

Resort Trades

Timeshare Resort & Hospitality Professionals

Forecast 2023

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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.

FORECAST, 2023

Should we be planning for a possible decrease in demand after nearly 24 months of record occupancy and rental revenue? One of Resort Trades' most highly valued writers, Phillip Perry, has some predictions beginning on page 8, "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. (Be sure to include permission to print your name with your remarks unless you prefer to remain anonymous.)

Labor shortage continues

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?

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 12. Following the theme of retaining staff, Frank Mengert, founder and CEO of ebm, suggests "4 Ways to Become a Candidate's Top Choice Employer."

Also in this issue:

In a second article, Perry drills down on his forecast for 2023 by interviewing 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 (see page 14-15).

Beginning on page 16, Lena Combs, CPA, CGMA, RRP, a partner at Withum, lists several provisions from Florida's reformed reserve funding laws that are most likely to affect the timeshare community in that state. Because of the Surfside Chaplain Towers condominium collapse in June 2021, Florida legislators moved quickly to make substantial changes to Florida Statute 718 relating to

buildings and reserves.

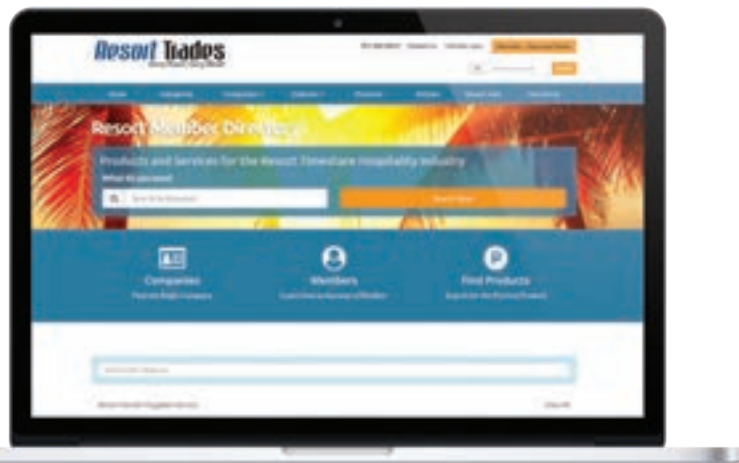
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Labor Shortage and Resort Software

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
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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 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 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). “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). “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). “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.

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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.

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.



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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Reformed Reserve Funding Laws in Florida: Be Prepared

by Lena Combs, CPA, CGMA, RRP, Partner Withum

In May 2022, the Florida Legislature passed and signed into law new legislation enacting new requirements to address concerns on the structural integrity of older condominium-type buildings as a result of the Surfside Chaplain Towers condominium collapse in June 2021. The legislation, through Senate Bill 4-D and companion House Bill 5-D, was presented and voted into law very quickly and made significant changes to several sections in Florida Statute 718 related to buildings and reserves. There are many provisions that must be implemented by Florida condominium-type timeshare associations, and those with the most significant impact are discussed below.

Milestone Inspections

Under the provisions of the law, milestone inspections will be required for applicable buildings that are 3 stories or higher and more than 30 years old. That age requirement is lessened to 25 years for properties within 3 miles of a coastline. A milestone inspection under the new provisions of Florida Statutes 553.899 is defined as

“a structural inspection of a building, including an inspection of load-bearing walls and the primary structural members and primary structural systems... for the purposes of attesting to the life safety and adequacy of the structural components of the building and, to the extent reasonably possible, determining the general structural condition of the building as it affects the safety of such building, including a determination of any necessary maintenance, repair, or replacement of any structural component of the building. The purpose of such inspection is not to determine if the condition of an existing building is in compliance with the Florida Building Code or the fire safety code.”

These inspections have the following requirements:

- Required to be completed by December 31, 2024
- Must be performed by a licensed architect or engineer
- Must be performed every 10 years after the initial inspection
- Completed in 2 phases to address any structural deterioration, with phase 1 being a visual inspection and phase 2 involving testing if

any substantial structural deterioration is discovered in phase 1

Structural Integrity Reserve Studies

The legislation defines the Structural Integrity Reserve Study (SIRS) as a “study of the reserves required for future repairs and replacement of common areas based on a visual inspection of the common areas.”

