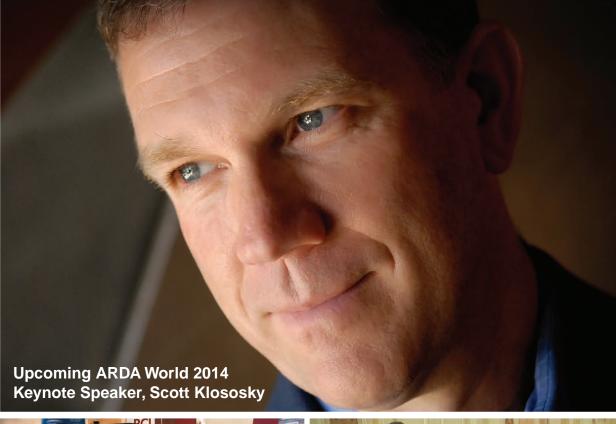


Resort Professionals' Monthly News Journal



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Employee Engagement Equals Greater Productivity

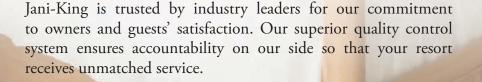
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Publisher's Corner



James T. "Tim" Wilson Publisher Resort Trades

Dear Reader,

I'll buy a drink at ARDA World in Las Vegas for the first person who can find my picture on the cover of this issue! (Here's a hint: I'm in one of the group shots.)

But seriously, it's that time of year again. Resort professionals are packing their bags and getting ready to attend the annual industry get-together. For anyone who might be attending the meeting for the first time, prepare for a fun and fast-moving time. It's an event that never fails to provide you with an ample selection of activities from networking to learning. And if anyone reading this month's magazine is not yet an ARDA member, you'll want to read Sharon Scott's article on pages 18 and 19, "10 Reasons to Love ARDA." See if you can spot someone she profiles in this article like you or who does business like you do. Then listen to what they get from ARDA membership.

Sharon's contributed another article to this month's issue on the topic of owner and guest communications and more. See page 14 and read "Go Online Or Go Home."

Averett Warmus Durkee Partners Tom Durkee, CPA, CGMA, Lena Combs, CPA, CGMA and Robin Word, CPA, provide further information about what 'Obamacare' might mean for your business in their article on page 16, "The Affordable Care Act: Uncertainty Still Hampers Individuals and Businesses." From the chairman's desk to the human resources department, business leaders are still holding their collective breath.

And speaking of human resources, anyone managing a team of people will find food for thought as they read, "Employee Engagement Equals Greater Productivity," by Clara Rose, on page 10. Other articles by Jason Tremblay ("Winning the Brand Loyalty Battle: Three Vacation Ownership Brands that Keep Going and Going") and Georgi Bohrod ("You want to remodel? Who's in charge?") round out this pre-convention issue of The Trades rather nicely, we think. I hope you do, too.

Appreciately, Tim Wilson, Publisher





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Tim Wilson Publisher

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Resales



Jason Tremblay

is the founder of SellMyTimeshareNOW.com and Chief Marketing Officer for VacationOwnership.com LLC, which includes the brands Vacation Ownership Brokerage and ResortRentals.com. A proven leader in providing timeshare resale and rental services for owners, buyers, sellers, renters and the vacation ownership industry, the company has offices in Exeter, NH and Orlando, Florida. Contact: 603-516-0200.

Forever on a first date, timeshares must woo and win prospective buyers while continuing to court their existing owners.

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Winning the Brand Loyalty Battle: Three Vacation Ownership Brands that Keep Going and Going

by Jason Tremblay

When it comes to brand loyalty, timeshare brands never seem to have the luxury of choosing their battles. Forever on a first date, timeshares must woo and win prospective buyers while continuing to court their existing owners.

Through business travel, hotel vacationing, dining, golfing and other positive experiences, consumers build relationships with branded hospitality providers. They hear positive feedback from other satisfied timeshare owners about resort amenities and the benefits of ownership. As brand trust grows, consumers are motivated to take the plunge, becoming vacation owners and vacation club members.

Brand loyalty is a critical boost that can get a consumer over the hump of timeshare ownership apprehension and into a signed contract. But brand loyalty across goods and services of all types is in a downward spiral. If you rely on the brand loyalty of hotel guests or the brand loyalty of current vacation club member/owners to feed your timeshare sales funnel, your job will be even harder this year than it has been in the past.

A recent Deloitte survey of 4000-plus consumers validated the bad news. Brand loyalty is in decline for the third consecutive year. Nearly 90 percent of the participants surveyed reveal they will abandon brand allegiance in favor of a lower price, better terms or more responsive customer care.

LOYALTY FOR SALE

The unstable and unsettled economy of recent years has touched almost everyone. Even if it hasn't happened to you personally, you've nonetheless felt the reverberation of job uncertainties, lost benefits, layoffs, declining stock portfolios and the trauma of home loss and foreclosure. No one has gone wholly unscathed.

Although the economy now seems to be moving toward recovery, even the healing brings with it scars and a new sensibility. Pat Conroy, Deloitte's vice chairperson and U.S. Consumer Products leader describes today's consumer outlook as a "recessionary mindset." He's speaking specifically about the innate self-preservation response that lingers long after an economy rebounds and the need for business to be acutely aware of what happens when there is a confluence of: (1.) eroding brand loyalty, (2.) enduring recessionary consumer attitudes, and (3.) rising digital influence on consumer shopping patterns. As a result, consumer loyalty across the board, is often for sale to the brand offering the best combination of benefits, features and competitive (or discounted) pricing.

Describing today's U.S. consumers as, "cautious, frugal and resourceful," Conroy acknowledges that affluent



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consumers may not be feeling the tug and pull of thriftiness that middle class consumers are experiencing. For prospective timeshare buyers, a brand segmentation strategy that targets consumers in groups may be inevitable, appealing to some prospects with a message of luxury and easy vacation planning while courting other segments with the fiscal wisdom of "investing" in a lifetime of vacations at a price you lock in today.

THE WELL-MANAGED BRAND

Yet despite all the challenges the marketplace throws at timeshares, many branded hospitality providers are faring quite well. Three vacation ownership industry leaders in particular-- Hilton Grand Vacations, Wyndham Vacation Ownership and Diamond Resorts International are seeing purchase offers continue to rise. Like the Energizer bunnies of timeshare, they are brands that just keep thriving, growing and going.

But what's really their battle plan?

Hilton Grand Vacations, now into its third decade in the vacation ownership market, attributes its continuing dynamic growth to its high-performing teams; spectacular, high-quality resort properties and flexible development strategies including a highly flexible points system.

Pinpointing the key drivers for the success of Hilton Grand Vacations, HGVC then uses unique marketing communications to tell its brand story in ways that are warm, personal and inspire trust. Although it is a complex message, Hilton Grand Vacations articulates it well, conveying how customers benefit by making vacations a regular part of their lifestyle. HGVC sees its success in creating deep customer loyalty (lifelong clients) as being rooted in the brand's initiative to assume a role that is essentially that of an extended family member.i For **Wyndham Vacation Ownership**, the vacationers themselves inspire the brand's sustained growth and success strategy. Understanding the vacation ownership buyer, ensuring on-going quality and brand standards and fostering a long runway for growth through owner upgrades as well as ongoing sales are important drivers of the Wyndham Vacation Ownership brand.

The brand builders at Wyndham go the extra mile to understand their market; they recognize that Wyndham timeshare owners of 14 years or more purchase on average, additional upgrades equal to 100% or more of their original purchase. They understand the importance of their more than 190 resort HOAs, which provide recurring, long-term relationships that are beneficially "sticky." And they know that their buying market is getting younger, citing 58 percent of recent purchasers as being under the age of 45ii.

One of the ways that Diamond Resorts International attracts new customers and maintains high conversion rates appears to be, in part, through a sales and marketing strategy that includes promoting its brand awareness on high visibility platforms. Appearances by Diamond CEO Steven Cloobeck on the CBS television show "Undercover Boss" and Cloobeck's role as chairperson of Brand USA, the public-private partnership that promotes United States vacations to international travelers, clearly have gone a long way over the past three years in enhancing awareness of the Diamond Resorts vacation ownership brand. Utilizing that visibility, Diamond Resorts appears to have been very effective in sharing its value proposition, sharing the messaging that Diamond Resorts marketing communicates so well, of a highly flexible, points-based vacation ownership leader, that is focused on employee training and technology utilization to enhance the timeshare vacation

experience for its owners and guests.

