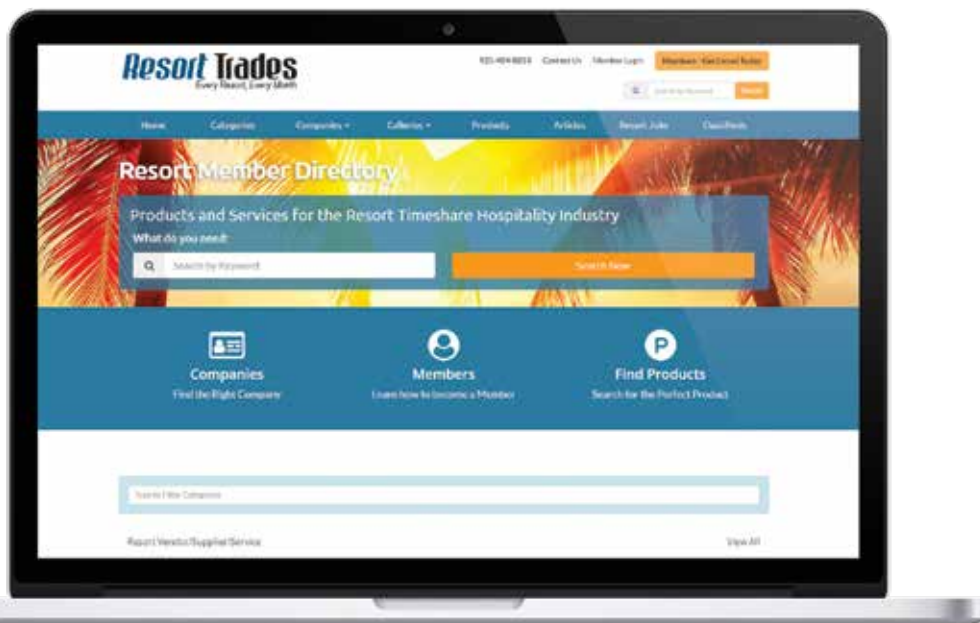
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# LOC USA



# Labor Shortage and Resort Software

by Brenna Johnson

As borders and businesses reopen, one thing is becoming increasingly apparent - the hospitality industry has been dealt a massive blow. Not only has the industry had to deal with the loss of income throughout the pandemic but the lack of experienced staff willing to return to the industry.

With customers suffering from cabin fever after being through lockdown after lockdown, there is a surge of tourists rushing to escape the environment they have been forcibly stuck in for months. This trend has exposed an increasingly evident issue the hospitality industry is facing.

If you have traveled recently, you may have experienced long wait times for checking in, understaffed restaurants, or hotel staff that appear untrained or lacking experience. The impact of the pandemic is more noticeable in the hospitality industry than most others and the challenges the

industry is facing mean a need for reinvention through the use of technology.

## Key Factors Influencing the Labor Shortage

One may expect that with restrictions being lifted that a massive number of individuals who lost their jobs during the pandemic would be ready to head back to work and build a career in the industry they once loved. It appears that the exact opposite is occurring and here's why:

### Loyalty:

Employees who once felt they were vital to the day-to-day operation of the hotel, resort, or restaurant found themselves

being released from duties without a second thought from management. They now feel they were nothing but a number, and the lack of loyalty from the workplace they gave years to means they are not going back.

**Work Settings:** If you have ever been in the hospitality industry, you know how physically demanding roles can be. Usually, you're required to be on your feet for hours on end, all while keeping a smile on your face. A recent poll suggests that up to 52% of hospitality employees would not return to that same work setting.

**Compensation:** Many hospitality employees work long hours, including pulling double shifts and in many cases covering more than one role. The consensus is that when one considers the amount of work they put in, the compensation they get out is not worth it. This is why half of the industry's professionals are now looking elsewhere for alternative career opportunities.

## How Technology is Helping Address the Labor Shortage in the Hospitality Industry

With the pandemic still impacting the population, the hospitality industry sees a constantly changing and highly unpredictable flow of customers. Resorts worldwide are realizing that it's important

to turn to technology to provide a sustainable and cost-effective solution to address the labor shortages regardless of how busy they get.

Implementation of software for front office with advanced features, contactless concierge services, and cloud-based options for wages, human resources, and training staff means that business owners can address shortages while reducing the impact on customer experience. This technology also means a drastic drop in operational expenses allowing for a faster recovery of the business.

## Effortless for You and Your Guests

Software solutions like contactless check-in and check-out offer a streamlined experience for customers that offsets the negative experience they could have when waiting over an hour to check-in with a human. This also means business owners only need available staff to address concerns raised by customers, reducing the staffing requirements and cutting costs at the same time.

turn to technology to provide a sustainable and cost-effective solution to address the labor shortages

Approximately 75% of hospitality business owners are turning to automation as a way to quickly and effectively address customer needs, counter labor shortages and also allow their business to recover post-pandemic.

### Automate and Integrate

Whether you implement technology and staff or customer management, it is essential to consider software that allows integration. Automation is great, but using multiple platforms across different facets of your business can create even more work than the old way of doing things.

Ensuring you have platforms that can seamlessly integrate means that you can manage your entire business from a single dashboard. Managing both staff and customers at the click of a button versus manually collating and consolidating data into reports means less headache

and less chance of errors.

### Conclusion

The labor shortage within the hospitality industry need not be the nail in the coffin for businesses; a multitude of software solutions make operating your resort easier to manage than ever before and allow you to compensate your existing staff at a more competitive rate.

Failing to implement or experiment with software solutions like remote check-in or trial HR software can be a fatal mistake by business owners. It is unlikely they will ever attract their once loyal, experienced staff back to the industry.



Implementing automation through software also means your guests have a faster and less flawed experience with the reduced chances of human error impacting their vacation. The ability to compensate your employees better also means less attrition; all things considered, technology is a must-have.

*Brenna Johnson is an HR professional based in New York, with a passion for technology and modernizing our industry. I help shape [selectsoftwarereviews.com](https://selectsoftwarereviews.com) as senior editor, providing expert advice on the best HR and recruiting software.*

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# Forecast 2023

## Gathering Clouds and Growing Turbulence

by Phillip M. Perry

*Abstract: The economy will slow perceptively in 2023. Less robust activity in sectors such as housing, retailing and manufacturing will put downward pressure on growth and contribute to a deceleration in profits. Companies can prepare for a tougher environment by tracking cash flow closely, investing selectively and hiring prudently.*

After two years of frenetic commercial activity fueled by a post-pandemic recovery, strengthening economic headwinds will tap the breaks on a robust business environment. Among the culprits: rising inflation, higher interest rates, a softening housing market, continuing supply chain disruptions, declining capital investments, and escalating costs for wages and energy.