The SIRS has the following requirements:

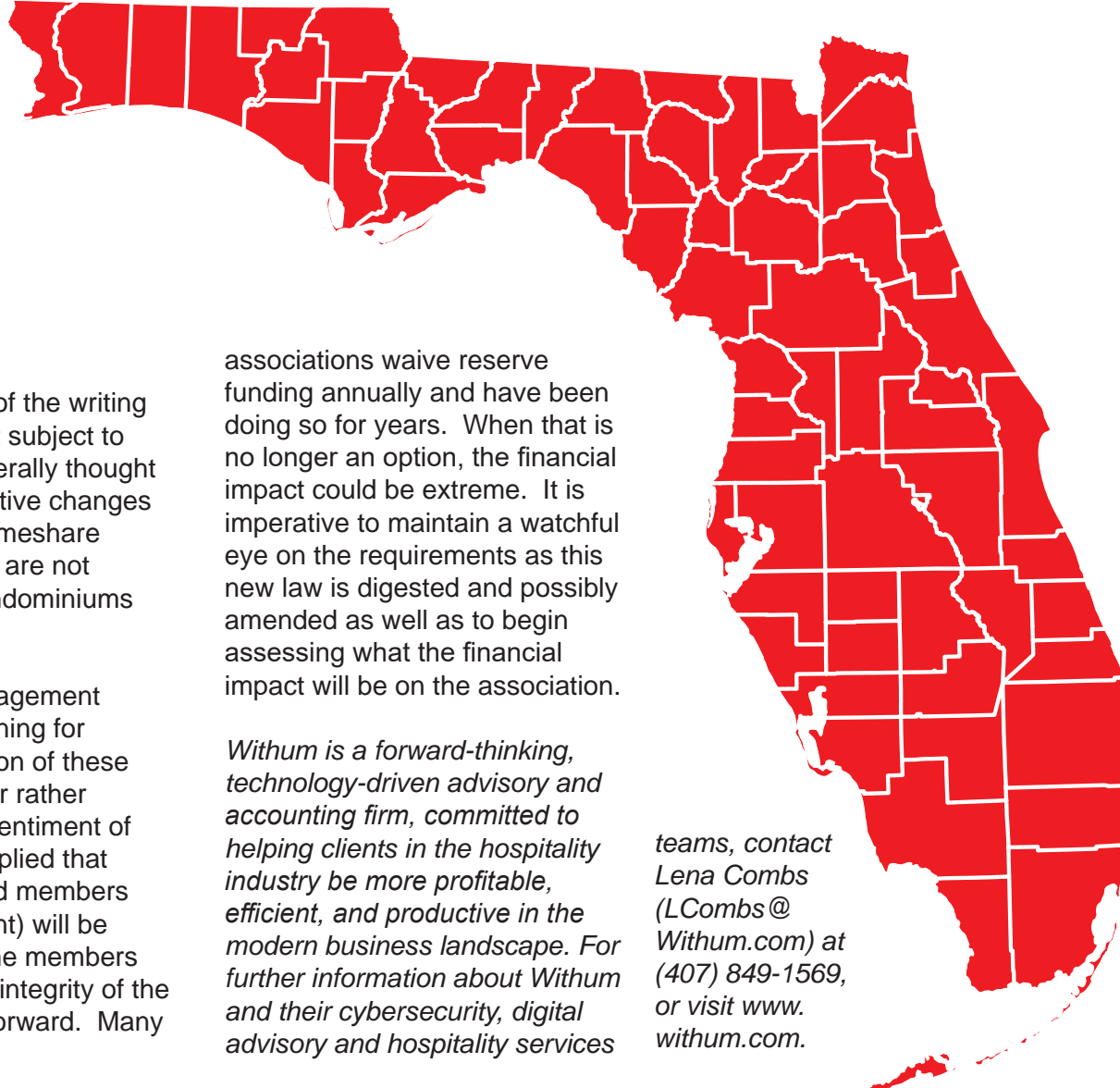
- Required for applicable buildings 3 stories or higher
- Visual inspection (milestone inspection) must be performed by a licensed architect or engineer
- Must be completed by December 31, 2024
- Must be prepared at least every 10 years
- Must identify common areas being inspected and for each line items must state the estimated remaining useful life and estimated replacement cost
- Must include components as listed in statutes
- Must provide a

recommended annual reserve funding amount commensurate to pay for the replacement or repair of included items

One of the most important provisions of the legislation is that the recommended funding requirement in the SIRS must be included in the association’s annual budget and the recommended funding requirements cannot be waived effective December 31, 2024. This would presume that for a calendar year association, the 2025 budget would need to include the funding from the SIRS and that funding cannot be waived. The legislation does not address the issue of pooled reserves vs. component reserves, so unless further clarification is provided, it is presumed at this time that pooled funding is still an available method.