WINNING THE BATTLE AND THE WAR

Brand loyalty isn't easily earned, and it can be lost in the blink of an eye. Although each has a distinctive approach, Hilton Grand Vacations, Wyndham Vacation Ownership and **Diamond Resorts** International all excel at winning the daily battles along with the long-term



victories that keep their brands fresh, competitive and desirable in a marketplace that goes outside the parameters of timeshare and includes hotels, vacation homes and private home rentals.

Scott Roberts, CEO Vacation Ownership LLC, says, "Hilton, Wyndham and Diamond timeshares are all brands that as resales continue to see growth, both in the number of offers made to buy or rent and in the value of these offers."

The strengths of these brands feed the positive cycle in the life of timeshares, carrying forward in beneficial ways to the secondary marketplace. Compared to many others in the business of vacation ownership, it is clear to see that these brand leaders are building an army of loyal owners whose allegiance should continue to carry the brands forward for many successful years ahead.

Personnel File/HR



Clara Rose Creative Alliance

A Division of Nationwide Compliance Alliance

Clara Rose is the founder of Creative Alliance and co-founder of Nationwide Compliance Alliance. She is a professional speaker and writer; who specializes in communication diversity; more specifically, disability sensitivity and closing the communication gaps in the workplace. Clara speaks and writes about the different forms of communication that are an integral part of business life with Customers, Colleagues and Co-workers.

Additionally, she believes that business success is NOT accidental, merely the implementation of a sound strategy and the correct tools. Clara finds great reward in equipping entrepreneurs and business owners with the tools and pieces for business success.

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Employee Engagement Equals Greater Productivity

by Clara Rose

What is passion in the workplace? Not romantic relationships at work – but real passion for the ACTIVITIES done by leadership and teams within a workplace. This boundless, committed, fervent fondness for the job and company can seem elusive or out of reach in some organizations. Why is it so important for the long term success of an organization?

Simply put, passionate team members are engaged, productive team members.

Accountability

One very powerful way for leaders to create passion is through an effective accountability system. One that can enable leaders to create a sense of ownership or belonging to the company, any problems, successes, results and goals, as well as measure personal performance. It is the leaders that have the task of clearly defining company goals and establishing measurements to assess goals and define successes.

Understanding the crucial role of accountability in the workplace and using it to drive a company success and impassion its workers, is possible. It is in fact the responsibility of the leaders to develop and inspire enthusiasm within the entire chain of command.

Team members that own a piece of the goal setting process, find fulfillment and reward in reaching set objectives. Leaders that understand the power of positive recognition and who acknowledge achievements of their team members, reap the benefits of impassioned workers that care about their role in the company's wellbeing and their own career development. This passion is a driver for increased productivity in the workplace.

Accountability can offer the opportunity for leaders and team members to improve themselves and to propel the company toward a place of prosperity. This uplifting, highly positive and progressive experience will create passion in the workplace. It becomes an invigorating place to be, where people find fulfillment in their work.

Assessments

Another effective tool for creating a culture of impassioned workers is personal assessments. There are many assessment models available, some focus on personality while other focus on strengths or weaknesses, right brain or left brain thinkers and a variety of combinations. Each has different benefits but personality types and strengths can directly correlate with individual and team productivity.

Leaders today have the difficult task of managing diverse teams within the workplace, while finding ways for them to be the most productive, efficient and creative as they can be. This might seem like a daunting task but it is possible to create harmony in a diverse and ever changing environment. The secret is in knowledge.

Having an understanding of personal strengths and personality types can have a big impact on the way a leader or team member approaches their duties. For leaders that are aware and equipped with this knowledge about each of their team members, it becomes possible





to leverage these human resources while avoiding potential conflicts.

For example, a leader might not want to pair up an extrovert that is a highly strategic achiever with an introvert that is analytical and detail oriented, without a mediator personality in the mix.

Even greater value is found when team members understand each other's strengths and personality types! Having each person post their DISC personality assessment color or their results from StrenghtsFinder (in a visible place) can help others have a better understanding about how to engage with that person.

When workers are allowed to excel, by using their strengths within the boundaries of their personalities, a greater sense of pride and personal empowerment leads to a greater enjoyment of daily work activities.

It sounds simplistic but happy, passionate team members are ENGAGED team members – creating a win-win for teams, leadership and the company as a whole.

Creating passion through accountability and personal assessments is the first step toward a company culture that fosters engaged, productive leadership and teams.

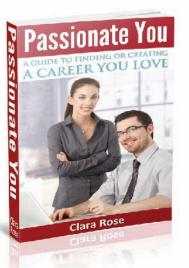
For more information about passion in the workplace and staff training, contact Clara Rose. Clara Rose is the founder of Creative Alliance and co-founder of Nationwide Compliance Alliance. She is a professional speaker, trainer and writer - passionately equipping professionals without boring them to tears!

Additionally, she believes that success is NOT accidental, merely the implementation of a sound strategy and the correct tools.

Watch for her new book - Passionate You: A Guide to Finding or Creating a Career You Love.

Educating teams as they work to create a culture of understanding and sensitivity in the work place and equipping professionals for success!

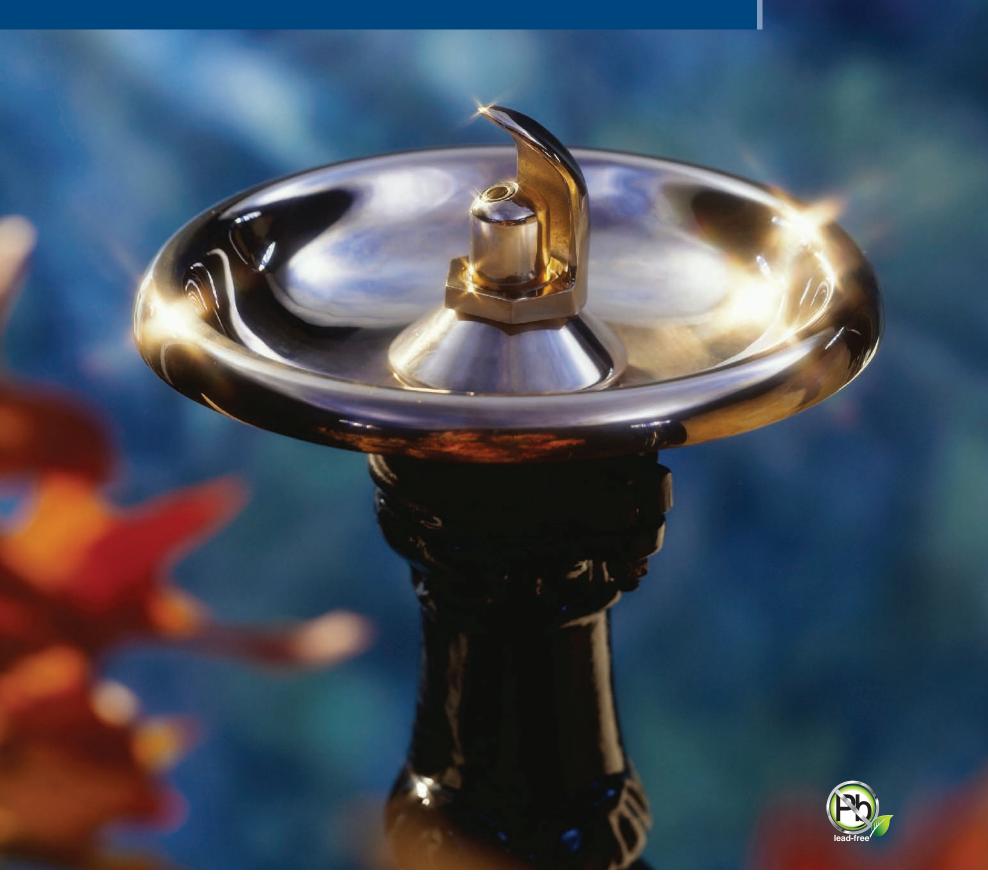
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Go Online Or Go Home!

by Sharon Scott, RRP

From the first touch point with a guest or prospect to the last and even after they've gone home, resorts have found that technology is the only way to efficiently provide customer service. During the guest's onsite experience and throughout all of the complexities of handling a property's marketing, sales, management and finances, as well as the more long-term management of mortgage and maintenance fee income, operators find that exceeding customer expectations is a function of follow-through. Delivering on their promises is, in actuality, substantially dependent on their software.