The loss of some helpful economic initiatives is only adding to the downward pressure. “Government stimulus packages, ultra-low interest rates, and strong money supply creation had been helping to compel business activity until mid-

2022,” said Anirban Basu, Chairman & CEO of Sage Policy Group ([sagepolicy.com](http://sagepolicy.com)). “All those fundamentals have been inverted.”

Economists are adjusting their forecasts to reflect the new normal. “We project real Gross Domestic Product (GDP) will increase by 0.7% in 2023,” said Bernard Yaros Jr., Assistant Director and Economist at Moody’s Analytics ([economy.com](http://economy.com)). “The expectation for 2022 is 1.7%. Both figures represent much slower activity than the 5.9% increase of 2021.” (GDP, the total of the nation’s goods and services, is the most commonly accepted measure of economic growth. “Real” GDP adjusts for inflation.)

All of the above conditions should have a depressing effect on corporate profits, projected by Moody’s Analytics to increase at a 5.2% clip in 2023. That represents a decline from the 7.9% figure anticipated for 2022. Both estimates are much lower than the 25% increase of 2021.

Despite the challenging overall environment, the

timeshare industry is poised for a welcome breather (See sidebar, “Timeshare Industry Sees a Business Uptick.”)

### Strong employment

Reports from the field reflect early glimmers of a less robust business environment. “In the first half of 2022 many of our members were still experiencing high demand,” said Tom Palisin, Executive Director of The Manufacturers’ Association, a York, Pa.,-based regional organization with more than 390 member companies ([mascpa.org](http://mascpa.org)). “But as the year progressed there was a significant slowdown caused by the labor shortage, inflationary issues, and global events.”

With its diverse membership in food processing, defense, fabrication, and machinery building, Palisin’s association is something of a proxy for all American industry. The good news is that a strong employment environment at the association’s members—as well as at companies elsewhere in the nation—is helping alleviate the negative impact of the economy’s

headwinds. Moody’s Analytics expects a continuation of that favorable condition, forecasting an unemployment rate of 4.1% by the end of 2023. That’s not much higher than the 3.7% rate of late 2022. (Many economists peg an unemployment rate of between 3.5% and 4.5% as the “sweet spot” that balances the risks of wage escalation and economic recession).

On the downside, low unemployment usually increases business costs by forcing employers to boost wages to attract scarce workers. Today is no exception. “Our organization surveys members annually on their baseline entry level hourly wage figure,” said Palisin. “Increases typically run around 2.5% to 3%, but the figure was 8% in 2022.” While Moody’s Analytics forecasts a continuation of labor cost increases, they should moderate to 3.5% in 2023, down from their current 5%. Even so, those increases are expected to affect business profitability.

### Worker shortage



The tight labor market hits business profitability not only in the form of higher wages, but also in a scarcity of the very workers needed to produce goods and services. “Employers will be very focused on labor availability in 2023 as Baby Boomers continue to retire and the supply of immigrant labor has yet to fully recover from severe pandemic-related disruptions,” said Yaros. “Despite a slowing economy, layoffs are low, indicating that businesses are holding onto labor in a reaction to the hiring difficulties they encountered during the pandemic.”

When will workforce availability increase? Not anytime soon, say observers. “The labor market’s going to be tight for years to come,” said Bill Conerly, Principal of his own consulting firm in Lake Oswego, Oregon (conerlyconsulting.com). “The decade from 2020 to 2030 is expected to have the lowest growth of working age population since the Civil War. One reason is the retirement of the Baby Boomers; another is the low rate of immigration over the last few years.”

Palisin agreed that a labor shortage is going to be a long-term condition, and said his members are making moves to lessen the effect. “Employers are trying to be creative in the way they keep and retain workers, not only by offering higher salary rates but also by extending benefits and encouraging work flexibility. They are also investing more in automation for labor-intensive tasks.”

### Retail slowdown

If high employment levels can stress the bottom lines of many employers, they can also fill workers’ pockets with spendable cash. And flush consumers can help drive

a robust retail sector, an important slice of the economic pie. “Wage rates, as measured by the Employment Cost Index (ECI), remain very high by the standards of the last couple of decades,” said Scott Hoyt, Senior Director of Consumer Economics for Moody’s Analytics (economy.com).

Even so, activity is decelerating at the nation’s stores. “2023 is likely to be a challenging year for retail, with growth only at 2.8%,” said Hoyt. The projected growth is well below the sector’s historic 4.3% average as well as the 8.3% increase expected when 2022 numbers are finally tallied. The recent trend is well below 2021 when a 17.5% increase was fueled by a consumer shift away from services and toward goods.

A slowing economy is contributing to retail’s deceleration, as is a penchant for post-pandemic consumers to shell out less cash on merchandise and more on services such as hotels, travel and restaurants. Any softening of inflation from recent highs should also depress results, since retail activity is measured in nominal terms.



### Supply Chain Disruptions

Higher wages and scarce workers are not the only forces depressing business profits. Another major factor is a rise in interest rates--the Fed’s favorite tool for fighting inflation. “The purpose of

## Will We Have a Recession?

The accompanying article suggests an economic slowdown as the likeliest scenario for 2023. But what are the chances of a recession, or an actual decline in business activity? A number of factors are helping buoy the economy for the time being. They include a low unemployment rate, rising wages, strong household balance sheets, increased consumer spending on services, and still-positive corporate profits.

While Moody’s Analytics sets the odds at 50-50, avoiding a recession will require a bit of luck. “The U.S. economy will enter 2023 being vulnerable to anything that might go wrong,” said Bernard Yaros Jr., Assistant Director and Economist at Moody’s Analytics (economy.com). He pointed to risks such as a resurgence of the pandemic in China, a worsening of the Ukraine war, and another energy supply shock that would hit consumer pocketbooks.

Avoiding a recession will also depend on a couple of things going right, added Yaros. The ebullient labor market will need to cool down at a pace that softens wage increases without sparking economic turmoil. Most important, the Federal Reserve will need to successfully tame inflation without allowing interest rates to spike the economy. Yaros, however, is optimistic. “We think inflation will steadily slow from more than 8% to a pace that is consistent with the central bank’s 2% target by the end of 2023.”



increasing interest rates is to drive down demand,” said Palisin. “So, our members are expecting to see a decrease in new orders that will impact the overall economy. Too, many of our companies have lines of credit that rely on floating interest rates. Rising rates will take a hit to the bottom line as companies decide whether to utilize those lines to support their cash flow and investments.”