Reserve Components Included in the Statue

For those condominium-type associations to which these new laws apply, Florida Statute 718.111(2)(g)1(A-J) sets forth the following required components:



- Roof
- Load-bearing walls or other primary structural members
- Floor
- Foundation
- Fireproofing and fire protection systems
- Plumbing
- Electrical systems
- Waterproofing and exterior painting
- Window
- Any other item that has a deferred maintenance expense or replacement cost that exceeds \$10,000 and the failure to replace or maintain such item negatively affects any items above, as determined by the licensed engineer or architect performing the visual inspection portion of the SIRS

There are many provisions included in the new legislation and although some are enumerated here, association boards and managers of

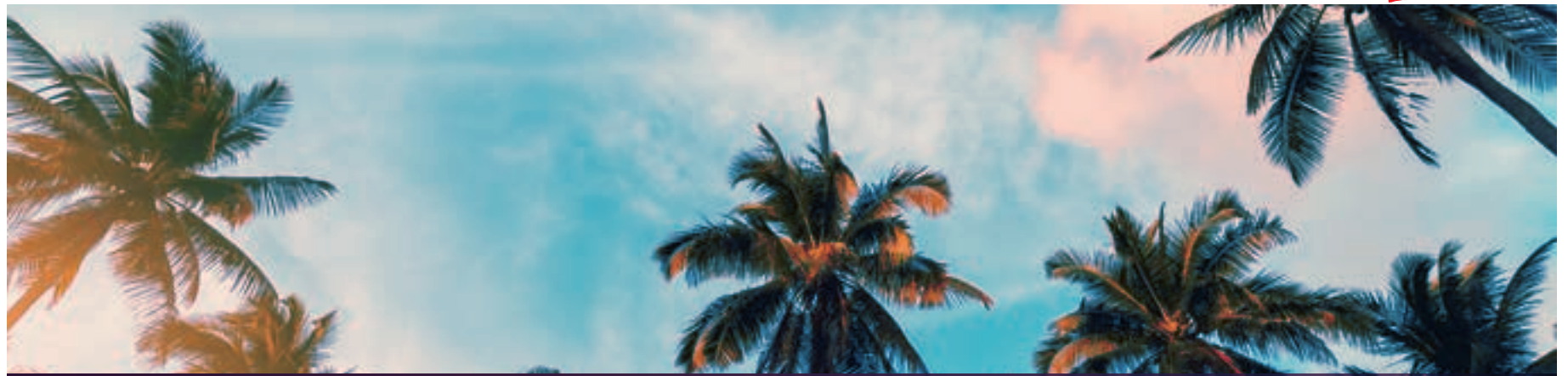
condominium-type timeshare associations should read the new law to ensure they understand all the provisions that apply to them to ensure compliance. As of the writing of this article, but subject to change, it is generally thought that these legislative changes do not apply to timeshare associations that are not organized as condominiums (UDIs, etc.).

Boards and management should start planning for the implementation of these provisions sooner rather than later. The sentiment of the legislation implied that association board members (and management) will be accountable to the members for the structural integrity of the buildings going forward. Many

associations waive reserve funding annually and have been doing so for years. When that is no longer an option, the financial impact could be extreme. It is imperative to maintain a watchful eye on the requirements as this new law is digested and possibly amended as well as to begin assessing what the financial impact will be on the association.

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4 Ways to Become a Candidate's Top-Choice Employer

by Frank Mengert

Getting a hold of the best talent is a tough, involved process, with tight negotiations. If you're an HR executive or hiring manager who made several rounds in the boardroom, you know that there is a war for talent. Securing the best talent is a competitive advantage, and the competition is tough.

Being a top-choice employer allows your company to hire top-tier talent in your industry, and more importantly, retain them. That status is a massive boost to

company image and productivity.

A proactive approach to hiring people is a good starting point to get ahead of the competition, especially if you have budget and time constraints. Here are some tips to make your company a top-tier employer that attracts great talent.

