

Resort Trades

Timeshare Resort & Hospitality Professionals



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How will AI Impact the Resort Industry

by Sharon Scott Wilson, RRP

Artificial Intelligence (AI) AI is rapidly transforming the way we do business and the vacation ownership or timeshare resort industry is no exception. In the next 3-5 years, AI has the potential to revolutionize the way vacation ownership and timeshare resorts operate. From marketing and sales departments to housekeeping and management, AI is helping businesses increase efficiency, reduce costs, and enhance customer experience.

For example, AI can help marketing teams by automatically identifying new opportunities for targeting guests who are likely to be interested in their offerings. AI-powered bots can also be used to automate customer engagement, such as introducing potential customers to beneficial packages or offering existing customers discounts on future vacations.

How are resort marketing departments able to utilize AI?

AI technology has revolutionized timeshare marketing, allowing timeshare marketers to tap into a huge potential market of vacation ownership seekers. By leveraging AI-powered lead

generation tools, timeshare marketers can identify timeshare prospects who are most likely to consider timeshare offers, increasing the chances of making successful sales.

With AI, timeshare marketers can quickly and accurately process large volumes of data from multiple sources and generate meaningful insights about prospective customers. This allows timeshare marketers to customize their marketing messages according to each customer's needs, wants, and preferences — delivering more relevant content that stands a higher chance of turning leads into sales.

At the same time, AI helps timeshare marketers save time and money by automating the integration of data gleaned through Google, Global Distribution Systems (GDS), and other sources with your own software system. In addition to demographics, travel history, income, and other personal data, AI can research a prospective client's social media activity, entertainment activity, political preferences...you name it.

What's the catch?

The trick for marketers is to create accurate marketing funnels that properly reflect their best targets and then to determine how to reach them with a convincing message. Because it is a rapidly developing technology, AI is a moving target...there's an enormous and ever-evolving learning curve.

There are all kinds of intelligent apps and tools being created to help craft advertising, social media, and blog posts that will grab a prospect's attention, stimulate interest, enhance desire, and promote action. In fact, the number of tools becoming available can drive even the most savvy marketer, well, nuts. There are almost too many out there and most of them are still in beta stage.

Are there experts in the field who can coach marketers on using these tools?

Yes, timeshare marketers can certainly benefit from expert coaching to help integrate their prospect information with marketing tools. A timeshare marketing coach can help

timeshare professionals develop a comprehensive strategy for finding and connecting with timeshare prospects using the most advanced AI-based lead generation technology available.

A timeshare marketing coach will have an in-depth understanding of timeshare vacation ownership and the latest AI technologies being used by timeshare marketers to identify potential buyers. They will be able to guide timeshare professionals through the complexities of integrating customer data with AI-driven platforms that are tailored to timeshares and vacation ownership services.

The coach can also provide support in developing intelligent marketing funnels, automated segmentation strategies, personalized messages and offers, and creation of high-performing advertisements that drive engagement and conversions. Additionally, they'll be able to help timeshare marketers understand how particular demographics respond to different channels, how best to target specific segments, and how AI tools can improve customer acquisition efforts.

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Head of Resort Experience
Scottsdale Camelback Resort
Scottsdale, AZ



Left to right: Lori Entwistle, GM Julie Witt, and AGM Erin Press

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Modern timeshare marketing coaches also know the importance of data privacy protection as it relates to consumer information collection. They'll be familiar with current GDPR (General Data Protection Regulation) guidelines which protect consumer data stored in databases used by timeshare marketers. Moreover, they'll work closely with timeshares owners to ensure all consumer data is collected lawfully and processed securely according to privacy policies set forth by the company or resort.

How easily will AI fit into my old-style sales department?

Truthfully, it won't be easy to incorporate new methodology into many entrenched departments. But, the idea is to gradually introduce changes. The sales department will benefit from AI-driven technologies that enable them to more accurately determine which prospects are a good fit for their product offerings. In fact, many sales teams are already doing this,

ruthlessly weaning out those who can't or won't purchase. Here, again, this information is invaluable when it comes to personalizing customer service experiences and helping sales representatives close deals faster. You know the saying: "Here...get your diamond-studded pendant and get lost. Oh, and enjoy your stay!"

Resorts are already implementing AI

Most resorts are using Artificial Intelligence in various ways. But in the future, housekeeping departments will be relying on robotic systems equipped with artificial intelligence to learn how rooms should be cleaned after each guest visit and then carry out tasks accordingly, reducing staff time spent unnecessarily. This results in cost savings while still providing high quality services for customers. Additionally, these AI-enabled robots are able to detect issues that may arise during cleaning like clogged toilets or torn bed sheets which further enhances

service levels for guests.

Finally, managers at vacation ownership resorts have access to an assortment of software tools powered by advanced analytics that provide insights into operations performance across all departments. These insights enable managers to make more informed decisions on how best to maximize guest experience while reducing operational costs at the same time.

'The future is now'; a cliché that's evergreen

AI has already shown its potential in revolutionizing many industries but the effects of its implementation within the vacation ownership sector may be even more pronounced, due to how vital higher levels of customer service are in our industry. By leveraging modern technologies like machine learning or deep learning algorithms, organizations within this sector are now able to gain valuable insights into their target

markets which enable them craft better marketing campaigns; create personalized experiences that result in increased loyalty; automate menial tasks like cleaning equipment; and much more--all while saving money in the process.

Here's another cliché for us – 'the best is yet to come!'

It's clear that AI has a tremendous amount of potential when it comes to changing how businesses within the vacation ownership sector operate and over the next 3-5 years—the impact it will have on this industry will be significant indeed!

Sharon Scott Wilson, RRP, is publisher of Resort Trades, Resort Trades Weekly, Online Members Directory and produces frequent webinars and online events. Subscribe to Resort Trades Weekly, <https://resorttrades.com/emagazine/> and to our channel "Resort Trades" on YouTube.

Have Any Writers On Staff? AI Can Make Them Superhuman!

We're all understaffed these days. (Take a look at Marge Lennon's interview of Nigel Lobo in Resort Trades' November 2022 edition.) If you or your staff are short on time, long on responsibilities, using a few artificial intelligence (AI) tools might help. With them, you can get a jump start on everything from writing an email, posting a social media comments, or writing a promotional advertisement; to composing a song!