Adding further downward pressure are disruptions in the delivery of goods that continue to plague companies large and small. “Supply chain problems have improved over the past year, but there hasn’t been the significant resolution we had hoped for,” said Palisin. “Random shortages in materials and deliveries are still plaguing our members, and that’s leading

to backlogging of orders—companies just can’t get the materials or parts.”

The Russia-Ukraine war has worsened the situation, noted Palisin. “The war has created an energy crunch and a disruption in raw materials from that region that have trickled through the economy to exacerbate the supply chain issues.” Companies are responding by moving to reduce their reliance on China, he added. “They’re sourcing from additional countries to reduce disruptions.”

#### **Housing headwinds**

Housing, a key driver of the economy, has also entered a period of correction. “The underlying dynamics of the housing market are changing as lower affordability spurred by higher prices and mortgage

rates is starting to significantly weigh on demand,” said Yaros.

Limited affordability is discouraging consumers from signing on the bottom line. Median prices for existing single-family homes are expected to increase 11.5% when 2022 figures are finally tallied. That comes off a strong 18% increase in 2021. Any relief will only come in 2023, when prices should decline by 2.6%. While affordability has sunk to its lowest level since late 2007, the 30-year fixed mortgage rate is within striking distance of its highest level in over a decade, leading to a decline in purchase applications.

Tight housing supply is only adding to upward pricing pressure. The inventory of for-sale homes remains historically low, and new ones

will be scarce on the ground. “We expect housing starts to fall by 1.8% and 2% in 2022 and 2023, respectively,” said Yaros. “This compares with a 15.1% increase in 2021.”

There’s only so much the industry can do to bolster housing supply—one big reason being the above-mentioned labor shortage. “The unemployment rate for experienced construction workers is about as low as it’s ever been,” said Yaros. “Capacity limits have delayed housing completions and contributed to a record number of housing units in the pipeline.”

One bright spot in the housing picture: Mortgage credit quality has never been better. “The percent of loans delinquent and in foreclosure is at a record low,” said Yaros. “This goes to the stellar underwriting standards since the financial crisis, and borrowers’ credit scores are much higher.”

While lending standards for mortgage loans are now tightening, the credit spigot is unlikely to seize up as it did during the financial crisis of 2008.

#### **Looking ahead**

Given the above concerns, it’s little wonder corporate confidence is taking a hit. As the calendar turns to a new year, companies are responding to soaring interest rates and inflation by scaling back the capital investments that help fuel the economy. “Up until the second half of 2022, most companies were taking advantage of low rates to plan ahead for equipment purchases and expansion opportunities,” said Palisin. “Now, though, many are taking second looks at anything planned for 2023.”

Businesses are also taking

steps to increase their liquidity to cushion against tough times. “We are all going to need to watch our cash flow,” said Palisin. “Most of our members anticipate a slowdown in orders, and as a result they are holding off on some future investments and pulling back in hiring.”

Uncertainty is the name of the game, and that makes planning difficult. “We are faced with a kind of a two-sided coin,” said Palisin. “The positive side represents strong current orders and a continuing need for more workers, while the negative side represents inflationary pressures and global headwinds.”

Which side of the coin will show its face in 2023? Economists advise watching a few key indicators. “In the early part of the year companies should keep an eye on what is happening with the cost of

money,” said Basu of Sage Policy Group. “Inflation is the driver of near-and-medium term economic outlooks.” A second vital element, he said, is the employment picture. “Employers should watch for any emerging weakness in the labor market.” Finally, what about consumers? “Any softening of spending would point to a looming recession.”

*Phillip M. Perry is an award-winning freelance writer based in New York City. His byline has appeared over 3,000 times in the nation’s business press. He can be reached at <https://www.linkedin.com/in/>*



## The Economy Takes a Breather

U.S. Gross Domestic Product (GDP) Annual % Change

2014: 2.3%

2015: 2.7%

2016: 1.7%

2017: 2.2%

2018: 2.9%

2019: 2.3%

2020: -3.4%

2021: 5.9%

2022: 1.7%

2023: 0.7%

Caption: Economists expect growth to slow in 2023.

Sources: World Bank; projections by Moody’s Analytics.

# IS AGING INFRASTRUCTURE & OWNER ATTRITION IMPACTING THE HEALTH OF YOUR RESORT?

- ◆ Have you borrowed from Reserves to pay Operating Expenses?
- ◆ Has your resort stopped attracting new owners?
- ◆ Have you delayed refurbishments due to lack of money?
- ◆ Do you have more rentals and exchangers than actual owners?
- ◆ Does the phrase “Special Assessment” terrify your owners?



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## Tips Resorts Can Use Immediately

# Employee Recognition: Shout it from the Rooftops (or, actually, the Walls)

by Margit Whitlock AIA

**“The Wall of Fame”** – How to display appreciation for your top staff, that special owner and all the great improvements and accomplishments achieved at your resort.

### The Role of the Wall of Fame in Pursuit of Excellence

The road to excellence is paved with contributions, big and small, made by dedicated people. It is the collective of these contributions that create award-winning resort companies and professionals. Not only is it important to celebrate the award

– it is important to recognize the efforts along the way. I guarantee there are dedicated professionals, guests, and efforts to be celebrated at your resort, and what better way to acknowledge them than with your own Wall of Fame?!

### Why a Wall of Fame?

Your people are the embodiment of your brand. They are the power behind your reputation and the most essential piece of the puzzle when it comes to customer satisfaction. Public recognition of their successes

# Wall of Fame



and appreciation of their work goes a long way toward keeping employees satisfied. Appreciation of a job well done is a practice that is good for morale and is known to increase engagement and productivity.

A Wall of Fame is not only an expression of appreciation to the people who make it all possible, but also a display of your company culture. By honoring your staff, highlighting strength in leadership, showcasing success, and paying tribute to long lasting commitment, a Wall of Fame shares with guests and owners your values. When people connect on the level of shared values; loyalty and commitment grows. And brand loyalty is an important element of the resort business.

### More than the Employee of the Month

Implementing a Wall of Fame can be as simple as acknowledging an "Employee of the Month" with a photo and the hard-earned title. However, to get the most out of a WOF, it is better to tell a story. Add a short biography or a quote: tell us where the Employee of the Month grew up, their special talent, a challenge they overcame, or what their catch phrase is. How did they rise to be the cream of the crop and what was it that made them stand out? This kind of information gives others an opportunity to connect.

With the knowledge that the WOF expresses your values, think about who and what else might earn a slice of this prime wall real estate. Does your resort have a special guest that everyone looks forward to seeing each summer? Do you have guests celebrating

special occasions with you? Have owners left outstanding reviews with you at the end of their stay? Testimonials and guest appreciation is a great use of the WOF.