Historically, even when business is down for hotels;

timeshare resort occupancy remains high. Resort owners who have prepaid vacations show up, by golly! But given the challenges in the economy recently and an aging owner base in many cases, more and more resorts are looking for ways to increase rentals, improve owner satisfaction and maintain the performance of their maintenance fee portfolios.

How can a resort stretch every last dollar? One thing resort managers and operators can do inexpensively (read...for free!) is to check out their resort's profile on the owner/guest review site, timeshareAdvisor.com. They can update their Manager's Tips section on their own and send suggestions to the site for changes in their profile at absolutely no cost.

SPI Software VP of Sales Matt Brosious says, "It seems that almost every decade has had its challenges. Even though in the past the cycles have been less impactful and lengthy than what we are currently experiencing, our corporate philosophy has held true: Innovate to stay ahead of the curve. Those companies that focus on remaining in the lead find that a dollar spent today can save you a

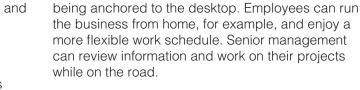
vast amount in the future. And today, the importance of information technology for resort operators is greater than ever before."

"For example, SPI offers our clients two products to connect with owners and rental guests. These are real-time web portals that can be accessed from any device connecting to the Internet. We had clients asking us to create ways for their owners to pay their maintenance fees and perform other functions online, so we introduced OwnerConnect. And more recently, a client asked us to create an access point – GuestConnect -- for them to place on their resort's website so guests could book reservations online."

Access to Information

Resort managers are working to build relationships with prospective and current owners by providing information online. Consumers are accustomed to performing almost every kind of activity online, from social interaction, to booking reservations and researching activities and events.

The business-to-business aspect of online information access is a boon to suppliers and vendors, as well. For example, Averett Warmus Durkee (AWD), Central Florida-based accountants providing assurance, accounting and tax compliance services to timeshare and vacation ownership developers, HOAs and others, attracted new clients by offering free tax tips on their web site last fall. From both the personal and professional points of view, online is the way to go.



Customer-led innovation

Throughout the years SPI, Averett Warmus Durkee and other service-providers innovate in response to their clients' needs, which increasingly involve the use of the Internet more and more. "We've found the best innovations are achieved by working together with our clients," says McClendon.

of additional advantages to freeing resort staff from

"And more and more, they are recommending applications that involve online exchange of data and communications."

"The beauty of it is: often when a client suggests an idea and we implement it, all of our clients reap the benefits," says Brosious. The results are amazing as we work with them to continue to identify areas for process improvement and cost savings through the application of advancements in the software....And often these new ideas are communicated to us via the Internet."

McClendon mentions their team also gets a perception of new trends by attending ARDA functions. "ARDA enables us to keep up to speed with our customers' needs with regard to their technology requirements. We are very often made aware of trends by attending an ARDA event or reading Developments, before our clients even get a chance to focus on them. Therefore, we are able to help them implement new technology well in advance of the curve.

Successful technology companies, or vendors and suppliers of every

type, are most often a collection of best practices that that have evolved over the years to assist with management of virtually every business process or task for resort developers and management. And, more often than not, improvements involve the online world.

"Today's trend is towards more and more mobility and online access," adds McClendon. "Resorts definitely need to go online or go home!"

Sharon Scott helps achieve visibility and credibility for clients so they can grow their businesses in the timeshare industry as head of SharonINK PR & Marketing (SharonINK.com). She is a registered resort professional (RRP) with the American Resort Development Association (ARDA), Washington, DC.



"Being able to streamline their technology is fundamentally important to our clients," adds SPI VP of Customer Service Gordon McClendon. "Today, our clients' software applications have been untethered from the desktop and can be run on iPads, iPhones, and tablets. This feature has opened up an entirely new world of opportunities for improvement. Just one example involves the resort check-in process. Now, rather than having guests line up at the front desk to check in, they can be greeted in the lobby or the parking lot by a resort representative with a mobile device. There, they are given a quick welcome as they are registered and guided to their units (plus, they can be invited to a wine and cheese party to learn about the resort)."

One can see that resorts offering this kind of advanced service will outshine competitors, as well as produce that 'wow' factor. But beyond the surface the customer sees, there would be dozens



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The Affordable Care Act: Uncertainty Still Hampers Individuals and Businesses

by Tom Durkee, CPA, CGMA Lena Combs, CPA, CGMA Robin Word, CPA Averett Warmus Durkee, CPAs Orlando, Florida



The Affordable Care Act (ACA) has seen some of its provisions delayed as a result of uncertainty and complications regarding its implementation. The complexity of ACA's set of laws, has caused great difficulties in application. The highly publicized recent problems surrounding the government's insurance marketplace web portal have created additional consternation for those seeking to navigate ACA's maze of rules and regulations.

Mandated Insurance Coverage

The crux of ACA is the governmentmandated requirement that all individuals, subject to certain exemptions, must have health insurance. This requirement contains two primary provisions (1) the individual mandate and (2) the employer/business mandate (or shared responsibility). The individual mandate's effective date begins in 2014, while the employer mandate's effective date was postponed until 2015. The individual mandate requires most Americans to maintain "minimum essential" health insurance coverage.

Individual Mandate

Since the individual mandate (or shared responsibility penalty) has the earlier effective date (January 1, 2014), this article will focus primarily on its provisions. The individual mandate requires individuals to have minimum essential health insurance coverage. Unless exempted, these individuals are subject to a shared responsibility penalty for each month that the required insurance is not maintained. U.S. citizens, permanent residents, as well as, foreign nationals who reside in the U.S. long enough during a year to qualify as resident aliens for income tax purposes, are subject to the mandate.

Insurance programs which qualify as minimum essential coverage include eligible employer-sponsored plans, individual plans obtained through a state insurance marketplace, Medicare, Medicaid, CHIP, or certain other government sponsored programs. State marketplaces (through HHS) will notify the IRS of individuals who qualify for an exemption by transmitting the individual's name, social security number and exemption certificate number. Exemptions which are based on household income are granted retrospectively, since the filing of an individual income tax return is necessary for measurement. Other exemptions, such as hardship exemptions, may be granted prospectively.

Household income is the basis for determining insurance affordability. As such, there has been great discussion regarding the definition of household income. ACA defines household income as the taxpayer's modified adjusted gross income (MAGI), plus the aggregate MAGI of all other individuals who are considered in determining the taxpayer's family who are required to file an income tax return for the year.

Exempt individuals include the following:

- Members of recognized religious sects who have a religious conscience exemption
- Members of health care sharing ministries
- Nonresident aliens or non-U.S. citizens present in the U.S. illegally
- Incarcerated individuals (except for those pending disposition of charges)
- Members of Indian tribes
- Individuals with short coverage gaps (continuous period less than three months)
- Individuals whose income is below the threshold for having to file an income tax return
- Individuals who cannot afford insurance coverage
- Individuals with a hardship exemption

There are some wrinkles in the exemptions which should be noted. For instance, the maximum allowable short term coverage gap of three months includes several caveats. For example, if an individual has a coverage gap of 4 or more consecutive months, the penalty is applied to all uninsured months (not the total gap months, less three months.) Only the earliest continuous three month coverage gap in a calendar year qualifies for the exemption. Additionally, if a three month coverage gap spans two calendar years, the exemption is allowed for the first year, but not for the second, as the third consecutive month falls within the second year.