Take a look:

jasper.ai -- "Jasper is the AI Content Generator that helps you and your team break through creative blocks to create amazing, original content 10X faster."

tome.ai -- "Generative storytelling has arrived. Unlock your best work with Tome's AI-powered storytelling format."

chat.openai.com -- "ChatGPT is fine-tuned from GPT-3.5, a language model trained to produce text."

quillbot.com -- "QuillBot's AI-powered paraphrasing tool will enhance your writing."

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Our Fairshare team loves timesharing. We have spent most of our lives in the resort business, and we all have 'grounds-up' experience. One of our favorite missions is assisting HOA's, Management Companies and helping Legacy Resorts.




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2 Tests to Determine your Social Media Culture: Is it PROACTIVE or REACTIVE?

by Don Eastvold

As the effects of Social Media continue to grow in the Travel Industry, every Club should take a step back and evaluate their current Social Media presence and the direction they are taking toward the future. Currently, 55 percent of the Travel Population utilizes Social Media to determine their vacation and travel plans. Next year it will grow to 60 percent to 70 percent, and the years after.....?

Here are two tests to determine the Social Media Culture of your Club. Are you "Reacting" to the ever-growing negative posts about your Hotel and Club on Social Media or are you "Proactively" utilizing your Club's positive Internet presence for marketing, sales, and future promotions.

The following two tests are simple, but the results may be painful.

TEST #1:

Does your Club have a Proactive or Reactive Social Media Culture?

If the answers to the following three questions are "Yes," congratulations, your Club has a

Proactive Social Media Culture. If the responses are "No," your Club has a Reactive Social Media Culture and is doomed to die a slow death.

Question #1:

Does your Marketing Team urge prospective clients to Google the Club when convincing them to attend the sales presentation?

Question #2:

Does the Sales Team urge prospective members to Google the Club when convincing them to purchase a membership?

Question #3:

Does your Member Services Team advise new members to Google the Club when convincing them not to cancel?

I'm assuming that most of you have answered a painful "No. No. No." Moreover, most of you probably have a "Reactive Plan" for cases when they do Google the Club before, during and after the Club Presentation. Unfortunately, your "Reactive Plan" is less effective each year as the negative comments continue to grow.

Damn that Social Media Team! They don't know what they're doing.

Many Clubs believe that contracting a Social Media team, and a Reputation Management company will resolve the ever-growing negative postings on the Internet. This is analogous to putting a band-aid on a gunshot wound. The company is "Reacting" to the injury but failing to "Proactively" cure it and better yet, prevent it. The result is the Club will slowly bleed to death by Social Media.

It isn't the failure of the Social Media Team. It is the overwhelming results of the old-fashioned "Timesharistic" methods used by marketing, sales, and operations. Take a meaningful step back and listen to your clients and members and read the history of complaints that are posted on the Internet or provided in your Club and Hotel surveys. What do they tell you? The common responses are:

Abusive and overly aggressive marketing. Rude, offensive, and false promises made by sales. Lack of response for service and rejected when I wanted to cancel.

It doesn't take a genius to understand that such methods no longer work in this new Social Media environment.

TEST #2:

Can you imagine having a Proactive Social Media Culture?

Now ask yourself the following questions and imagine your Club has a Proactive Social Media Culture.

Question #1:

How many additional couples would I book for the Club Sales Presentation if all the members



were happy and there were no negative comments on the Internet?

Question #2:

How many more sales would I make if all the members were happy and there were no negative comments on the Internet?

Question #3:

How many cancellation requests would I save if all the members were happy and there were no negative comments on the Internet?

The results of having a Proactive Social Media Culture are beyond imagination. Yet, it is not impossible to implement if the Corporate Executive Committee and Owners commit to focusing on service first and their bottom line a distant second. The current policy of “meet your forecasted budget at all costs” must be replaced with “no complaint will be tolerated.”

Many will say this is not possible. I've been in this business for over 45 years, have opened hundreds of salesrooms and marketing operations, and have been director of countless club personnel. The one thing I know from my experience is we have the innate ability to conform to the business environment given. When advised by one of the Resort Owners, “I will not tolerate one complaint!”; I created the Personal Concierge Program. Not only did the service scores of the hotel operator increase to near perfection, but our marketing penetration doubled. Yes, many of the OPC style representatives quit, but a team of service-oriented marketers filled the vacuum.

This same business philosophy was carried over to every aspect of the Club environment. Salespeople were penalized for complaints and charged the compensation gift given to the

customer. Clients requesting to cancel were readily given their money back if the closer and VLO “together” failed to make the new member happy. Bonuses were equally given for letters of praise as they were for production. Any complaints resulted in no bonuses and many times, dismissal. The Service Culture of the Club translated into profits that amazed both the owner and the hotel operator.

So, to answer your fear, “Is a Proactive Social Media Culture Possible”? The answer is a resounding, YES. But it must start at the very top, fully supported with resolute implementation to every department. If your management and top producers threaten to leave, so be it. They are probably the cause of most of the Social Media complaints. Anyone resisting such change is looking out for their own “short-term” interests rather than the “long-term” good of the Club and Hotel.

With over 45 years in the Club Industry, Don Eastvold has opened up multiple clubs and hundreds of sales and marketing centers throughout the USA and Mexico. The spectrum of his services includes every aspect of a successful Hotel / Club organization that assures a strong foundation for long-term growth. This includes the invasive impact of Social Media and how to make it an asset rather than a liability.



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Tips Resorts Can Use Immediately

Hiring a Design Team to Lead your Build - Recognizing Excellence

by Margit Whitlock

Your next new construction or renovation project demands a stellar team with the leadership skills and experience to guide you through a multi-phase, multi-discipline process. Choosing the right architect and interior designer will save you time and money, as well as frustration. Here is how to find the design team you can trust to get you to the finish line.

Before you Search

Before setting out on the hunt for a professional design team, define your vision and goals for the project including your budget and schedule. Consider phasing the project over time if you are relying on reserves or an assessment for funding. Be sure to be clear on what is necessary and what is on the wish list so you know what can be trimmed or pushed out another year if your budget is limited. Clear direction is essential to a successful project and arming yourself with this and key information will set you on the right path. Document what the desired "Scope of Work" is as this is the basis of the architect's fee proposal.

Consult ownership, sales, and staff on the broader goals of your project to make sure you are on the right track. Know the particulars of your organization's brand. Refresh yourself on guidelines from your branding and marketing team to be sure everything aligns from the beginning.