Toot the company horn! Mention team wins on the micro and macro level. Has your company made strides in the last year toward more sustainability? Did you have any philanthropic endeavors that went above and beyond? Or maybe you finally made it through a long planned and well executed renovation. These are all fantastic subjects for your WOF.

### Make it More Than a Portrait

Selecting the location and the type of display to celebrate your people and accomplishments is important, as both support the message you are communicating. If you have the resources to collaborate with an in-house marketing or branding team, their skills will serve this task well. Design professionals such as Interior Designers are also a great resource in communicating a message visually.

First and importantly, choose the location for the "Famous" at your resort. Perhaps there is a lonely wall near your lobby where the members of a large group wait during check-in. If your resort has a sales department on-site, a great spot for a WOF is along the route potential owners will travel. Or look for a not-so-lux area that can use some activation and excitement. Just steer away from the supply closet or the laundry room!

Photos and large graphics are engaging. We have all seen the standard WOF with the corporate



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headshot, but candid or in-action shots tell us a lot more about what makes this person so special. Mixing in supporting graphics with the photos like key words, quotes, or infographics illustrating a success story will make your wall a story. Pair the image of the person recognized with some of the information we discussed earlier. Take a cue from museums or the many, and varied Hall of Fames. They all use a mixture of memorabilia, with text, and images. It is the mixture of items that makes it interesting and engaging.

Look again to museums to explore different types of display and mounting techniques. Printing on glossy foam core, vinyl, wood, or metal all create completely different looks. Using standoff screws or 3D mounting systems take your display to a different level (pun intended). Custom vinyl wall covering can be used to host more permanent

themes for your WOF while also creating locations for frames on top that change as needed. Digital might be a cool application and easy to refresh monthly with new graphics and images. There is a display technique to fit any budget. So have some fun, be creative and see the reward in your staff and guests smiles.

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# Timeshare Industry Sees Business Uptick

by Phillip M. Perry

Unlike many other sectors of the economy, the timeshare industry is facing an improved business environment in 2023. Perhaps the most favorable tailwind is the consumer's rebound from the pandemic years. "Coming out of COVID, there has been a unique combination of pent-up demand and significant individual savings," said Travis Bary, COO of Capital Vacations. "Consumers have been spending and we have seen the results in rental rates, and in our association revenues."

Joseph Takacs, CEO of TheMVPSERVICE, LLC, acknowledged that the last two or three years have "not been fun." Even so, he characterized the timeshare industry as a remarkably resilient one that has fully recovered from what he labeled the "punch-in-the-gut" from COVID. "People are traveling again, and the rental programs at all of the resorts I deal with are putting up record numbers."

One evidence of a more robust travel industry is the noticeable increase in activity at the nation's airports, according to Gordon McClendon, CEO of

System Products International. "The first thing I look at is what's happening with airlines, and they are doing a great deal more business now than a year ago," he said. "The planes are full, they're raising prices, and they're even going back to their old ways of charging for bags and not forgiving charges for changes of travel plans."

Maybe consumers are traveling more, but they are still concerned about the high price of gas. Some in the travel industry have noted that many travelers are opting for shorter-length, regional "drive-tos" to save on costs. Yet this expense may see a bit of moderation in the months ahead. "I anticipate that gas prices will pretty much take care of themselves by the first quarter of 2023," said McClendon. "Oil demand has stabilized, which means that oil will likely be between \$70 and \$80 a barrel by March. That will put fuel prices at between \$3.00 and \$3.50, which is palatable and about the average for the last couple of years."

And how about the rise in the cost of borrowing money? There may be a silver lining here for the time share industry. "The

recent rise in mortgage rates has changed the perspective for a lot of people," said Takacs. "The general real estate market has softened and there's more inventory available. I'm hoping that lower demand for second homes will translate into more folks buying timeshare. For example, I just spoke with someone who bought four weeks of timeshare in a row, rather than invest in a second home."

## Rising costs

Despite the generally favorable outlook for 2023, timeshare companies face a number of challenges in the months ahead. One is a scarcity of help. "Nobody has enough workers," said Takacs. "Especially when you look at resorts, it is difficult to fill jobs for housekeeping and similar work. We're still trying to figure out how to deal with that."

Bary noted that the Federal Reserve, through higher interest rates, is trying to force unemployment to rise. "While that should make it easier to find employees, I don't think that our labor costs will be reduced," he said. "We need to be creative in how we will



TRAVIS BARY, COO OF CAPITAL VACATIONS



JOSEPH TAKACS, CEO OF THEMVPSERVICE,



GORDON MCCLENDON, CEO OF SPI

maintain good levels of service in the independent time share management space, if revenues are challenged while the cost for employees remains high.”

Too, some resorts have allowed their installations to deteriorate during pandemic times. “Resorts need to assess whether their rooms are as welcoming as they were when owners first bought into their properties,” said McClendon. “Does the furniture look fresh, or do rooms have tables with coffee stains and broken hideaway beds? Typically, the timeshare resorts are located in vacation destinations that have done a tremendous job improving the surrounding landscape and environment. That makes it all the more important that timeshare resorts make sure they are keeping up with what’s going on around them.”

Another important challenge is financial in nature. “When the pandemic put a halt to travel, some owners reassessed whether they even wanted to continue holding properties,” said McClendon. “That created collection problems for a significant number of time share resorts, which led to budgeting and financing problems, especially for the standalone, sold-out ones that rely 100% on the collection of maintenance fees.”

When resorts fail to collect enough to maintain sufficient reserves, noted McClendon, they end up doing special assessments to fund necessary upkeep. And that can cause them to lose owners who don’t want to spend additional money on their vacation home.

“Late payments will be even more of a problem going into 2023, since bills are going

out now for another year’s maintenance fees,” said McClendon. “As for what can be done about it, resorts need to be more aggressive in terms of analyzing who has paid, and in getting in touch with who still owes.”

### The road ahead

As the resort industry enters 2023, many are focusing a wary eye on the larger inflationary trend. Consumers, after all, are only too aware of the erosion in their purchasing power. “Our foremost concern for the resorts we serve is how macroeconomic factors might affect revenues in 2023,” said Bary. “Prices are going up, and while consumers haven’t blinked so far, I think we should all be planning for a possible decrease in demand after nearly 24 months of record occupancy and rental revenue.”

Bary noted that all operators need to ask if they have been planning sufficiently for a continuation of inflation. “Are we considering the proper costs of the goods that we use? Failing to take into account rising costs can lead to a budget shortfall as we move into the new year.”