1. Negotiate Bilaterally

For decades, employers would

have the upper hand in choosing employees. There were fewer job options, so employers often had a large pool of candidates to choose from.

Today, the power has shifted. Many jobseekers have multiple options and competing job offers. The idea of a desirable job is also different today, as people look for work-life balance, flexible working hours, benefits, and other perks in choosing their preferred employer.

Naturally, the hiring process has also become a two-way street, and you have to offer potential candidates a competitive proposition. The sooner your organization realizes this change, the easier it is to negotiate in a way that satisfies both employer and the new employee.

2. Demonstrate Your Core Values

Core values are constantly emphasized by companies. They put elaborate lists on their



website, marketing collateral, and props on-premises. As an employer, you must demonstrate your core values, with “demonstrate” being a keyword.

As the saying goes, “Actions speak louder than words.” And core values define the culture around which your company operates.

It’s important for a candidate to fit in with the values set by your company. A good practice is to engage in a conversation with a candidate about their own core values and your own to see if they’re a good cultural fit.

By demonstrating your company culture, you also strengthen your hiring (and firing) terms. You set an early benchmark for employee progression.

If there is a misalignment between your stated values and visible actions, people will avoid your company. This inconsistency will also make it difficult to find someone who may be a good cultural fit. Remember, consistency between words and actions keeps your end of the street open for those willing to navigate it.

Identifying your company’s unique culture and what makes

it stand out from the competition is the first step to becoming a top-choice employer. You can begin by asking employees what makes your company special and how they feel about the leadership, systems, and processes. This will help you identify what’s working and what you can improve to become a more desirable workplace.

3 Offer Growth Opportunities and Give Employees a Voice

No one joins a company to stagnate. Many employees expect their employers to expand their roles meaningfully and nurture their careers. And if they don’t get those opportunities, they will leave their current employer to find a chance for learning and growth.

There are myriad benefits for your company for fostering employee growth. You will have a motivated individual working in your team who’s committed not only to their own role, but to the larger company objectives.

Your employee will also have opportunities to learn from their experiences, which improves the quality and efficiency of the work they do in their role.

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You should create growth opportunities from within your company. This means focusing on growing talent from your current employee pool. The search for new talent is then less about external hiring as it is about how well you've invested in your own people.

It is equally important to give a voice to company employees. Many organizations suffer from a problematic culture in which junior employees fail to share their concerns about a project. In these cases, they are afraid of being ridiculed or even punished by leadership.

A culture like this stifles proactivity and innovation, not to mention that it can severely restrict the company's ability to avoid a crisis or adapt to change. Allowing employees at every level to share their concerns and opinions will also open everyone up to new ideas for problem-solving. By understanding that their input is valued, new employees will feel empowered and will be inclined to stay where they are recognized and appreciated.

It is a win-win situation for everyone.

To facilitate this process, create a safe space for employees to speak up and share their perspectives. Use feedback from new hires to learn from any mistakes and improve your

onboarding processes and company culture.

4 Offer Attractive Benefits Packages (And Educate Employees on Them)

We've already mentioned that negotiating with a potential employee is a two-way street. A big part of this interaction is the compensation and benefits package. This process is the most obvious example of the "give-or-take" nature of the hiring and retention process.

Today, people are looking for more than just a paycheck. They want different benefits to supplement their earnings and protect their health and wealth in the future.

Rather than seeing benefits packages as overhead expenses, HR managers should consider them as strategic expenses for employee well-being. Taking care of your employees will ultimately pay big dividends in the form of a healthy and productive team. Some of the most desirable benefits include:

- Healthcare expenses and insurance
- Paid leave (including maternity and paternity leave)
- Travel allowances and facilities
- Tuition reimbursement and

- continuing education
- Remote or flexible work schedules

The basic benefits package includes several of these benefits, but some companies today offer more perks like gym memberships, discount coupons for retailers, or subscriptions to apps for stress management to improve work-life balance. These perks should always be treated as secondary perks, not the whole of your benefits package.

Along with providing benefits, you will need to educate employees on all the benefits to ensure they make sound decisions for their future. For example, jobseekers just entering the workforce may not know how to choose a healthcare plan. Putting time and effort into educating them shows that you care about their well-being and want them to succeed.

Through open and transparent communication about benefits, you can improve trust between you and your employees and ensure they're getting the most out of their plan.