Gather existing construction documents and plans, no matter how old. You may be able to retrieve the permitted plans from the City Maps and Records department. Having this information on hand will help the architect assess the project and save time on re-creating As-Built drawings.

The Role of the Architect

If you fall short of gathering any of the information listed above, fear not, the architect can guide you in defining the "Scope of Work" for your project. Architects often serve as a team lead, in tandem with the client and general contractor. Their role is to design the building ensuring it meets your needs for function and aesthetic, while also meeting building codes for safety and accessibility. As they design, they must consider

financial impacts, current and future needs, material sourcing, and all building systems. Commercial architectural services can begin before the design process (Pre-Design) and extend after the building is designed (Post Construction). They can assist in master planning, site selection, building the professional design team, and overseeing construction. Some architects also offer Interior Design Services and well a consultant coordination for Structural, Mechanical, Plumbing and Electrical engineering. Regardless of if you know the exact services you need, an architect can help you get to the answer. Look here for sample forms, roles and duties, service agreement <https://aiacontracts.com/>

Make a Short-List

Now that you know what you are looking for, compose a list of architects that might be right for your type of project and scope of work. Start by finding out who your company has worked with in the past. Talk to your network and other industry members about their experiences and if they have any recommendations. Find similar projects to your

own and sleuth out who worked on the architectural team. You can contact your local AIA office (American Institute of Architects) for qualified architects in the area or consult the web for more leads on commercial architects.

Work the List

Narrow that list with a look at their credentials. Make sure they are fully insured and licensed to practice in the state of your project location. Check out their portfolio of work to be sure they have experience doing the type of work and services you need. A company website is a good place to start, but a phone call or email request for relevant experience can yield better results. After the screening phase, schedule some interviews.

Ask the Questions

How much do their architectural services cost?

Commercial architectural firms have different ways of charging for projects. Your goal is to get a clear understanding of their fee structure and phases of work. Along with up front project costs, ask about fees you may incur during the project if changes

need to be made and how they will be handled.

This is a great time to test out your budget numbers. The architect should be able to let you know if your budget expectations are realistic and let you know what you can and cannot afford.

How long will the design and construction process take?

Ask the Architect to walk you through the workflow of a typical project like yours. They should define for you different stages and benchmarks for each. Look for the type of involvement they expect from you during different parts of the project and what types of issues might affect the timeline. Schedules are always being updated. Allow ample time for Owner review, changes, bidding, permitting and then construction. Factor in the FFE procurement phase as well with long lead times.

What issues to foresee?

This is a valuable question for you. Not only does the answer help you adjust your expectations and better prepare, but it will also give you a sense of the architect's aptitude. Great commercial architects have knowledge about the current state of the industry and possible pitfalls – and they also have solutions and strategies to overcome them.

What is their management and communication style?

Ensure this answer jives with you and take clues from your experience interviewing them. How hands-on would you like them to be with you and other team members? How much updating and information do you want about the project. Along with interpersonal and status

communication – inquire about how they will communicate their designs. Will they complete a model or renderings? Will they do formal presentations and hold ongoing dialogue weekly? Monthly? Find out who will be your main point of contact during the project – it might be another member of the team. If so, how will everyone stay in the loop?

Seal the Deal

Before you make your final selection, follow up on references. Past clients and team members, such as engineering and construction firms will confirm their claims and give you a better picture of what working with them will be like. Be sure to base your decision on more than the dollar amount. Excellent design takes time, costs money, and a good working Owner/ Architect relationship. One last important item, have a good contract for the "Scope of Work" with clear delineation of the fees, exclusions and additional services. Sample contracts can be found here <https://www.aia.org/resources/6150803-list-of-all-current-aia-contract-documents>

Margit E. 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. You can reach Margit here: Margit@4designs.com / www.4designs.com

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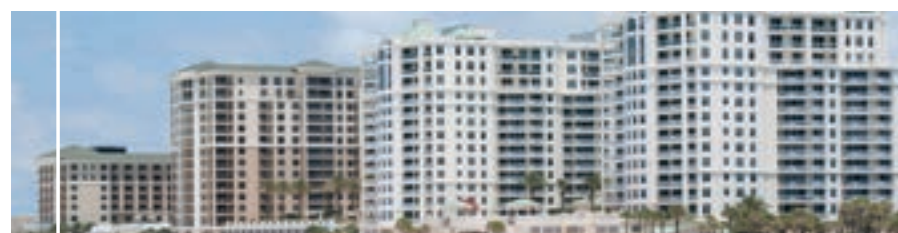


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Are You a Great Manager?

Rate yourself on these 10 indicators

by Phillip M. Perry

Abstract: Skilled managers motivate workers and create more profits. Becoming an effective manager, though, is more a process than a destination. By taking this article's 10-point quiz, readers can create their own self-improvement programs to increase productivity and effectiveness.

Great management skills are more important than ever in today's tight labor market. Businesses large and small need to take steps to retain top-performing people and attract new ones. Dealing effectively with employees can do just that.

Management mastery, however, is not a one-and-done affair. Effective leaders continuously assess their workplace performance and seek ways to improve.

How good are you as a manager? In this article, business experts specify ten indicators of effective leadership. Read what they have to say, then assess your own managerial skills by taking the accompanying quiz.

1 Do you listen well?

Effective listening is a core competency that underlies other management skills. "When speaking with employees, managers need to hear both the words and the music," said Johanna Rothman, founder of Rothman Consulting Group, Arlington, Mass. (jrothman.com). "That means understanding not just what the person is saying, but also the subtext."

Rothman gives an example. "Suppose a manager asks Jane, 'Is everyone on your team working well together?' and she responds with a lackluster 'It's okay.' That, to me, is a big red flag and an early warning signal of bigger problems."

On the surface, noted Rothman, the word "okay" is positive. The subtext, though, is that Jane's team has dysfunctional elements that need to be addressed. Doing so will require follow-up questions that encourage Jane to speak out. A simple "Tell me more about the situation" may do the trick.

2 Do you communicate company priorities clearly?

Shared goals energize a business. "Everyone's priority should be the same as the company's top executive," said Lois P. Frankel, President of Corporate Coaching International, Pasadena, California (drloisfrankel.com). "When you talk about your company's big picture, where it's going and how the employees can help it get there, that's real leadership."

Inspired by the knowledge of the company's motivating mission, employees will develop their own creative techniques for boosting performance. "People will not be managed. They will only be led," said Frankel. "Too often managers communicate how to do what needs to get done instead of letting people do it the way they want."