Resorts should also seek alternative revenue sources. “If many of our resorts have unsold inventory, we need to ask what we can do to create new owners,” said Bary. “We also need to focus on our service. We need to ensure that owners in good standing love and utilize their product, and continue to pay their maintenance fees.”

*Phillip M. Perry is an award-winning freelance writer based in New York City. His byline has appeared over 3,000 times in the nation’s business press. He can be reached at <https://www.linkedin.com/in/>*

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[CustomerCare@Fairshare.Solutions](mailto:CustomerCare@Fairshare.Solutions)  
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# MEMBERS DIRECTORY

## ACCOUNTING



### WithumSmith+Brown, PC

200 S Orange Ave, Ste 1200  
Orlando, FL, 32801  
tel: 407.849.1569

Website:

[www.withum.com/industries/hospitality](http://www.withum.com/industries/hospitality)

Specialty: Withum is a forward-thinking, technology-driven advisory and accounting firm, committed to helping clients in the hospitality industry be more profitable, efficient, and productive. With office locations in major cities across the country, and as an independent member of HLB, the global advisory and accounting network, Withum serves businesses and individuals on a local-to-global scale. Our professionals provide the expert advice and innovative solutions you need to Be in a Position of Strength.

## APPLIANCES



### LOC USA

348 US-11 Champlain, New York, 12919  
tel: 800-724-5904

Website: <https://usaloc.com/>

Specialty: We supply electronic hotel safes, minibars & fridges to more than 10 000 satisfied clients throughout North America, the Caribbean & Europe.

LOC USA leads the market by striving for excellence in product quality and by continuing to introduce innovative products. We are proud to offer advanced technology solutions as well as environmentally friendly and affordable products to our clients in the hospitality industry.

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## ARCHITECTURE / INTERIOR DESIGN



### Architectural Concepts

3958 1st Ave San Diego, CA 92103  
tel: 619.531.0110

Website: [www.4designs.com](http://www.4designs.com)

Specialty: Located in San Diego, California, Architectural Concepts Inc. is a full-service design firm offering Architecture and Interior Design, Master Planning, and Site Planning, Programming, and Brand Identity Development for Hospitality, and Creative Commercial Work Space Design and Building Residential Design. From dream to final construction, we focus on satisfying the goals of our clients by bringing design concepts to life. We excel in customizing our services to set your project up for success!!

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## COLLECTION SERVICES



### CustomerCount

3925 River Crossing Parkway, Suite 60,  
Indianapolis, IN 46240

Phone: 317-816-6000 Fax: 317-816-6006

Email: [contact@customercount.com](mailto:contact@customercount.com)

Website: [customercount.com/](http://customercount.com/)

Contact: CustomerCountSM is a flexible online customer feedback solution providing intuitive real-time reporting, fast turnaround on updates, and detailed and dynamic data gathering with comprehensive reporting for process improvement and customer loyalty to improve your bottom line.

## COLLECTION SERVICES



### FAIRSHARE SOLUTIONS

#### Fairshare Solutions

529 Seven Bridges Road, Suite 300  
Stroudsburg, Pennsylvania, 18301  
tel: 570.252.4044

Website: [www.Fairshare.Solutions](http://www.Fairshare.Solutions)

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!



### Meridian Financial Services Inc.

1636 Hendersonville Rd, Ste 135  
Asheville, North Carolina, 28803

tel: 866.294.7120 ext. 6705

Website: [www.merid.com](http://www.merid.com)

Specialty: Meridian Financial Services, Inc. is a sophisticated third-party collection agency able to provide service to the whole and partial portfolios. Meridian understands the impact of bad debt, as well as the importance of keeping your owners' accounts current, and preserving their confidence in the purchase decision. Services include third-party collections for domestic and international clients, no-cost-to-client recovery programs, customized industry collection strategies, credit reporting, skip tracing, on-line services, and credit and collection consulting.

## CUSTOMER RETENTION



### FAIRSHARE SOLUTIONS

#### Fairshare Solutions

529 Seven Bridges Road, Suite 300  
Stroudsburg, Pennsylvania, 18301  
tel: 570.252.4044

Website: [www.Fairshare.Solutions](http://www.Fairshare.Solutions)

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!

## EXCHANGE COMPANIES

### RCI

#### RCI

9998 N Michigan Rd  
Carmel, Indiana, 46032  
tel: 702.869.9924

Website: [www.rci.com](http://www.rci.com)

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.



### Trading Places International

25510 Commercentre Dr  
Lake Forest, California, 92630  
tel: 800.365.1048

Website: [www.tradingplaces.com](http://www.tradingplaces.com)

Specialty: At Trading Places (TPI), customer service isn't just a friendly voice; it's offering what our members really want. TPI recognizes the outstanding performance of the vacation ownership industry and has developed, for over 40 years, a collection of vacation products and services which vacation owners, developers, and resort associations consider truly valuable – including our FREE Classic exchange membership allowing members to trade through TPI with no annual fee.

## FACILITIES OPERATIONS



### Royal Basket Trucks

201 Badger Pkwy  
Darien, Wisconsin, 53114  
tel: 800.426.6447

Website: [www.royal-basket.com](http://www.royal-basket.com)

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®.

## FINANCIAL SERVICES



### Alliance Association Bank

717 Old Trolley Rd  
Summerville, South Carolina, 29485  
tel: 888.734.4567

Website:

[www.allianceassociationbank.com](http://www.allianceassociationbank.com)

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](http://www.allianceassociationbank.com) or call Stacy Dyer at 843-637-7181.



### Vacatia Partner Services

2840 Fairfax St, Ste 219  
Denver, Colorado, 80207  
tel: .720.335.8983

Website: [vacatiapartnerservices.com](http://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.



## FINANCIAL SERVICES



### White River Financial LLC

2800 Green Mountain Dr  
Building 1, Suite D  
Branson, Missouri, 65616  
tel: 417.348.1055 ext. 251  
Website: [www.whiteriverfinancing.com](http://www.whiteriverfinancing.com)  
Specialty: White River Financial provides loans ranging from \$500,000 to \$10,000,000 and beyond. With experienced onsite principals, our focus is providing personalized service, entrepreneurial decision-making processes to efficiently finalize challenging financing deals, and exceptional customer service. Our qualified team is versatile in offering loan servicing as well as alternative finance options. Deals are typically closed within a 3 to 5-week timeframe, after receiving a complete loan package. White River Financial is a great financing resource known for reliability and valuing client needs.