Hardship exemptions may be granted by a state marketplace for individuals who cannot obtain coverage due to:

- a. The individual experiences financial or domestic circumstances, such as an unexpected natural of human-caused event, such that the individual has a significant, unexpected increase in essential expenses;
- b. The cost of purchasing a qualified health plan would cause serious deprivation of food, shelter, clothing, or necessities, or
- c. The individual has experienced other circumstances similar to items a or b that prevents coverage from being obtained

Examples of eligible hardship exemption situations include becoming homeless, being evicted in the past six months or facing eviction or foreclosure, receiving a shutoff notice from a utility company, recently experiencing domestic violence, experiencing the death of a close family member, or filing for bankruptcy within six months.

Determining Affordable Coverage

Individuals who are unable to obtain affordable coverage are exempt from the individual shared responsibility penalty. Insurance coverage is deemed to be affordable if the individual's required contribution for a month does not exceed 8% of household income. Any portion of the required contribution which is made through a salary reduction arrangement is added to arrive at total household income. In situations where there are two working spouses, affordability is determined for each spouse individually. As a result, assume a working husband has coverage totaling 5% of household income and the working wife's coverage totals 6% of household income. The total cost of coverage equals 11% of household income, yet, since each spouse's premium is less than 8% of household income, both spouses are considered to have affordable coverage.

Required contributions for coverage are determined differently based on whether the coverage is obtained through an eligible employer-sponsored plan or coverage through an individual state marketplace. The required contribution for an eligible employee through an eligible employer-sponsored health plan which provides minimum value is the portion of the annual premium that the employee would pay (regardless of whether that portion is paid through salary reduction) for the lowest self-only coverage.

Shared Responsibility Penalty

The individual shared responsibility penalty is the lesser of:

- a. The sum of the monthly amounts (\$95 for 2014, \$325 for 2015, \$695 for 2016) for each individual in the shared responsibility family for the months in the tax year which the individuals failed to maintain minimum essential coverage, or
- b. The sum of the monthly national average premium for bronze-level qualified health plans (the income percentage threshold is 1% for 2014, 2% for 2015, 2.5% for 2016 and later years)

Reporting and Paying the Shared Responsibility Penalty

The shared responsibility penalty will be reported on an individual's income tax return, using a newly developed IRS Form 8965. The penalty, which will be assessed and collected similar to other penalties, is due upon notice and demand by the IRS. The IRS cannot levy or use liens to enforce the penalty. The only method of collection is by reducing any future income tax refunds or offsetting credits. Also, there is no criminal prosecution or penalty for failing to pay the shared responsibility penalty.

Minimum Essential Health Coverage and State Exchanges

Beginning in 2015, applicable large employers who do not offer full-time employees, and their dependent children, an opportunity to enroll in a plan offering minimum essential coverage will be subject to a penalty. Penalties will be imposed, on employers whose plans do not meet the requirements, for each month that a state insurance marketplace notifies an employer that at least one full-time employee has received a premium assistance credit or costsharing-reduction subsidy.

Minimum essential coverage includes two specific requirements:

- (1) Coverage must be affordable. The employee's required contribution cannot exceed 9.5% of household income. (Since employers may not know the employee's household income, the IRS will allow the calculation to be based on the employee's W-2 amount, as a safe harbor.) and
- (2) Coverage must provide minimum value. The plan's share of the total allowed costs of benefits provided under the plan cannot be less than 60% of those costs.

Large employers are defined as businesses that have on average 50 or more fulltime employees or fulltime employee equivalents during the preceding calendar year. Fulltime employees are defined as employees who work more than 30 hours per week. The number of fulltime equivalent (FTE) employees is determined by taking the sum of all part-time employee hours (excluding seasonal workers who work less than 120 days per year) and dividing by 30.

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These fulltime equivalent employees count toward the 50 full time employee threshold, which is the basis for calculating employer penalties. Under the IRS's controlled group rules, employers are limited in their ability to divide workforces in an effort to stay below the 50 FTE threshold.

ACA affordability provisions prohibit the employee portion of healthcare premiums to exceed 9.5% of the employees' monthly income. Employee of "large employer" companies may purchase insurance through a State Exchange if the cost of their employer's plan is more than 9.5% of the employee's household income. The IRS will allow the employee's W-2 amount to be used as a safe harbor. Premium tax subsidies will be available to individuals and families with incomes between 133% and 400% of the Federal Poverty Limit to purchase insurance through these state exchanges. Employees who do not purchase the employersponsored health insurance, and receiving a subsidy, potentially subject employers to a penalty of \$3,000 for every employee that receives a subsidy. Total penalties are the lesser of the \$3,000 per subsidized employee or the number of FTE minus 30 multiplied by \$2,000 penalty calculation.

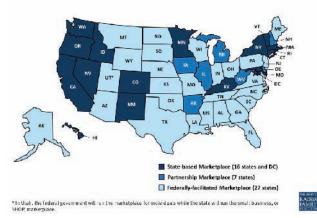
Under ACA, each state is required to establish a state health benefit exchange to help qualified individuals and small businesses obtain coverage. Due to budgetary and regulatory concerns, Florida, along with 26 other states, has opted to allow the Federal Government to operate its exchange program.

New Taxes

The ACA imposes two new taxes as a funding mechanism. Beginning in 2013, the rate for Medicare tax imposed on <u>wages</u> and <u>self-employment income</u> will increase 0.9% for higher income taxpayers. This applies to individuals who earn more than \$200,000 for the year, married couples filing a joint return who earn more than \$250,000, and married couples filing separate returns with individual incomes in excess of \$125,000

There is also an additional Medicare tax of 3.8% on <u>investment income</u> of higher income taxpayers beginning in 2013. This tax applies to the lesser of net investment income or modified adjusted gross income above \$200,000 for individuals, \$250,000 for married filing joint, and \$125,000 for married filing separately. Passive timeshare investors could find themselves with an additional 3.8% tax on their investment income beginning in 2013. Year-end planning strategies can include increasing material participation, grouping real estate activities and utilizing like-kind exchanges to defer income taxes.

States Health Insurance Marketplace Decisions, May 10, 2013



New IRS Reporting Requirement

Beginning 2015, employers having qualified health insurance plans will have new IRS informational return reporting requirements including:

- 1. Name, address and employer identification number for the employer
- Name, address and employer identification number of the responsible individual within the employer organization
- 3. Name and taxpayer identification number of each covered individual
- 4. The months for which each covered individual was enrolled and entitled to receive benefits

Additionally, certain employers are now required to report the aggregate, or total, cost of health insurance on the employee's W-2s.

Small Employer Health Insurance Credit

The ACA significantly changes the treatment of small employer health insurance credit for years after 2013. Certain small businesses may generally be eligible for a credit equal to 50% of employer paid premiums to a qualified plan. After 2013, the credit will only be available to eligible small employers that purchases health insurance for its employees through a state exchange. The credit is only available for two consecutive tax years. The full amount of the credit is available only to employers with ten or fewer FTE employees, and which the average annual FTE wages do not exceed \$25,000.

Conclusion

Since the ACA was introduced in 2010, a great deal of confusion and misinformation regarding the practical application of this legislation has been promulgated. Employers are strongly encouraged to seek guidance from their trusted advisors, including their team of human resource consultants, attorneys and CPAs to understand the legal and financial impact of ACA on their businesses. Otherwise, there could be some very unwelcome surprises ahead.

About Averett Warmus Durkee, CPAs

Averett Warmus Durkee (AWD) provides clients in whole and fractional ownership associations and other industries with assurance, accounting, and tax compliance services. As the largest independent CPA firm in Central Florida, AWD also provides consulting services to clients for business acquisitions and dispositions and advises clients on ways to improve their internal processes while providing them with relevant information needed to make timely, critical decisions. For further information about AWD, contact Tom Durkee (tdurkee@awd-cpa.com) or Lena Combs (lcombs@awd-cpa. com) at (407) 849-1569 or visit www.awd-cpa.com.

10 Reasons to Love ARDA

ave you ever wondered, what's ARDA done for me lately? Do you sometimes ask yourself what you can get out of your ARDA membership? Listen to the thoughts of some of your peers:

The LEAPSter

'LEAPS' stands for Leadership-Education-Action-Progression-Service and is a one-year program ARDA designed to develop and educate future leaders committed to serving ARDA and the shared vacation ownership industry. The experience has been unbeatable, according to Raintree Resorts International VP Member Experience and LEAPSter Cheryn Pollard. "ARDA connects us to all aspects of our industry. Through meetings, webinars and online resources, we are able to learn and implement new and best practices. As inaugural members of ARDA's LEAPS program, we have increased our knowledge to a level where we can share with our companies and our industry."