Good managers also create milestones to monitor progress, added Frankel. They also check in regularly with staff members to share feedback. "Everyone needs to feel that their unique skills are being used and further developed in a way that

contributes to the priorities of the organization."

3 Do you delegate effectively?

Delegation is not just about saving a manager's time and fostering operational efficiency. It's also about preparing employees for promotion.

"Step-up assignments are great tools for grooming people into higher levels of responsibility," said William J. Rothwell, Professor of Workforce Education and Development at Pennsylvania State University. "And a great way to use them is to systematically delegate a manager's duties." This technique is of particular value for workers who have expressed a desire to get ahead. Rothwell suggests telling such people that the process of delegation is intended to help them step up to more responsible positions.

Set reachable goals by delegating one or two items from the manager's job description every year. "Proceeding slowly will allow time to coach the worker on effective techniques for mastering each duty," said Rothwell.

4 Do you challenge employees to set reasonable performance goals?

Employees are motivated to perform well when they have taken ownership of their future. Managers must ensure that workers buy into any mandated performance parameters. That process begins with a clearly drawn road map.

"If we set expectations that are not clearly understood, manager and employee will operate on different wavelengths," said Randy Goruk, president of The Randall Wade Group, Scottsdale, AZ (leadersedge360.com). "The manager expects X and the employee thinks, 'I'm going to do Y.' Next thing you know you've got somebody not meeting expectations."

Seek assurances that the employee really understands what's expected of them,

advised Goruk. One way to do that is to invite the individual to restate the expectations you have delineated. It's better to discover any disconnect now than six months down the road.

5 Do you inspire your employees?

Inspired employees work with greater enthusiasm and invent creative solutions to workplace problems. But how do you inspire someone? The task seems formidable and abstract.

The secret is to look at the big picture. "The way to inspire people is to explain how the business service or product benefits employees, customers, and society," said Rothman. "That will charge workers with the enthusiasm required to perform at peak levels of excellence."

Becoming an inspiring leader requires making a special effort to relate the goals of employee

and company, Rothman added. And that means moving beyond the management techniques one has employed in the past. "If you cannot get rid of what you previously used to do, if you cannot move beyond your prior expertise, you will not be an inspiring leader."

6 Do you encourage your employees to contribute ideas?

The best ideas come from people on the front lines. Top managers encourage employees to develop and communicate new and productive operational techniques based on their experience.

"You need to tap into the collective wisdom of the team," said Frankel. "Creating an environment where ideas are appreciated, recognized, and rewarded will spark ideas that help the business achieve its priorities."

Encouraging worker contributions means going beyond the company suggestion box. "Reinforce at every team meeting that there are no bad ideas," said Frankel. "People will speak up only if they understand that they will not be punished for doing so, and that the company wants everybody's ideas on the table."

When the business comes up with a new goal, said Frankel, throw it out to the employee pool and invite input. "Many managers are afraid to ask for suggestions because they fear they will receive unworkable ideas." The fact is that employee groups tend to be self-correcting, and will reject ideas that are impractical.

7 Do you take a personal interest in your employees?

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Test Your Management Skills

How well do you manage people? **Score yourself on each of these 10 skills.** Obtain guidance from the corresponding sections of the article that accompanies this quiz. Total your score and check your rating at the bottom of the sidebar.

**Never: 0 Seldom: 4
Often: 8 Regularly: 10**

1. "I listen well."
2. "I communicate company priorities clearly."
3. "I delegate effectively."
4. "I challenge employees to set reasonable performance goals."
5. "I inspire my employees."
6. "I encourage employees to contribute ideas."
7. "I take a personal interest in my employees."
8. "I coach employees to rebound from performance shortfalls."
9. "I resolve conflicts in a productive way."
10. "I behave in a professional manner."

What's your score?

80 or more: Congratulations. You have gone a long way toward mastering the essential skills of management.

Between 60 and 80: It's time to fine tune your managerial practices.

Below 60: Your business is at risk. Take action on the suggestions in the accompanying story.

them on a personal basis.

"Any good manager communicates a genuine interest in the well-being of workers," said Rothwell. "Doing so doesn't require a face to face structured conversation. It can be a hallway interaction of a minute or less. It can be a brief talk in the break room, the cafeteria, the parking lot, or even online through direct messages."

Employees who trust their managers will not only work with greater commitment, but will also share information they might otherwise keep secret from fear that it could damage their status in the company. Suppose a valued worker is planning to leave for employment elsewhere. If they feel secure enough to share such information, the manager can take steps to improve the work position in a way that will keep the person from jumping ship.

8 Do you help employees rebound from performance shortfalls?

Effective managers take the initiative quickly when employees fall short in their duties. "If someone is performing poorly, don't surprise them at review time," said Goruk. "Have an early two-way conversation."

Goruk suggests leading off with an open ended question such as "How do you feel you're doing?" That provides an opening for the individual to express anything bothering them about their work experience. The manager can then follow up with a statement such as "You know what? I've noticed the same thing."

The manager should provide specific examples of where the person has fallen short, including dates, times, and numbers where possible. "Ask what you can do to help them get back on track," said Goruk. "Develop a

game plan: What steps can they take to resolve the problem? And when will you have a follow-up meeting to assess progress?"

9 Do you resolve conflicts in a productive way?

Organizational change often leads to workplace conflict. Dealing effectively with flare-ups is part of the leadership challenge.

While most managers would rather avoid the negative emotions that accompany workplace interventions, company profitability requires the maintenance of a smoothly running work environment. "Effective managers need to realize that the ability to address conflict is a core competency that they must develop," said Pete Tosh, Founder of The Focus Group, Macon, Georgia (thefocusgroup.biz).

Effective managers learn the skills required to help employees deal with disagreements. That means directing the involved parties to reach realistic resolutions, casting light on perspectives and ideas that can improve business performance.

"Focus on solutions, not the problem," advised Tosh. "Concentrate on commonalities, the future, and negotiation, rather than on differences, the past, and emotion. Emphasize process, not content."

10 Do you behave in a professional manner?

Titles empower obedience; behavior earns respect. "A leader's actions are far more important than their words," said Tosh. "People listen to talk, then watch the walk."

A manager's words and actions must be consistent in order for them to be believed. And they must also conform to the company policies and practices

that have been championed by top leaders. Any deviation from them can create distrust.