## HOA & STAKEHOLDERS COMMUNICATIONS RESULTS



### TWOB LLC

1500 Town Plaza Court, Florida, 32708  
tel: 407.366.1573  
Website: [www.towb.life](http://www.towb.life)  
Specialty: TWOB LLC - a place, a people, a company that timeshare owners and boards can go to for simple conversation, honest answers to hard questions within a background of decades of management, sales, timeshare repurpose/redevelopment, and overall hospitality experience. Licensed broker 34 states, 40 years Hospitality Experience, and references 2nd to none. We would be honored to be a part of your team.

## LANDSCAPE AMENITIES



### The Brookfield, Co.

4033 Burning Bush Rd Ringgold, GA, 30736  
tel: 706.375.8530  
Website: [www.thebrookfieldco.com](http://www.thebrookfieldco.com)  
Contact: Hilda Jones  
Specialty: The Brookfield Co. designs and manufactures fine concrete landscape furnishings. Offering 70+ styles/sizes of planters plus fountains, benches, finials, and stepping stones, this company provides the best in customer service. All products are hand-cast and finished in fiber-reinforced, weather durable concrete. Many beautiful finishes are offered. Custom work is available. Still run by the two founders and designers, the 30 yr. old Brookfield Co. sells direct to landscape professionals, developers, and retailers. Site delivery nationwide.

## LEGACY TIMESHARE SOLUTIONS



### Everest NightBridge

199 S Los Robles Ave Pasadena, CA 92201  
tel: 818.384.0925  
Website: [www.everestnightbridge.com](http://www.everestnightbridge.com)  
Specialty: Everest NightBridge is a source of capital for legacy timeshare resorts, investing our funds at no risk to your association. We are not a management company. We work with your management team as a collaborative advisor to explore the best options for the future of your resort. Our focus includes strategic evaluation, simplifying ownership structure, and solving complex title insurance issues, often the greatest barrier in creating value for owners. We have over two decades of experience with owning, renovating, restructuring, refinancing, and selling shared ownership residential income properties. Call us to learn how we can help position your resort for repurposing, unlocking its potential value.



### Legacy Solutions International

70 Brickyard Rd, Unit 10 Essex, VT, 05452  
tel: 802.373.5068  
Website: [legacysolutionsinternational.com](http://legacysolutionsinternational.com)  
Specialty: 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 [rjrobertssmg@aol.com](mailto:rjrobertssmg@aol.com).



### Lemonjuice Capital Solutions

7512 Dr Phillips Blvd, Suite 50-345  
Orlando, FL, 32819  
tel: 863.602.8804  
Website: [lemonjuicesolutions.com](http://lemonjuicesolutions.com)  
Specialty: Lemonjuice is more than a professional, full-service resort management company. We are a solutions-based organization presenting an array of unique options that focuses on the resort and what is best for owners including strategic planning and delivering good outcomes. Our leadership and management team are experienced and disciplined timeshare and real estate professionals seeking the best outcomes for all. Unlike other management companies, we are solutions-focused and will invest capital in the Association to achieve goals that work. At Lemonjuice, we put owners first while understanding we serve at the pleasure of our Boards.

## LEGACY TIMESHARE SOLUTIONS



### TruPoints Club

2777 N Poinciana Blvd Kissimmee, FL, 34746  
tel: 610.881.4165  
Website: [www.trupoints.club](http://www.trupoints.club)  
Specialty: Generate Cash Flow/Repurpose Inventory: TruPoints Club is your solution to boost sales, reactivate members, reposition owners, and repurpose inventory. TruPoints Club is a points-based travel club with the power to generate revenue for legacy resorts. TruPoints Club is a proud member of Interval International which allows their travel club members the benefits of enrollment in the Club Interval Gold exchange program. Contact our Senior Marketing Director, Frank Febbo, at 610-881-4165 or email [Frank@TruPoints.Club](mailto:Frank@TruPoints.Club)



### Vacatia Partner Services

#### Vacatia Partner Services

2840 Fairfax St, Ste 219  
Denver, Colorado, 80207  
tel: .720.335.8983  
Website: [vacatiapartnerservices.com](http://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.

## LENDING INSTITUTIONS



### Colebrook Financial Company, LLC

100 Riverview Center, STE 203  
Middletown, Connecticut, 06457  
tel: 860.344.9396  
Website: [www.colebrookfinancial.com](http://www.colebrookfinancial.com)  
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, Mark Raunikar and Tom Petrisko, each of whom has extensive timeshare lending experience.

## LENDING INSTITUTIONS



### Wellington Financial

1706 Emmet St N Ste 2  
Charlottesville, Virginia, 22901  
tel: 434.295.2033 ext.117  
Website: [www.wellington-financial.com](http://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 \$10 Billion with our group of lenders. Focused solely on lending to resort developers, we are the exclusive Resort Finance correspondent for Liberty Bank. With over 40 years of expertise in the vacation ownership industry, we lend to credit-worthy borrowers at attractive banks rates.



### Whitebriar Financial Corporation

575 Mystic Drive  
PO Box 764  
Marstons Mills, MA, 02648  
tel: 508.428.3458  
Website: [www.whitebriar.com](http://www.whitebriar.com)  
Contact: Harry Van Sciver  
Specialty: Receivables Financing. We can Lend or Purchase, including Low FICO, No FICO and Credit Reject. Fast Fundings of up to \$5 million. Non-Recourse Financing available, with no Holdbacks. We also Finance Inventory and HOA's and assist in Workouts. Resort Equity and Bridge Financing available.

## MANAGEMENT & OPERATIONS



### Capital Vacations

9654 N Kings Hwy, Ste 101  
Myrtle Beach, SC, 29572  
tel: 843.449.6500  
Website: [capitalvacations.com](http://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.

# MEMBERS DIRECTORY

## MANAGEMENT & OPERATIONS



### Getaways Resort Management

999 Fredensborg Canyon Rd  
Solvang, California, 93463  
tel: 844.438.2997  
Website: [www.GetAwaysresorts.com](http://www.GetAwaysresorts.com)  
Specialty: When you need winning strategies, not just promises from your resort management company, put GetAways more than 25 years of resort management experience to work for your resort. With close to 50,000 owners/members under management in four countries, GetAways has a proven reputation for providing Game Winning Solutions.



### Grand Pacific Resort Management

5900 Pasteur Ct, Ste 200  
Carlsbad, California, 92008  
tel: 760.827.4181  
Website: [www.grandpacificresorts.com](http://www.grandpacificresorts.com)  
Specialty: Grand Pacific Resorts creates experiences worth sharing for 80,000 owner-families and tens of thousands of loyal guests every year. With over 20 managed properties spanning from the pristine island of Kauai to the slopes of Park City to numerous top vacation destinations across California, the resort management company customizes its services to preserve the unique experience each location offers. For over three decades, owners and guests have valued heartfelt hospitality as they choose to vacation with Grand Pacific Resorts year after year.