The entrepreneur/business-andmarketing consultant

John Locher, owner of Locher & Associates and co-founder of RedWeek. com makes it clear that there's more to it than just signing up without showing up. John says, "I credit the majority of my successful results in this industry to having made an active and dedicated ARDA commitment for over 11 years. Through ARDA, I've enjoyed making lasting relationships and helping clients grow by achieving their business development and marketing objectives. RedWeek.com was launched and created with much success in large part due to being very active with ARDA and its sponsorship programs. The greatest value of ARDA includes learning, credibility, connections and personal branding. It takes commitment, giving and consistent active participation to enjoy the best value of ARDA membership. Never let up.

The software guru

President of S3A, Inc. Suzzi Albrycht is an ARDA member, a member of Women in the Industry (WIN) and a First Degree Black Belt in Taekwondo (yup, that's a first degree black belt!). Suzzi is a mover and shaker and relies on ARDA to keep her current with industry trends. "Our industry can't afford to be insular in our thinking and ARDA keeps us informed about events and

RedWeek.com was launched and created with much success in large part due to being very active with ARDA and its sponsorship programs. The greatest value of ARDA includes learning, credibility, connections and personal branding. It takes commitment, giving and consistent active participation to enjoy the best value of ARDA membership.

Reprinted from *Developments* magazine, January 2014

in our own ba

trends not only in our own backyard, but globally. In my business of assisting timeshare companies with their software and systems, keeping up with what is happening in the timeshare industry is just as important as keeping up with the latest in technology."



Software company VP

"ARDA enables us to keep up to speed with our customers' needs with regard to their technology requirements," says SPI Software VP Gordon McClendon. "We are very often made aware of trends by attending an ARDA event or reading Developments, before our clients even get a chance to focus on them. Therefore, we are able to help them implement new technology well in advance of the curve."

Ph.D., market researcher and consultant

Richard L. Ragatz, Ph.D., president of Ragatz Associates, was one of the earliest members of ARDA having participated in its predecessor organizations, the National Timesharing Council and the American Land **Development Association (ALDA)** beginning in the late '60s. Dick has performed a great many research studies for the association and others over the years and has introduced thousands of people to ARDA. "Due to my background as a market researcher, I especially congratulate ARDA on the quality and quantity of the research they annually sponsor. The materials have certainly helped shape and support a multi-billion dollar industry."

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Hear what Sharon Scott RRP's clients say about her:

"As a lender and lender's representative serving developers in the resort industry, Wellington Financial has benefited from Sharon's capability as a wordsmith.... We are never hesitant about having Sharon call our clients to discuss a proposed press release, knowing she will perform her communications in a professional manner reflecting well on us.'

-Ron Goldberg, President, Wellington Financial

.. We have, on occasion, hired Sharon's company and found that she was very effective at planning strategy for us and delivered on her commitments. --Richard Ragatz, Ph.D., Ragatz Associates

"Everyone in the resort industry knows and respects Sharon. She has it all – connections, integrity, brains and a sense of humor!" --James R. Danz, RRP, Timeshare Marketing Professional

"We have been very pleased with Sharon's writing capability. She's a great communicator.

--T.L. Spencer, CEO and COB, and Wes Spencer, Timeshare Sales & Marketing Professionals



"When Sharon first started work as an ARDA staff person, we were impressed by her dedication, enthusiasm and zeal for building closer relationships between the association and its

--Stephany A. Madsen, RRP, Senior Vice President - Special Projects, Retired, American **Resort Development Association (ARDA)**

D Exchange company exec

"Having an organization like ARDA advocating for our industry means the world to those of us who are passionate about vacation ownership," said Geoff Ballotti, RRP, CEO, RCI. "Whether it's putting out an AIF study about the state of our industry, publicizing the benefits of timeshare to the general public or combatting fraudulent sales practices, ARDA is always there tackling the important issues and working on our behalf. It's most recent legislative successes across 14 states highlight all that it does to protect timeshare owners and enhance the value proposition of vacation ownership. All of us at RCI are proud to support and partner with ARDA.'

7. The CPAs

Averett Warmus Durkee, CPAs, Principals Tom Durkee and Lena Combs point to the value ARDA brings to homeowner associations (HOAs). "Each year our firm performs a timeshare association financial benchmarking study, which ARDA highlights in Developments magazine," says Tom. "In addition to ARDA distributing the results of our study to help HOAs better understand and compare their own financial performance, ARDA provides a venue for us to collaborate and participate with other industry professionals which is invaluable to our business," adds Lena.

8. Committee chairman and head of management company

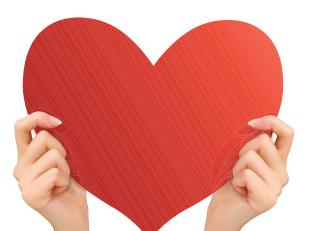
John Small, RRP, Chairman of ResortCom International L.L.C., is chairman of the ARDA Membership Committee. He refers to the camaraderie; the opportunity to build enduring friendships. "I have been a member of ARDA for the past 15 years and have served on several committees over that time span," says John. "I have also had the privilege of being a panelist, a speaker, a presenter; but most of all, a very engaged member. It has been the engagement with others and the friendships I have formed that have been the most valuable thing I have enjoyed over these many years."

Developer and former ARDA chairman

Don Harrill, CEO of Orange Lake Resorts, home to Holiday Inn Club Vacations®, is a former ARDA chairman and among its founding trustees. He sees the organization as an important component of the continued health and growth of timeshare. "ARDA continues to do many wonderful things for our industry, but at its core it creates an environment where we are all part of something bigger. It enables us to collectively recognize, share and celebrate the best practices that not only elevate the success and profile of the industry, but also help our member companies navigate forward in a positive and sustainable manner. Plus, by bringing a unified consumer and political voice to the forefront of everything we do, ARDA furthers the interests and protects the value of our industry."

10. Internet advertising company CEO specializing in resales

Wes Kogelman, president and CEO, BuyaTimeshare.com says, "ARDA's role in legislative and regulatory advocacy is vital for the growth and overall health of the secondary market. Collectively, ARDA has the resources and influence to create the kind of framework that is needed if we are going to have transparency and accountability in the secondary market, such as its role with the recent resale legislation passed in Florida. Our meetings with ARDA staff and the networking which has transpired at ARDA events have been instrumental in our efforts to share our 14-year story of success on the resale market. We look forward to collaborating with them in the future to provide the very best secondary market solutions for the owners."



MEMBERS DIRECTORY

ARCHITECTURE AND INTERIOR DESIGN



Architectural Concepts, Inc.

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Specialty: Architectural Concepts Inc. located in San Diego offers Architecture Design, Interior Design, Master Planning and Site Planning, Programming, Commercial Design, Building Design, Brand Identity Development, Hospitality Purchasing, Resort and Hotel Architecture.



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- a state wide collection agency
- Conrad Asset Team,
- a company that provides litigation services

Resort Trades Testimonial

"I am new to the industry but I enjoy your magazine immensely." Sandy C.

Oakmont Resort, Pigeon Forge, TN

COLLECTION SERVICES



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Resort Trades Testimonial

The Resort Trades publication is an integral part of our B2B marketing and advertising campaigns. Travel Incentives and Tour Generation are highly competitive industries and the Resort Trades have helped us maintain our competitive edge by working with us on desired ad placement, last minute changes as well as pre and post ARDA marketing campaigns.

Randy Fish, ARP -Vice President of Marketing, Holiday Travel of America

Industry News

Travel To Go President Jeanette Bunn attends Final C.A.R.E. 1st Quarter Board Meeting

Jeanette Bunn, Travel To Go President and C.A.R.E. Vice President, attended her final 1st Quarter CARE Board of Directors' meeting from January 10-12, 2014 at the Beso del Sol Resort in Dunedin, FL.