By fostering a culture of employee value, you can attract and retain the best talent. For example, Silicon Valley companies have become famous for lavish employee perks like free gourmet lunches and rock climbing walls, which are given along with healthcare, 401(k),

and paid time off. These perks reduce employee stress and improve overall profitability.

Attract and Retain the Top Talent

Most progressive companies are good at hiring and retaining talent. But they will always face increasing competition from companies that understand the motivations that drive people to choose an employer.

By understanding the 4 core actions we have outlined in this article, you can give a competitive and intriguing offer to prospective employees, while also retaining your top performers. If your employees are satisfied and stick around, word eventually gets out, and your company could become a talent magnet.

Frank Mengert continues to find success by spotting opportunities where others see nothing. As the founder and CEO of ebm, a leading provider of employee benefits solutions. Frank has built the business by bridging the gap between insurance and technology driven solutions for brokers, consultants, carriers, and employers nationwide.





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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
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.

LEGACY TIMESHARE SOLUTIONS



Lemonjuice Capital Solutions

7512 Dr Phillips Blvd, Suite 50-345
Orlando, FL, 32819

tel: 863.602.8804
Website: 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.



TruPoints Club

2777 N Poinciana Blvd Kissimmee, FL 34746
tel: 610.881.4165

Website: 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



Vacatia Partner Services

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

LENDING INSTITUTIONS



Colebrook Financial Company, LLC

100 Riverview Center, STE 203
Middletown, Connecticut, 06457
tel: 860.344.9396

Website: 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
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
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.

MEMBERS DIRECTORY

MANAGEMENT & OPERATIONS



Capital Vacations

9654 N Kings Hwy, Ste 101
Myrtle Beach, SC, 29572
tel: 843.449.6500

Website: capitalvacations.com

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 US and the Caribbean, Capital Vacations is committed to delivering memorable vacation experiences to owners and guests.



Getaways Resort Management

999 Fredensborg Canyon Rd
Solvang, California, 93463
tel: 844.438.2997

Website: 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

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.

MANAGEMENT & OPERATIONS



Lemonjuice Capital Solutions

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

Website: 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.



Vacatia Partner Services

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



VRI, a Capital Vacations Company

25510 Commercentre Drive, #100
Lake Forest, California, 92630
tel: 844-777-2582

Website: www.vriresorts.com

Specialty: VRI, a Capital Vacations Company 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

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

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

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

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 for more information.

PREMIUMS



TravNow

150 Governors Square
Peachtree City, Georgia, 30269
tel: 770.486.1181

Website: www.rsvacations.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!

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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 & TravCoding.com & TravNow

PUBLIC RELATIONS



GBG & Associates

121 Lakeshore Dr
Rancho Mirage, California, 92270
tel: 760.803.4522

Website: 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
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 & DESIGN



Hospitality Resources & Design, Inc.
919 Outer Rd, Ste A
Orlando, Florida, 32814
tel: 407.855.0350
Website: 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
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
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
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
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



SHARI LEVITIN
ShariLevitin.com

Levitin Group
P.O. Box 683605, Park City, UT, 84068
tel: 435.649.0003
Website: 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/
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
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
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.



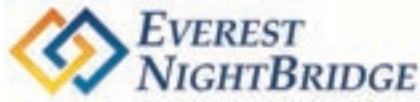
SS&C TimeShareWare
855 W 300 N
Kaysville, Utah, 84037
tel: (801) 444-3113
Website: www.ssctech.com/solutions/products-a-to-z/timeshareware
Specialty: For close to 30 years, SS&C's TimeShareWare (TSW) continues to deliver the leading technology platform in the industry with excellent customer service 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
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
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
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
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
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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
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
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
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.