"When we lead by example, our actions need to be consistent with our words," said Tosh. "No matter what we say or how we ask others to behave, our actions will always serve as the truest indicator of our priorities."

Mastering skills

How well have you mastered the ten skills described in this article? Find out by taking the accompanying quiz. Your answers will help you draw up a self-improvement road map. Bear in mind that effective management is a process rather than a destination. Managers must continually learn new approaches and techniques to create an environment where employees perform at peak levels.

"People often make the mistake of feeling they have it made as soon as they are promoted into supervisory positions," said Goruk. "They stop learning and start coasting. And then they fail as effective managers."

In contrast, managers who make a concerted effort to improve their leadership performance end up creating motivated employees and greater profits. "Some people are born with competencies that make it easier for them to be leaders," said Tosh. "But most people need to get some experience and training under their belts. The good news is that leadership is learnable. All it takes is an individual who wants to succeed."

Award-winning journalist Phillip M. Perry has published widely in the business management press. He can be reached at <https://www.linkedin.com/in/phillipmerry/>.

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How Instagram Story Can Tell Your Resort's Story

by Molly Crockett

Instagram stories is the leading trend to inviting an open conversation between you and your followers and is a great way to generate interest in your resort. Presenting an intriguing picture to your future owner or member can be the beginning of their dream vacation and a lifelong relationship with your company.

We've put together a few examples of ways to invite that interest that are easy to set up and effective.

Behind The Scenes Content

People are curious; they want to know what goes into to creating a business and a product. Showing honesty and transparency into what you do will help to create a trust between you and your followers. Developing a more personal relationship with clients can do much to overcome the stigma surrounding timeshare that is being propagated by exit companies and others.

Taking your viewers behind the scenes, whether it's to show them the amenities, the features of the surrounding community,

or to meet your friendly staff can immediately set the viewers mind at ease.

Q and A's

One useful feature of Instagram Stories is the Q&A option, which can initiate interaction and a two-way conversation. This allows anyone who follows you to ask a question about your business or product. "Adding a face or even a selection of faces shows your resort company is genuine and will create a better connection and an open conversation between you and the audience. We've seen it with bigger brands creating characters of your workers, explaining what they do and how they do it. "It's also an insightful way of learning about your audience," writes Olivia J. Hurst, project manager at Study demic and Uktopwriters.

Polls

Once you're using Instagram Stories, try using polls. This is a great way to find out what your audience wants to see and what content is working. Using polls can increase interaction leading to more clicks to your page and your website, which is perfect

for seeing if your customers are responding well to products, getting direct feedback, or conducting research.

Countdowns

Whenever your resort hosts a special event, you can use the app's countdown feature. It invites anticipation and keeps viewers engaged. As a result of using the countdown feature, you'll be able to analyze the data and see how many people are using the countdown feature and if it is working for you.

New Post Announcements

The success rate of people clicking and visiting your web page will increase when you announce new posts on Instagram. It's simple. Once you create a new post, share it with your story so your followers can see it. This will help avoid having posts get lost down the end of the page. By adding your new post to the stories feature, it will appear at the top of the stories page for your audience. That way they can click onto it immediately.

Competitions

Ever thought of hosting a competition on your Instagram story? If you're looking for more interaction with potential customers, this will invite new engagement with your audience and perhaps more page views.

One way to do this is to make a time limit – perhaps 24 hours to enter and submit – and have people enter their email or contact details through answering your story. You can also link to your competition through your story, therefore making it necessary for them to visit your main page and website.

Go Live

"More and more businesses are choosing to 'go live' and speak directly to their audience," writes Connie K. Raymo, business blogger at Academized and Elite assignment help. This feature will drive more engagements and interactions which is what you want for your resort to stand out and shine. You could even host a virtual event.

Enjoy these Instagram story features and use them wisely; don't oversaturate your followers with endless content, make sure there's thought and effort put behind each one. You want to share quality content over quantity.

Molly Crockett is a successful marketing writer. She is featured at Revieweal.com and Coursework writing service. Molly regularly shares her unique lifestyle tips and personal development advice with her audience and writes for Studentwritingservices.com.



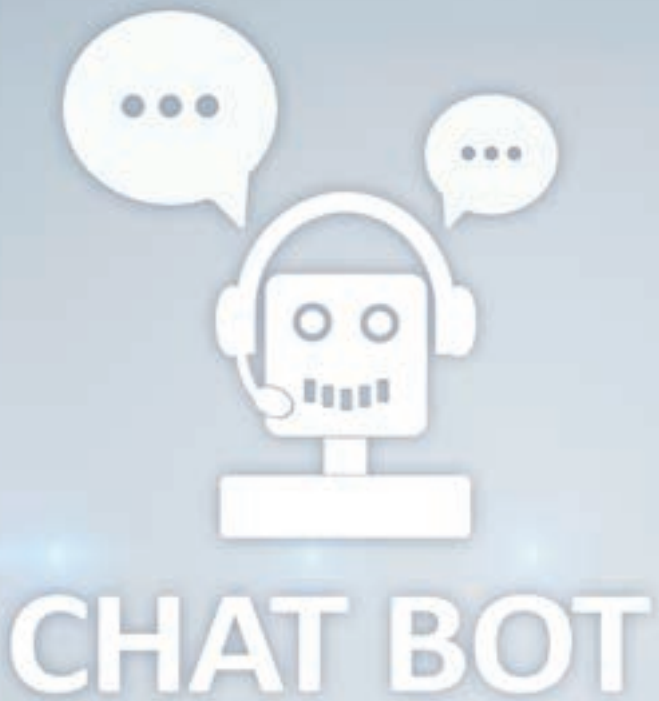
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How Machine Learning Is Changing The Hospitality Industry

by Jenny Han

Machine learning AI is changing the way that many different businesses operate. The tech allows you to do deep dives into the data you collect as standard, and when you can do that you can make real improvements to the way you do business. That's especially true of the hospitality industry. Here are just some of the changes that you can expect to see in the near future.

Automated Services

In all industries there has been a push towards automating services, allowing customers to handle some tasks themselves. This is happening in the hospitality industry too. Of course, machine learning AI can't replace staff, but it can free them up to handle other tasks.

The Henn Na Hotel Tokyo is a good example of this. They are known for their quirky dinosaur robots, and these robots are dependent on machine learning AI. The guests can check in using these robots, and their AI even allows them to conduct basic conversations in Japanese and English.