### Lemonjuice Capital Solutions

7512 Dr Phillips Blvd, Suite 50-345  
Orlando, Florida, 32819  
tel: 863.602.8804  
Website: [lemonjuicesolutions.com](http://lemonjuicesolutions.com)  
Specialty: Specializing in professional, full-service resort and rental management, Lemonjuice delivers owner-centric options focusing on the individual resort's needs. LJS presents solutions concentrating on what is best for the resort and its owners including strategic planning. Our leadership and management team are experienced and disciplined timeshare professionals that understands innovation is key to operating a successful resort. Unlike other management companies, we are solutions focused and will invest capital in the Association to achieve the best outcomes for all. At Lemonjuice, we put owners first while understanding we serve at the pleasure of our Boards.

## MANAGEMENT & OPERATIONS



### Vacatia Partner Services

2840 Fairfax St, Ste 219  
Denver, Colorado, 80207  
tel: .720.335.8983  
Website: [vacatiapartnerservices.com](http://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.



### Vacation Resorts International

25510 Commercentre Drive, #100  
Lake Forest, California, 92630  
tel: 863.287.2501  
Website: [www.vriresorts.com](http://www.vriresorts.com)  
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!

## MEMBERSHIP PRODUCTS



### Vacatia Partner Services

2840 Fairfax St, Ste 219  
Denver, Colorado, 80207  
tel: 720.335.8983  
Website: [vacatiapartnerservices.com](http://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.

## OUTDOOR AMENITIES



### Kay Park Recreation Corp.

1301 Pine St.  
Janesville, Iowa, 50647  
tel: 800.553.2476  
Website: [www.kaypark.com](http://www.kaypark.com)  
Specialty: Manufacturing "America's Finest" park equipment to make people-places people-friendly, since 1954! The product line includes a large variety of outdoor tables, benches, grills, bleachers, litter receptacles, drinking fountains, planters, pedal boats, and more!

## POOL & WATER FEATURES EQUIP. & MAINT.



### Hammerhead Patented Performance

1250 Wallace Dr, Ste D  
Delray Beach, Florida, 33444  
tel: 561.451.1112  
Website: [www.hammerheadvac.com](http://www.hammerheadvac.com)  
Specialty: For 20 years, Hammer-Head has led the way in low-cost, safe, easy-to-use manual pool vacuum systems. Our portable, rechargeable, battery powered vacuums are designed for speed and simplicity. Remove debris without using the filtration system and cut your pool vacuum time in half, without shutting down the pool. Hammer-Head cleaning units are made in America and are the #1 choice of military, cruise line, resort, fitness club, and city managers from Key West to Okinawa.

## POOL & WATER FEATURES EQUIP. & MAINT.



### LaMotte Company

802 Washington Ave  
Chestertown, Maryland, 21620  
tel: 800.344.3100  
Website: [www.lamotte.com/pool](http://www.lamotte.com/pool)  
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 test results can be viewed on the touchscreen or can be transferred into our WaterLink Solutions PRO water analysis program. Achieve precision without time-consuming test and clean-up procedures. Visit [www.waterlinkspintouch.com](http://www.waterlinkspintouch.com) for more information.

## PREMIUMS



### TravNow

150 Governors Square  
Peachtree City, Georgia, 30269  
tel: 770.486.1181  
Website: [www.rsivacations.com/](http://www.rsivacations.com/)  
Specialty: We have always been known as a high service travel fulfillment company that used tech - Today we have emerged as a Tech Company that provides travel fulfillment! State-of-the-Art Hotel & Condo Platforms can integrate into your membership to encourage engagement. Tech-Driven Premium Offerings to drive membership interest and engage prospects. Stop trying to build tech, it has no ROI - we already have it for you! Call 770 486 1181 today! [www.RSIVacations.com](http://www.RSIVacations.com) & [TravCoding.com](http://TravCoding.com) & [TravNow](http://TravNow)

## PUBLIC RELATIONS



### GBG & Associates

121 Lakeshore Dr  
Rancho Mirage, California, 92270  
tel: 760.803.4522  
Website: [www.gbgandassociates.com](http://www.gbgandassociates.com)  
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 and earned media, as well as social media campaigns and marketing collateral materials. We manage many moving parts for effective, comprehensive communication and reputation management programs. Three decades of vacation industry success.

## RECEIVABLE FINANCING

**Whitebriar Financial Corporation**

575 Mystic Drive  
PO Box 764  
Marstons Mills, Massachusetts, 02648  
tel: 508.428.3458  
Website: [www.whitebriar.com](http://www.whitebriar.com)  
Contact: Harry Van Sciver  
Specialty: Receivables Financing. We can Lend or Purchase, including Low FICO, No FICO and Credit Reject. 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.

## REFURBISHMENT &amp; DESIGN

**Hospitality Resources & Design, Inc.**

919 Outer Rd, Ste A  
Orlando, Florida, 32814  
tel: 407.855.0350  
Website: [www.hrdorlando.com](http://www.hrdorlando.com)  
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 its expertise to provide clients with innovative designs 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 Cir  
Orlando, Florida, 32819  
tel: 877.815.4227  
Website: [www.sellmytimesharenow.com](http://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, Florida, 32839  
tel: 800.610.2734  
Website: [www.timesharesonly.com](http://www.timesharesonly.com)  
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**

2840 Fairfax St, Ste 219 Denver, CO, 80207  
tel: .720.335.8983  
Website: [vacatiapartnerservices.com](http://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**

115 Perimeter Center Place, Suite 860  
Atlanta, Georgia, 30346  
tel: 800.647.4130  
Website: [www.BayTreeSolutions.com](http://www.BayTreeSolutions.com)  
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 TRAINING

**Levitin Group**

P.O. Box 683605, Park City, UT, 84068  
tel: 435.649.0003  
Website: [www.sharilevitin.com](http://www.sharilevitin.com)  
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>

## SOFTWARE

**Digital Rez International Inc**

Warrens Park Dr  
Clermont, Saint Michael, BB11157  
tel: 246.436.3739  
Website: [www.digitalrez.com/](http://www.digitalrez.com/)  
Specialty: The Digital Rez Group is a global organization consolidated behind the RezExpert Software System. With offices in Canada, Barbados, and Australia, Digital Rez has been operating for over 30 years providing solutions to the accommodation and hospitality sector worldwide. Specializing in enterprise-level centralized Property Management Systems, and comprehensive Membership management for large networks and single resorts with exclusive points and rules management.