// **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

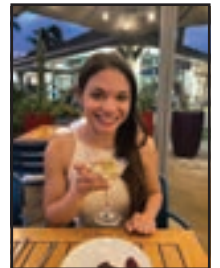
ASK how you can get **RESULTS** quickly using our **CLASSIFIEDS.**

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Meet January's Survivor



I was recently diagnosed with DCIS in the beginning of September. I found a lump in my right breast on July, 4 days after my 7 year wedding anniversary. My husband and I were actively trying to conceive and had planned a trip to Hawaii over Labor Day weekend specifically to start our pregnancy journey. Leading up to the trip, I had been going to the OBGYN for testing, including biopsies, ultrasounds, and mammograms. I am only 32 so I am considered young, and under the age to get regular mammograms. When my husband and I's flight landed in Hawaii on 9/1, I turned on my phone and got a notification from my doctor that my pathology report came back, and I had breast cancer. I have been in countless doctors appointments since coming back from my trip. I will be having a double mastectomy on 10/31. My life is upside down for many reasons, with one of the biggest being that I had been planning on being pregnant right now. Instead I have Breast Cancer and I am losing my breasts on 10/31 for the rest of my life. How does this happen to anyone at 31 years old who has led a healthy life. My doctors have told me that this will be something I will think about everyday, as long as I live. My doctors have also said I'm lucky because I caught it early enough to have hope but you never know and sometimes I feel hopeless. My journey has been stressful but I look forward to 10/31 and taking the next step to recovery. Having a trip like this to look forward to would be wonderful as I was already burnt out before Hawaii and have been experiencing intense stress ever since.



Sponsor:
Grand Pacific Resorts

Send Me on Vacation's mission is "To Provide a much needed vacation to under served women with breast cancer who need a place to rejuvenate and heal their body, mind and spirit." The adverse effects of fighting cancer can leave women, their families and friends in shambles. We believe that an essential first step in surviving the effects of breast cancer is to provide survivors with a healing vacation to "take a break" from the fight. If interested in becoming a recipient, donor or sponsor please contact us at backuscathy@gmail.com www.sendmeonvacation.org

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Resort Trades – the timeshare industry’s only true news journal – provides relevant, timely news to assist resort developers, operators and management staff stay current and make better business decisions. The super tabloid print version is distributed twelve times annually to every resort in the U.S. and is supported by an interactive online news resource, ResortTrades.com. A digital version, plus a newsletter “Resort Nation”, is emailed monthly to a subscriber-base of approximately 25,000 viewers including senior-level executives at development, management and timeshare-related travel companies. ResortTrades.com is typically rated in the top third of the first page by the major search engines when searching on timeshare industry related topics. Copyright© 2022 by Wilson Publications, LLC. All rights reserved. No part of this periodical may be reproduced without the written consent of Resort Trades. Resort Trades does not accept unsolicited freelance manuscripts, nor does it assume responsibility for their return. **Resort Trades is published monthly, twelve times a year by Wilson Publications LLC, PO Box 1364, Crossville, TN 38557. PRINTED IN USA**

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29-31 August, Quebec City, Canada

TPI, A Capital Vacations Company

If your world has one of these.



**BEST OF
AQUATICS
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You need one of these.

Use the industry standard. For 20 years, Hammer-Head pool cleaners have been the #1 choice of waterpark, club, resort, military, and facility managers from Key West to Okinawa.

Perfectly suited for quick and easy spot cleaning or major storm cleanup, our manual vacuums are also ideal for lazy rivers. There are no valves to set, no pumps to prime, and no dangerous power cords. Start cleaning instantly and put an end to the usual runaround.

Hammer-Head cleaning units are completely self contained and portable, so you can vacuum even when electrical and water service are unavailable.



THE RESORT-30™

The powerful 12 volt Hammer-Head pool cleaning machine will reduce your cleaning session by 50% or more. Sand, leaves, sticks, and even coins are quickly pulled into our high-capacity reusable debris bag, saving you time and effort, and saving the pool's filtration system from unnecessary strain.

Big jobs or small, the Hammer-Head can handle it all — faster!

Ask your pool equipment supplier about Hammer-Head Resort-30 cleaners or visit us at hammerheadvac.com to find the dealer that's best for you.



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**Rental
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You asked
for additional services,
WE DELIVERED.



**International
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with BIG results:



**Collection
& Recovery**

- ✓ In 2021, over **10,000** Association-Owned intervals sold
- ✓ Generated **\$22M** in 2022 Maintenance Fee Revenue
- ✓ Increased Collection Rates by as much as **31%**
- ✓ Exceeded Sales & Marketing program commitments by **12%** or more
- ✓ Deliver **market-leading rental revenue** through the Rental Guarantee program

Can your **Resort Management** Partner solve today's HOA problems?

Contact Capital Vacations today to learn how associations we manage benefit from our one-of-a-kind, industry-leading programs developed specifically to help independent associations achieve long-term financial health.

CapitalVacations.com



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