Bunn has been elected to the C.A.R.E. Board of Directors by fellow C.A.R.E. members as the Vice President since 2005 and will not seek reelection when her third term expires at C.A.R.E.'s 58th Semi-Annual Conference held at the Sandestin Golf and Beach Resort, Destin, FL from May 3-6, 2014. She currently serves as Co-Chair of C.A.R.E.'s Going Green, Marketing/ Revenue Generation and Travel Club committees. Through her efforts with C.A.R.E.'s Silent and Live Auctions and Super Raffles, Bunn has helped raise over \$175,000.00 for C.A.R.E.'s marketing efforts.

C.A.R.E. (www.care-online.org) is the vacation industry's premier trade association and provides Resort Developers, Management and Exchange companies, HOA's, Travel Clubs and Wholesalers the educational tools and networking opportunities to provide vacation fulfillment, exchanges and revenue enhancement through increased inventory utilization and yield management. C.A.R.E. members are required to comply with a strict Code of Standards and Ethics and benefit from outstanding professional and personal development opportunities at their semi-annual conferences. During the 1st Quarter Board meeting, annual projects and programs are planned and evaluated and the strategic plan is revised.

Travel To Go, a C.A.R.E. member since 1991, works with many of C.A.R.E's 150+ member companies by purchasing and exchanging inventory thus continuously increasing affordable and diverse vacation opportunities and options for its club members. The com-

pany also offers its unused inventory to fellow C.A.R.E. members to insure thorough inventory utilization.

For More Information, visit: www.traveltogo.com.

Winnebago Named 'Newsmaker of the Year' for 2013 by RVBusiness Magazine

Winnebago Industries, Inc. (WGO), a leading United States (U.S.) recreation vehicle manufacturer, was named "Newsmaker of the Year" for 2013 by RVBusiness Magazine and RVBusiness.com.

According to Sherman Goldenberg, partner and publisher of RV-Business, "We picked Winnebago as our 2013 Newsmaker of the Year over and above other companies that also benefitted from last year's recovering marketplace because the lowa-based RV builder has to a great extent reinvented itself as it strives to become more of sales-driven company versus a manufacturing-centric firm. This transformation is largely a response to challenges posed by a revamped senior management team led for the past three years by Chairman, CEO and President Randy Potts, a 30-year Winnebago veteran, and, more recently, by Scott Degnan, a former Fleetwood Enterprises Inc. exec who now serves as vice president of sales and product management. And in the final analysis, RVB's staff concluded, the rebirth of Winnebago, a company billing itself as "The Most Recognized Name in Motor Homes," is in many ways emblematic of the entire industry's ongoing recovery."

"It is a great honor for Winnebago and all our employees to be recognized by RVBusiness for this prestigious award," said Winnebago Industries Chairman, CEO and President Randy Potts. "We've worked very hard in this recovering market, literally reinventing ourselves in every aspect of our business from the way we manage the product development process to branding our products and beyond. We look at every day as a new opportunity for continued improvement and will continue to make the changes necessary to grow profitably as we go forward. We're very excited about what the future holds for Winnebago."

www.winnebagoind.com

LeHigh Resort Club Selects Defender Resorts as New Management

Defender Resorts, Inc. Expands to Florida's Gulf Coast

Myrtle Beach based management company, Defender Resorts, has been selected by the Board of Directors of LeHigh Resort Club as their new professional management company.

LeHigh Resort Club is a secluded and expansive 154 unit property with an on-site golf course located in LeHigh Acres, on Florida's West Coast near Fort Myers Beach. LeHigh Resort Club joins 23 other resorts (25 associations) in the Defender Resorts management portfolio as their largest resort and first one with its own golf course.

"Our whole team is excited for the opportunity to work with LeHigh Resort Club," said Mark Westbrook, President and COO of Defender Resorts, Inc. "as we continue to build upon the success they have already had as a popular resort in Florida's Gulf Coast area."

Contact Frank Baker, Executive Vice President of Defender Resorts for additional information at 843-449-6500 ext. 302 or fbaker@defenderresorts.com.

EMBERS DIRECTORY

COMPUTERS AND SOFTWARE



Advanced World Concepts Inc. 2237 Del Mar Scenic Parkway

Del Mar, CA 92014 Phone I: (858) 755-8877 FAX: (858) 755-2754 Email: sales@prasystem.com Website: www.prasystem.com Contact: Bill Chaffee

Specialty: The PRA System is the only reserve management plan preparation software that has been evaluated by a CPA firm for accuracy of calculations while meeting AICPA requirements for reporting. The system is designed to complement properties with different owner ship formats and contribution calculations. The system is Internet based for data access anywhere and delivers unique navigation, tracking, analysis tools, reports and charts that set the standards for reserve management. It guides the user to a desired solution without the need of software or accounting knowledge producing the most optimized contribution. What normally would take weeks to produce can now be done in hours.

The conscientious and professional choice of Starwood Vacation Ownership, Club Melia, Welk Resort Group, Vacation Resorts International and Island One Resorts.

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TrackResults in designed and managed by a team with over 50 years of resort industry experience to be easy to use, fool-proof and completely intuitive. TRS makes your sales and marketing data simple to analyze at a glance.



solutions are affordable for each resort no

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matter how small. We believe in creating effi-

DIRECT MAIL AND MARKETING



Beach Marketing Concepts 500 Sand Dune Dr., Unit C Kitty Hawk , NC 27949 USA Phone I: I-877-239-0088 Email: sales@bmcnc.net Website: www.bmcnc.net Contact: Isaac Bennett Specialty: BMC is the only direct marketing company that has a mail house and phone room all in one. We staff specifically for your mail campaign. Whether on the East Coast, West Coast, or right in the middle, we have your solution! We offer a one of a kind mail house with designing, printing, and post-ing directly from our facility. We have the best leads industry wide! NOBODY IN THE INDUSTRY WILL BEAT OUR PRICES OR QUALITY!

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- Golf List Specialist
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Resort Trades Testimonial

Since the very first days of International Cruise & Excursions, Inc., (ICE) The Resort Trades has been a tremendous resource for our continued growth and recognition, providing us with both a forum and a source of important information. In less than 10 years, we have grown from a pioneering concept to a multi-million dollar organization and The Resort Trades has been there every step of the way. We have benefited greatly from our nearly decade-long relationship with them and look forward to continuing our valuable association for years to come. As we enter new markets and develop new products we know we can count on The Resort Trades to be an outstanding industry resource.

Buffy Jones ICE

DIRECT MAIL AND MARKETING



Savage Direct Marketing 215 3rd Avenue

Kirkland, WA 98033 USA Phone I: 425-822-8633 FAX: 425-822-8623 Email: pauls@savagedm.com Website: www.savagedm.com Contact: Paul Savage Subhead: Savage Direct Marketing Specialty: Marketing services include: -Day-Drive Tour Generation -Mini-Vacation Programs -Fly & Buy Mini-Vacation Programs -Direct Mail Marketing -Email Marketing -Owner/Member Referral Programs -List Targeting/Acquisition -Premiums Incentives -Marketing Consulting 2013 Marketing Tour Generation Highlights... "Day-Drive" tours now sold to you! "Mini-Vacs" closing over 20%, with over \$2.900 VPG "Fly & Buys" closing over 40%, with over \$5,200 VPG "Owner-Member Referral" tours closing 30-40% plus! Contact Paul Savage at 425-822-8633 or

pauls@savagedm.com today for a FREE No-Obligation Marketing Proposal and Recommendation

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vacation ownership

Stewart Vacation Ownership 3275 West Hillsboro Blvd. Suite 206 Deerfield Beach, FL 33442 USA Phone I: 954-418-4550 FAX: 954-418-4551 Email: chermann@stewart.com Website: www.stewart.com Specialty: Because your title experience should be as pleasant as your location. At Stewart we strive to make the title and escrow process as relaxing as your development. Whether you're planning a new resort community or looking for smoother securitization and title insurance procedures, we will

work with you to meet your exact needs. · National title and escrow services for deeded and non-deeded developments

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 - Fractional interest

EVENT MARKETING



Field Marketers of America P.O. Box 487 Toughkenamon, PA 19374 USA

Phone I: 484-626-3753

Phone 2: 417-860-6088 Email: info@www.fieldmarketersofamerica.com Website: www.fieldmarketersofamerica.com Contact: Tennyson Rog and/or Samual Jaffe Specialty: Highly experienced in the Event and Dropbox industries. We understand the ins and outs of producing qualified leads, hiring and managing reps to generate the way your cor-poration sees fit. We understand what it takes to yield the most leads out of each event! It's all about the presentation. After every prospect fills out an event lead, we even mention the name of your corporation, and let them know if they are qualified. They may get a call to receive a gift for their time, and are still in for the prizes, to help out your call centers to set the appointment to increase your show ratio. Email info@fieldmarketersofamerica.com, or call 484-626-3753.