Offer Assistance To Guests

Some hotels are starting to use AI to let guests get basic assistance whenever they need it. For example, hotels like the Radisson are trialling AI enabled voice assistants. These services allow customers to get directions to local attractions, get info on the amenities that the hotel offers, or even take guest complaints.

This again helps hotels as staff will be fielding less calls and demands on their time, as the AI can handle the basic every day queries that customers have. Customers will also benefit as the information will be available to them, right there in their rooms.

Control Hotel Room Amenities

If you're using AI in your hotel rooms, then guests can use these to control almost everything about their experience. There is tech that allows guests to activate hidden flatscreen TVs in their bathroom mirror, frost the glass in the shower, operate the lights and blinds, and so much more.

This is often done through an iPad that's dedicated to that room. It's relatively simple to have the tech set up to allow them to do this, and also add in functions to order room service, book other amenities such as spa treatments, and so on.

Online Bots

One use of machine learning you've probably encountered, without even knowing it, is the online chat bot. These are used to help answer any questions that a customer may have before



they even book a stay at your hotel. When used, customers can ask questions in the online chat box, and the bot will be able to give answers, or direct the customer to the relevant web page.

These bots work well as the machine learning AI will understand the needs of customers more, the more they interact with them. Chat bots are also helpful as you probably aren't able to staff your support lines 24/7. As such, you know your customers will be able to get help no matter when they need it.

Offer Assistance In Several Languages

When you have guests coming to stay in your hotel, they of

course aren't always going to speak the native language. In the past this can cause problems, and it will impact their visit with you. In the past, staff would have to do the best they could to help these guests, but machine learning AI is starting to help with this.

With any of the above solutions, you can have the option to offer customer assistance in several different languages. That makes it very easy for customers to get what they need, and fully understand what's available to them at the hotel. Plus, the AI's languages can be customized depending on the most common languages spoken by your customers.

These are just a handful of ways that machine learning is helping the hospitality industry improve over time. There are lots of ways that it can be implemented, and they will all help your business thrive and be more appealing to future customers over time. If you're not already using AI, now is the time to investigate it.

Jenny Han is a writer at Best Essay Writing Services and Assignment Services, where she covers business development and management. She's also a writer for Ratedwriting service.



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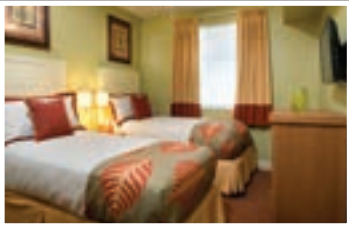
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People & Places

(News from around the resort industry. Let us hear what you think by writing to [linkedin.com/in/sharonscottwilson](https://www.linkedin.com/in/sharonscottwilson).)

EXCHANGE NEWS



TimesharesOnly sent a pretty exhaustive primer about Exchange written by Baylor University grad Matti Pennington titled, "What is Vacation Exchange?" It's a fabulous tool for use in educating owners/members and new employees. You might want to share these tips with your owners/members and other stakeholders:

Tip 1: Consider Buying Timeshare Resale

You may be wondering how to begin with a vacation exchange. First, you will need to be a timeshare owner or vacation ownership member. RCI and Interval International are two of the largest exchange companies with amazing resorts in hundreds of countries over the world. However, you must be a

timeshare owner in order to gain membership with either program.

If you're reading this and do not currently own a timeshare, consider buying a timeshare on the resale market. Timeshare resales are a cost-effective way to join the vacation ownership world without breaking the bank. Just because a timeshare is on the resale market does not mean it isn't high quality. All timeshare resorts work hard to ensure that their units are updated and full of brag-worthy accommodations. What's more, timeshare resales are still eligible for membership in RCI and Interval International.

Exchange Secret: Before purchasing a timeshare resale, look into which exchange company it is compatible with. Some timeshare resorts are only available on either RCI or II networks. Do research to decide which network you prefer.

Tip 2: Book in Advance

If you already own a timeshare and are a member of RCI

or Interval International, it's important to make sure you deposit your points or weeks early. When trading with RCI, the sooner you deposit your week, the more priority and trading power you have. In addition, deciding to exchange early means you'll have more options to choose from when picking your next destination.

Planning your vacation goals ahead of time can be beneficial in getting what you want. Keep in mind inventory can change rapidly, so many vacation exchange members advise being patient and flexible when it comes to travel. By depositing early, though, you have a greater chance of getting the trade you want. If you wait too long, you will have to pick from what's left.

Tip 3: Bank or Buy More Points

Each timeshare is assigned a points value, and that value is determined by several factors. A few factors include location, resort, size of the unit, and accommodations. Generally, you are able to trade your timeshare for a timeshare of the same caliber, but keep

in mind that you can always purchase, save or rent points if you need more! The resale market has points for sale to select memberships.

Exchange Secret: Did you know you can save your unused points from one year for the next year? If you want to go on a bigger vacation next year, consider banking your points to use on a more expensive location. This concept generally applies to internal and external exchange networks.

PEOPLE NEWS (gleaned from social media)



Vacatia Inc., a leading provider of innovative, customer-centric solutions for timeshare resorts, has announced that Lori Entwistle has joined the company as head of resort experience. Lori comes to Vacatia from **Scottsdale Camelback Resort** in Arizona,

which recently chose Vacatia as its management company.

“At Vacatia, our goal is to help legacy resorts embrace a fresh approach and apply creative solutions, and Lori has a proven track record of success in this doing just that at Scottsdale Camelback,” said Caroline Shin, Vacatia’s CEO and co-founder. “We look forward to working with her at Scottsdale and across our portfolio, focusing on bringing Vacatia’s innovative products and services to our 50,000 owners and subscribers.”

Envie Holdings and Seychelle Media posted, “We want to welcome our new Director of Marketing Automations, Fiona Smith!.... Fiona has an extensive background and experience at prominent companies which we know will be a valuable asset to our team. We are so excited to have you on our team and can’t wait to grow with you and are looking forward to all that you will accomplish with us at Envie Holdings, Seychelle Media, Vacation VIP! Welcome aboard!”