**Maestro PMS**

8300 Woodbine Ave  
Markham, Ontario, L3R 9Y7 Canada  
tel: 905.940.1923  
Website: [maestropms.com](http://maestropms.com)  
Specialty: Ideally suited for independent full-service hotels, resorts, conference centers, and multi-property groups, Maestro can handle your complex PMS, Spa, Vacation Rental, and Sales and Catering requirements. With over 20 integrated modules on a single database backed by unparalleled support, it is the preferred PMS of an international clientele. A Web Browser solution on-premise or cloud, Maestro enhances the guest journey with a touchless, mobile and sophisticated personalized experience. Contact us to learn more.

## SOFTWARE

**SPI Software**

444 Brickell Ave, Suite 760  
Miami, Florida, 33131  
tel: 305.858.9505  
Website: [www.spiinc.com](http://www.spiinc.com)  
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 40 years of industry experience. This includes an advanced user interface, all major integrations, and cloud-based extendable applications.

**SS&C TimeShareWare**

855 W 300 N  
Kaysville, Utah, 84037  
tel: (801) 444-3113  
Website: [www.ssctech.com/solutions/products-a-to-z/timeshareware](http://www.ssctech.com/solutions/products-a-to-z/timeshareware)  
Specialty: For close to 30 years, SS&C's TimeShareWare (TSW) continues to deliver the leading technology platform in the industry with excellent customer service through easy-to-use applications for resorts worldwide. Offering a robust set of integrations and APIs, TSW supports all types of shared-ownership properties, membership clubs, and management companies with multi-lingual and multi-currency solutions for marketing, sales and contracts, owner and usage management, reservations, and property management.

**Viewpoint**

6277 Sea Harbor Dr., Orlando, FL, 32887  
tel: 305.491.2850  
Website: [viewpointweb.com](http://viewpointweb.com)  
Specialty: @Work International is an IT company that has been providing software to the Timeshare Industry for over 30 years. Viewpoint is currently used by more than 100 Resorts / Clubs globally. Market Penetration: Viewpoint is used in over 85% of Australian & New Zealand resorts. And expanding globally with Resorts / Clubs using Viewpoint in the United States, India, Bali, Thailand, Greece, Egypt, the United Kingdom and many more.

# MEMBERS DIRECTORY

## STRATEGIC PLANNING



### Everest NightBridge

199 S Los Robles Ave Pasadena, CA 92201  
tel: 818.384.0925

Website: [www.everestnightbridge.com](http://www.everestnightbridge.com)

Specialty: Everest NightBridge is a source of capital for legacy timeshare resorts, investing our funds at no risk to your association. We are not a management company. We work with your management team as a collaborative advisor to explore the best options for the future of your resort. Our focus includes strategic evaluation, simplifying ownership structure, and solving complex title insurance issues, often the greatest barrier in creating value for owners. We have over two decades of experience with owning, renovating, restructuring, refinancing, and selling shared ownership residential income properties. Call us to learn how we can help position your resort for repurposing, unlocking its potential value.



### Lemonjuice Capital Solutions

7512 Dr Phillips Blvd, Suite 50-345  
Orlando, Florida, 32819  
tel: 863.602.8804

Website: [lemonjuicesolutions.com](http://lemonjuicesolutions.com)

Specialty: Lemonjuice delivers comprehensive professional management, strategic planning, and the resources needed to execute those plans for Association Boards and Managers. Unlike typical management companies, Lemonjuice will invest capital with the Association to help it achieve its goals. Services include strategic analyses; rental distribution, revenue management, and channel management; Resort technologies including operating systems, websites, and tools; professional resort management and accounting; title and roster reconciliation; sunset management; and Project restructuring and repositioning. Give your owners options!

## TECH SOLUTIONS



### TravNow

150 Governors Square Peachtree City, GA, 30269

tel: 770.486.1181

Website: [www.rsivacations.com](http://www.rsivacations.com)

Specialty: We have always been known as a high service travel fulfillment company that used tech - Today we have emerged as a Tech Company that provides travel fulfillment! State-of-the-Art Hotel & Condo Platforms can integrate into your membership to encourage engagement. Tech-Driven Premium Offerings to drive membership interest and engage prospects. Stop trying to build tech, it has no ROI - we already have it for you! Call today!

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## TOWEL SERVICES



### Towel Tracker

950 Vitality Dr. NW, Suite A  
Comstock Park, MI 49321  
tel: 616.325.2060

Website: [toweltracker.com](http://toweltracker.com)

Specialty: Towel Tracker enables you to control and simplify your towel service while increasing your bottom line through recurring savings on status quo expenses you no longer will pay!

On the surface level, guests simply swipe their room key to access as many towels as they want. Every towel taken is then invisibly tracked (via unique ID) and assigned to that guest's account. Upon return to the system receptacle, towels are automatically cleared from that account. Replacement costs for unreturned towels can be set to automatically roll into the guest's final room invoice as individual line items.

## TRADE ASSOCIATIONS



### ARDA

1201 15th St NW, Ste 400  
Washington, District of Columbia, 20005  
tel: 202.371.6700

Website: [www.arda.org](http://www.arda.org)

Specialty: ARDA is the face of vacation ownership. Based in Washington, D.C., the American Resort Development Association (ARDA) is the trade association for the timeshare industry. ARDA's membership comprises over 500 companies (both privately held firms and publicly traded corporations), which house 5,000-plus individual ARDA members. ARDA's active, engaged members have extensive experience in shared ownership interests in leisure real estate.



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

P.O.Box 2803 Harrisonburg, Virginia, 22801  
tel: 800-636-5646 (U.S. & Canada)  
540-828-4280 (Outside U.S. & Canada)

Website: [www.care-online.org](http://www.care-online.org)

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. Companies that possess rentable inventory or seek inventory for fulfillment set the foundation of C.A.R.E. with multiple advantageous scenarios for securing client vacations, increased inventory utilization and heightened yield management.

## TRAVEL CLUBS



### Global Connections, Inc.

5360 College Blvd, Ste 200  
Overland Park, Kansas, 66211  
tel: 877.995.3771

Website: [www.explorepci.com](http://www.explorepci.com)

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.

## TRAVEL INCENTIVES



### Creative Marketing Incentive Group Inc

1968 S Coast Hwy #810  
Laguna Beach, California, 92651  
tel: 619-777-5577

Website:

[www.creativemarketingincentives.biz](http://www.creativemarketingincentives.biz)

Specialty: At Creative Marketing Incentives, we take pride in helping businesses 10X their leads, sales, and brand through leveraging the power of the gift of giving and providing the go-to platform to distribute an UNLIMITED amount of high perceived value incentives – on and offline.

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