EXCHANGE COMPANIES

WORLDWIDE VACATION EXCHANGE Dial An Exchange LLC 7250 N 16TH ST STE 402 Phoenix, AZ 85020 USA Phone I: (800)468-1799 Phone 2: (602)516-7682 FAX: (602)674-2645 Email: Fermin.C@daelive.com Website: www.daelive.com Contact: Fermin Cruz Specialty: Simple, no fuss exchange service with a priority on personal service for the consumer. We offer members and business partners: •A free membership option •A Gold Advantage membership option •24 hour access to live worldwide inventory •Prepaid exchange voucher programs •Prepaid bonus week voucher programs Revenue share programs •A Brandable exchange platform that can be used as a

compliment to any internal exchange program



Interval International 6262 Sunset Drive Miami, FL 33143 USA Phone 1: 800-622-1861 Website: www.ResortDeveloper.com Contact: Chris Boesch Specialty: Interval International operates membership programs for vacationers and provides value-added services to its developer clients worldwide. Based in Miami, Florida, the company has been a pioneer and innovator in serving the vacation ownership market since 1976. Today, Interval has an exchange network of approximately 2,700 resorts in more than 75 nations. Through offices in 15 countries, Interval offers high-quality products and benefits to resort clients and about 2 million families who are enrolled in various membership programs. Interval is an operating business of Interval Leisure Group, Inc. (Nasdaq: IILG), a leading global provider of membership and leisure services to the vacation industry.

HOSPITALITY INTERIOR DESIGN



CREATIVE-DESIGN-CONCEPTS Creative Design Concepts, Inc. 2245 First Street Suite 106 Simi Valley, CA 93065 USA Phone 1: (805)583-0722 FAX: (805)583-0279 Email: sfizdale@cdcsv.com Website: http://www.cdcsv.com Specialty: Creative Design Concepts is a turnkey Interior Design and Purchasing firm based in Simi Valley, California. We specialize in the Vacation Ownership and Hospitality Industries, and have been providing outstanding interiors

for our clients for over 20 years. Our extensive experience and broad knowledge allow us to offer a competitive advantage to our clients. All staff members are seasoned professionals who understand the importance of budget demands, design needs and on-time delivery requirements.

Resort Trades Testimonial

It was a pleasure speaking with you last week. We are extremely pleased with The Resort Trades publication. We have grown together over the years and we enjoy their professionalism. Thank you for doing a great job for us.

Sherrie Dorsten Senior Vice President of EMCC, Inc./RMI/Equiant

HOSPITALITY INTERIOR DESIGN

hospitality resources & design

Hospitality Resources & Design Inc 919 Outer Road, Suite A Orlando, FL 32814 Phone I: 407-855-0350 FAX: 407-855-0352 Email: rich@hrdorlando.com Website: www.hrdorlando.com Contact: Richard Budnik Specialty: Hospitality Resources & Design is a licensed interior design firm with in-depth knowledge and experience in all segments of the hospitality industry. Their services include interior design, LEED AP, kitchen & bath design, purchasing, project management and installation. They are active members of

ARDA and its Chairman's League where they have won numerous interior design awards for their creativity. Their mission as a company is to provide exceptional service and to exceed their client's expectations.

Resort Trades Testimonial

Over the past three years I have advertised with the Resort Trades several times. On each occasion the response has exceeded expectations. Our current ad has generated over ten viable employee prospects in less than 36 hours. Kristie and Jack are simply the best to work with. They know this business and add excellent expertise in designing and writing ads. Thanks Resorts Trades.

Steve Drummond President of Destiny Resorts, Inc.



Zenith International 13700 Tahiti Way Suite 228 Marina Del Rey, CA 90292 USA Phone I: 310-823-6233 FAX: 310-823-0915 Email: info@zenithtrugs.com Website: www.zenithrugs.com Contact: Helen Marcus Specialty: Zenith International is a supplier of hand tufted custom rugs for the hospitality and timeshare industry. Our company was created with the vision and intent to create the finest quality rugs incorporating limitless design, using fibers from 100% sustainable and renewable natural sources, at the lowest prices. Principals Helen Marcus and Jan Baron Shames share the same high standard of personal commitment to the customer to deliver rugs that provide durable performance with timeless design with a lead time of 6 weeks from concept to completion.





Jan The King of Clean" Housekeeping Services

Jani-King International Inc. 16885 Dallas Parkway Addison, TX 75001 USA Phone 1: 800-552-5264 Phone 2: 972-991-0900 Email: gsanchez@janiking.com Website: www.janiking.com Contact: Gil Sanchez, Hospitality Division Director Specialty: Jani-King provides housekeeping and cleaning services to timeshares/resorts worldwide. Jani-King is trusted by industry leaders for our commitment to owners and guests' satisfaction. Our superior quality control sys-

tem ensures accountability on our side so that your resort receives unmatched service. Jani-King's approach to housekeeping provides our clients with multiple cleaning options: • Turn-Key Housekeeping Operations

· Unit/Villa Cleaning

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- · Housekeeping Management Services
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- Personnel –All Positions
- Laundry Operations & Linen Distribution
 Deep Cleaning Programs
- · Floor Care Programs
- · Front-of House Cleaning Programs
- · Back-of-House Cleaning Programs
- "Partnering Through Housekeeping"

Industry News

Carefree Communities Expands Operations in Ontario, Canada with Acquisiton of 13 RV Resorts

Carefree Communities, Inc. further expanded its presence in the Ontario, Canada market with the acquisition of thirteen RV resorts from Toronto-based Castle Vacation Parks. The properties currently have approximately 3,000 RV sites with the capacity to expand to over 4,250 sites. Ten of the thirteen properties are located on lakes and offer scenic waterfront sites and outdoor recreational amenities and activities.

According to David Napp, CEO of Carefree Communities, Inc., "The Castle Vacation Park acquisition provides Carefree a fantastic opportunity to expand in the Ontario market and continue our growth following our successful acquisition of Sherkston Shores RV Resort in 2013." Carefree now has 15 properties in the Ontario market, all of which are within a two hour drive of Toronto. Napp believes the new Canadian parks complement Carefree's existing U.S. portfolio well. "We look forward to offering our new customers access to our great communities throughout established Florida markets, as we believe many Canadians aspire to spend their winters in Florida."

The thirteen properties include Deer Lake Park in Huntsville, Hidden Valley Park in Normandale, Gulliver's Lake Resort Park in Hamilton, Trailside Park in Parry Sound, Woodland Lake RV Resort in Bornholm, Silver Birches Resort in Lambton Shores, Willow Lake Resort Park in Scotland, Pickerel Park in Napanee, Grand Oaks Resort Park in Cayuga, Arran Lake Resort in Allenford, Lafontaine Park in Penetanguishene, Lake Avenue Resort in Prince Edward and Craigleith Resort Park in Blue Mountains. The properties will be marketed using the Carefree RV Resort brand name which Carefree Communities, Inc. uses for all of its destination RV resorts in North America.

The acquisition was financed with General Electric Capital and Carefree was represented by Aird & Berlis, LLP.

Scottsdale, Arizona based Carefree Communities, Inc. is a private REIT which owns and operates 79 destination RV parks and senior MH communities in seven states and Canada with over 22,500 sites. While the majority of communities are located in Florida, Carefree also has properties in Arizona, California, Texas, North Carolina, New Jersey, Massachusetts, and Ontario, Canada. For more information visit Carefree online at www.carefreervresorts.com.