Marriott Vacations Worldwide Corporation (NYSE: VAC) (“MVW”) announced the promotion of Stephanie Sobeck Butera to the position of Executive Vice President and Chief Operating Officer of Hyatt Vacation Ownership (HVO). Ms. Butera has spent nearly 25 years in the industry developing, operating, and leading mid and upscale leisure products and customer service strategies. Over the course of her career with the Company, Ms. Butera has held leadership roles across sales operations, development,

asset management, customer service, inventory management, and financial planning. As part of this appointment, Ms. Butera is now part of the Company’s Executive Leadership Team and continues to report to John E. Geller, Jr., who recently assumed the position of President & Chief Executive Officer at MVW as of January 1, 2023, and Brian Miller, President of Vacation Ownership at MVW.

CORPORATE NEWS



Michael Brown, CEO at **Travel + Leisure Company** says their customers are showing consistent interest vacation ownership! Here are his comments on LinkedIn:

“Last week, Mike Hug and I had the privilege of speaking with Brandt Montour, CFA at the Barclay’s Eat, Sleep, Play Conference in New York City. It was a great opportunity to discuss the strength of Travel + Leisure Co. and the #leisuretravel industry itself.

While the broader macro environment is creating headwinds for some industries, the vacation ownership industry is enjoying notable strength.

The “work from

anywhere” trend provides people with more flexibility than they ever had before, and so our customers are spending more time in our resorts. The average length of stay is up 8%.

Our customers are seeing tremendous value in vacation ownership, viewing it as a hedge against inflation since they don’t have to battle rising hotel room rates.

And their desire to #vacation is showing consistent strength as our forward bookings are solid into Q1 of the coming year.

I am proud of the entire Travel + Leisure Co. team, which is creating amazing experiences for our customers.

You can listen to the full remarks about the favorable economics of our industry and the strong outlook for our business here: <https://lnkd.in/dDfna2wY>



Last month, Mike Flaskey, former CEO at **Diamond Resorts International**, Founder & CEO

at Mike Flaskey Entertainment, Founder of the Invited Celebrity Classic and the **Hilton Grand Vacations** Tournament of Champions wrote: “The 2023 professional golf season kicks off today for the PGA TOUR* at their winners only season opening tournament in Hawaii. We are just 2 weeks away from the Hilton Grand Vacations Ladies Professional Golf Association (LPGA) #TournamentOfChampions in Orlando. In just a couple short months we have the Invited #CelebrityClassic coming up in Dallas. It is always exciting for us at Mike Flaskey Entertainment to kick off a new year in golf. Our unique model that combines world class sports and celebrity stars from around the world, with the the top men’s and woman’s professional golfers, creates record results and metrics in every measurable category across the board. Here’s to a great 2023 in the world of golf!”

* The PGA Tour occurred January 5-8, 2023, at the Plantation Course in Kapalua, Hawaii.

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Ernst & Young's "State of the Vacation Timeshare Industry: U.S. Study 2022" reports there are 1,549 timeshare resorts in the U.S. representing 203,810 units. The report says rentals rose from 7 million in 2020 to 10.9 million in 2021. We expect the figures for 2022 will most certainly exceed those from 2021 by far. Sales volume increased in 2021 by 64 percent reaching approximately \$8.1 billion and occupancy returned to almost 2019 levels.

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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.

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
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
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
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
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.



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.

LEGACY TIMESHARE SOLUTIONS



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 arrange financing 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.

MANAGEMENT & OPERATIONS



Capital Vacations
2024 Corporate Centre Drive, Suite 101
Myrtle Beach, SC
Phone: 1-844-777-2582
Website: CapitalVacations.com
Contacts: Alex S. Chamblin, Jr; Jan Sampson
achamblin@capitalvacations.com
jan.samson@vriameras.com
Specialty: Headquartered in Myrtle Beach (SC), Capital Vacations is the largest independent timeshare resort management company in North America with more than 200 managed resorts and more than 80 vacation club destinations across the US, Caribbean and Mexico. Providing full-service hospitality management solutions along with its Capital Advantage program to promote and support Associations' long-term financial stability. Capital Vacations is committed to delivering memorable vacation experiences to owners and guests. Join the leader today!

MEMBERS DIRECTORY

MANAGEMENT & OPERATIONS



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.



Harding & Company
894 Spirea Dr
Rockledge, Florida, 32955
tel: 407-494-9307
Website: www.hardingcompanies.com/
Specialty: Family-owned and operated, Harding & Companies exists to assist clients in planning, managing, coordinating, and implementing effective and efficient solutions in multiple industries. We navigate furniture, fixtures, and equipment supply chain solutions, including project management, warehousing, logistics, and installation.

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.



Resort Management & Consulting Group
783 Sandy Ln Surfside Beach, SC, 29575
tel: 843.273.6929
Website: resortmcgroup.com
Specialty: Resort Management & Consulting Group is a privately-owned and operated resort management company that provides clients with customized resort management services designed to match their needs. With a client-oriented mentality, we are driven to provide the best possible management services to properties of all sizes. Our experienced staff is equipped with the resources to help properties improve their operations, achieve a healthy financial position, and improve both owner and guest satisfaction. Clients' goals, no matter how big or small, are our priority.



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.

MANAGEMENT & OPERATIONS



VRI, A Capital Vacations Company
2024 Corporate Centre Drive, Suite 101
Myrtle Beach, SC
Phone: 1-949-587-2299
Website: VRIsresorts.com
Contacts: Rich Muller; Jan Sampson
Specialty: For more than 30 years, Vacation Resorts International (VRI) has been a pioneer and respected leader in the hospitality industry providing professional management services to resorts, hotels and condominiums. With a record of quality, value, and strong customer care, VRI supports resorts across the US and Mexico. As VRI, a Capital Vacations company, we now offer strategic, value-add tools and services with the Capital Advantage™.

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.



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.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 & 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.



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.

SOFTWARE



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.



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.timeshareware.com
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.

MEMBERS DIRECTORY

SOFTWARE



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.

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.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! 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! TravCoding.com & TravNow

TOWEL SERVICES



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

TRADE ASSOCIATIONS



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.exploregeci.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.

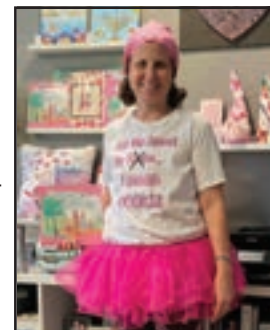
ASK how you can get
RESULTS
quickly using our
CLASSIFIEDS.

Sponsor: Kickin It Challenge

Meet Marci, February's Survivor



I was diagnosed in 2018 with stage 3 breast cancer. When I was 40, I found out I was BRCA negative, er/pr positive and her2 negative. In simple terms, I had breast cancer. I ended up having surgery and decided on a double mastectomy with no reconstruction. I have two girls and a husband. Post surgery, my surgeon said she was glad I had a mastectomy because my lymph nodes came back pre-cancerous and she said you would be back on my table in a month. I also had chemo and radiation. It was a trying year but it brought out a new passion in me. I was a relator for 20 years. I wrote a children's book, followed by several journals dealing with breast cancer. I currently live in Arizona and after 3.5 years of being in remission my family decided to take the plunge and move to MO where my husband's family lives. I'm going to retire and work on more books, learn to become less stressed, volunteer and learn to enjoy life to balance out being a workaholic. I believe this vacation will help me reach my goal of leading a happier, healthier life. Breast cancer doesn't end after surgery, it's a life changing event. Every doctor's appointment, every scan, every pill reminds us and scare us of the fight. I vow to enjoy my life. I was given a second chance and I don't want to take it for granted.



Marci



Sponsor:
Kickin It Challenge

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

• Lifestyle Holidays Vacation Resort • Hilton Head Accommodations •

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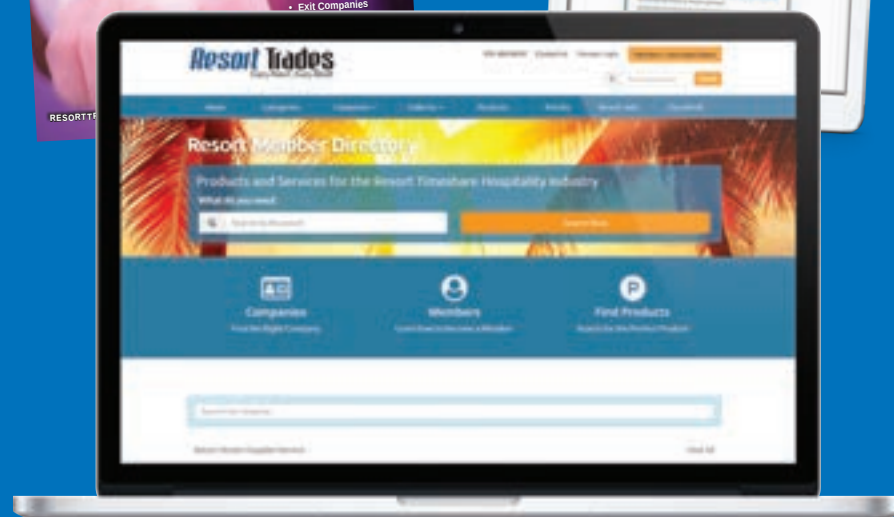
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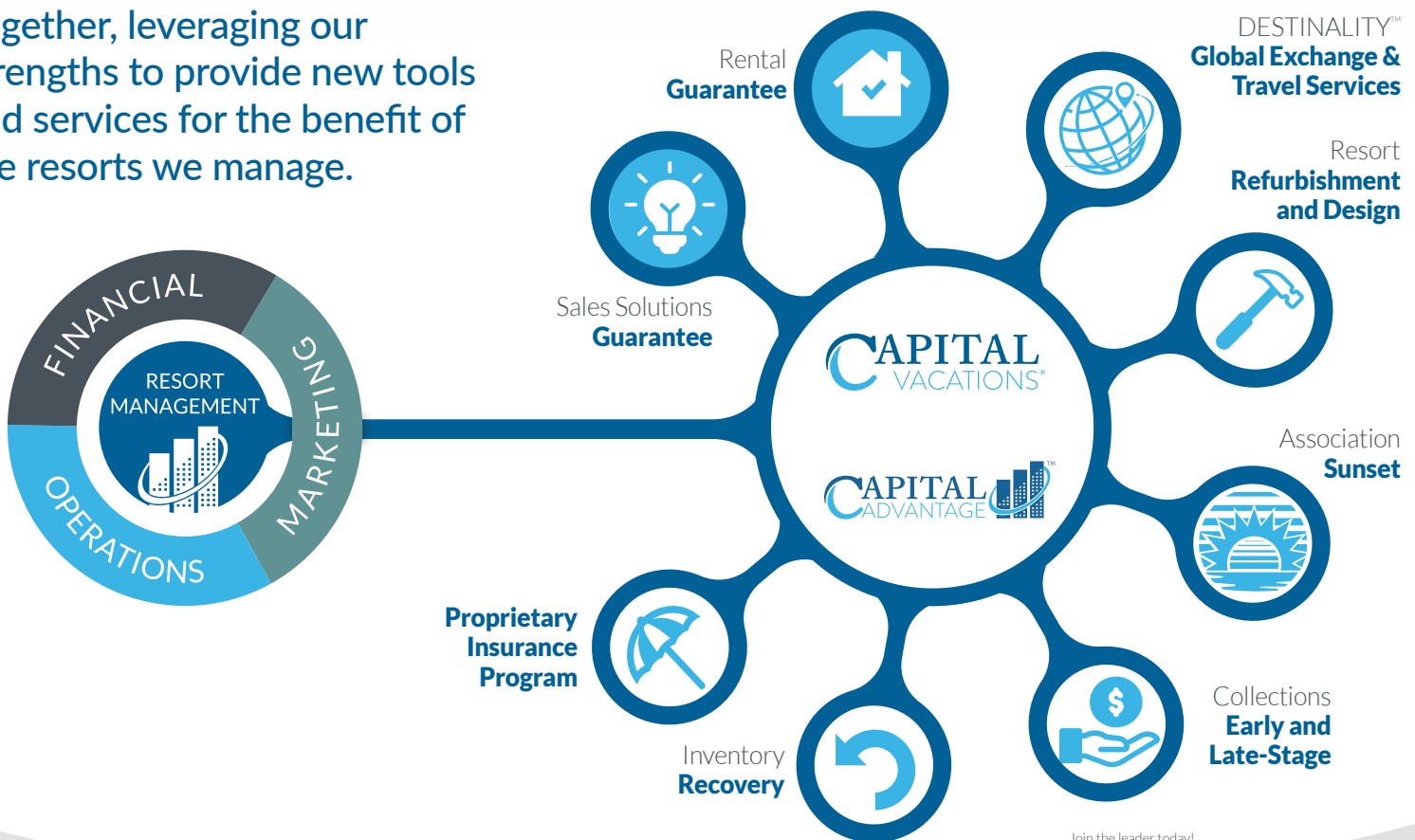
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