Mobius Vendor Partners (MVP) Adds Lisa Kobek

Becomes Executive Vice President, Client Services and Operations

Mobius Vendor Partners (MVP) an Indianapolis-based company that provides business process management and on line customer experience survey systems to companies, associations and non-profit organizations has named Lisa Kobek Executive Vice President, Client Services and Operations.

Lisa's career experience has spanned the for-profit and not-forprofit worlds, with a primary focus in the areas of leadership, client service/donor relations, strategic and tactical planning, process improvement and operations. Her mission at MVP will be to manage day to day operations regarding CustomerCount the company's online enterprise customer feedback management system. She will also head up customer service and client relations for the popular survey system. Mobius Vendor Partners developed CustomerCount system for a major client and now makes the platform and services available to companies throughout the world in over 40 languages.

With over 20 years' experience in the leisure travel/hospitality industry (predominantly with RCI), Lisa brings a wealth of expertise to MVP and CustomerCount. When she left RCI as Vice President of Resort Services her responsibilities included servicing of nearly 1,200 resort affiliates located throughout the U.S. and Caribbean.

"At the rate we are growing it became abundantly clear that we needed an expert to manage this client growth," said Bob Kobek, RRP, President of Mobius Vendor Partners. "There is no one more familiar with our product and the resort industry than Lisa Kobek. In addition, as we move into various other segments outside of travel and hospitality, her expertise will help guide us in that direction as well."

Immediately prior to joining Mobius, Lisa served as the Executive Director of The Children's TherAplay Foundation, Inc., (TherAplay) a not for profit outpatient pediatric rehabilitation clinic providing physical and occupational therapies for central Indiana children with special needs. As TherAplay's Executive Director Lisa was responsible for implementing strategic direction, ensuring excellence in program delivery and operations, fundraising/donor relations, building community awareness/support and effective fiscal management. Lisa's other not for profit organizational experience includes serving as the Director of Development for Christel House International, Inc., an international children's charity. She holds a Bachelor of Science in Business Administration from Butler University.

For more information visit www.mobiusvp.com or www.customercount.com or call 317-816-6000.

EMBERS DIRECTORY

HOUSEKEEPING SERVICES

IN IA

MASTERCORP

MasterCorp Inc.

3505 North Main Street Crossville, TN 38555 USA Phone I: 800-489-1718 ext 4403 FAX: 931-484-1775 Email: r.hale@mastercorpinc.com Website: www.mastercorpinc.com Contact: Russ Hale Specialty: Specialty: With over three decades

of service, MasterCorp is the premier pro-vider of housekeeping services to the resort timeshare industry. MasterCorp is a trusted, professional partner with: • The 7 Steps to Clean[™] process • Proven consistency

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- ment app
- Staffing forecasting, recruiting, retention
 E-verify and staff background checks
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- Laundry management
- · Carpet, upholstery and drapery cleaning
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- Award-winning management • A culture of cleanliness, timeliness, & caring

"The Most Trusted Name in Resort Housekeeping'



Lighthouse List Company 27 SE 24th Ave Ste 6 Pompano Beach, FL 33062 USA Phone I: 954-489-3008 FAX: (954) 489-3040 Email: tobim@lighthouselist.com Website: http://www.lighthouselist.com Specialty: Lighthouse List Company is an interactive marketing company focused on delivering leads that will optimize your marketing and maximize your ROI. Our daily hotlines of sweeps and responders from transactional data are selectable by interest and pulled by recency to include but not limited to income and presence of credit card. Our national data base of 220MM records with 66MM emails with 300 lifestyle selects.

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- Direct Mail
- Telemarketing Leads
- Timeshare Owners Lists
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- Transactional data

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In an age of a diminishing telemarketing universe, Opt-in Email can be a great supplement to your marketing efforts.

FIELD MARKETERS of AMERICA Field Marketers of America P.O. Box 487 Toughkenamon, PA 19374 USA

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Email: info@www.fieldmarketersofamerica.com Website: www.fieldmarketersofamerica.com Contact: Tennyson Rog and/or Samual Jaffe Specialty: Highly experienced in the Event and Dropbox industries. We understand the ins and outs of producing qualified leads, hiring and managing reps to generate the way your corporation sees fit. We understand what it takes to yield the most leads out of each event! It's all about the presentation. After every prospect fills out an event lead, we even mention the name of your corporation, and let them know if they are qualified. They may get a call to receive a gift for their time, and are still in for the prizes, to help out your call centers to set the appointment to increase your show ratio. Email info@fieldmarketersofamerica.com, or call 484-626-3753.



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Inbound or Outbound telemarketing, Radio and even T.V. Take control of your VPG today. All calls recorded for quality assurance. We are not a broker. Our dynamic staff produces 40k Day Drives annually, all generated in house. Call today and see how quick your business can grow beyond your expectations.

LENDING INSTITUTIONS CapitalSource

CapitalSource Finance LLC

5404 Wisconsin Avenue Chevy Chase, MD 20815 USA Ph 1: 301-841-2717 FAX: 301-841-2370 Email: jgalle@capitalsource.com Website: www.capitalsource.com Contact: Jeff Galle Specialty: CapitalSource is a national lender to Resort Developers and Operators throughout the United States and Canada. With a resort portfolio of more than \$1 Billion, we are the leading lender in the resort industry. We provide \$5-\$30 MM inventory loans and \$10-\$60 MM hypothecation loans. Knowledge of the industry and demonstrated financial strength differentiate CapitalSource from our competition.



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Wellington Financial 1706 Emmet St N Ste 2 Charlottesville, VA 22901 USA Phone I: 434-295-2033 ext. 17 Email: sbrydge@wellington-financial.com Website: www.wellington-financial.com Specialty: Wellington Financial has financed the timeshare industry without interruption since 1981. Specializing in receivables hypothecation, inventory and development loans of \$10,000,000 and up, we've funded over \$3 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 30 years of expertise in the vacation ownership industry, we lend to credit-worthy borrowers at attractive banks rates

LIGHTING auroralig

Auroralight 343 Islander St.

Oceanside, CA 92054 USA Phone I: 760-213-5686 FAX: 760-967-1247 Email: juliesmithtaylor@taylorpr.net Website: www.auroralight.com Contact: Julie Smith-Taylor Subhead: Auroralight Specialty: Auroralight designs, engineers and manufactures the world's finest solid copper and brass estate-quality landscape lighting solutions. A variety of high quality mounts, accessories and options are also available. Auroralight is the ONLY landscape lighting manufacturer that is systems-oriented. This commitment ensures that every luminaire, mounting support apparatus, and accessory seamlessly work together. All luminaires come with a lifetime warranty and are manufactured in California with the highest quality and attention to detail.

LIST SERVICES

EP Marketing

EP Marketing 1581 ParkGlen Circle Apopka, FL 32712 USA Phone I: 407-340-1185 Email: 41 I dataguy@gmail.com Contact: Edmund Poirier Specialty: A Full Service List company that provides live customer service 24/7 We provide Appending Services for 2 cents a record We offer Email Marketing. We offer DNC scrubbing We provide the following lists for as little as a penny a lead & we won't nickel dime you. Telemarketing Targeted Qualified Data Birthday **RCI** Time Share Owners **Frequent Travelers** Mini Vac Buyers Tour No Buys Cruise Enthusiasts Sweepstake Entries New Home Owners & Movers Lifestyle Golfers **Boaters** Complete databases for sale

All leads guaranteed, we will not be undersold.

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active marketing company focused on delivering leads that will optimize your marketing and maximize your ROI. Our daily hotlines of sweeps and responders from transactional data are selectable by interest and pulled by recency to include but not limited to income and presence of credit card. Our national data base of 220MM records with 66MM emails with 300 lifestyle selects.

- Email marketing and Phone Append Services - Frequent Travelers
- New Homeowners/ New Phone Connects Daily
- Direct Mail
- Telemarketing Leads
- Timeshare Owners Lists
- Daily sweepstakes - Cell phone Responders
- Transactional data

LIGHTHOUSE LIST COMPANY IS YOUR "GO TO" PROVIDER FOR QUALITY DATA AND LEADS!"

LIST SERVICES

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- Telemarketing Lists
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- · Response & Lifestyle Lists
- Database Management
- · Opt-in Email Programs
- · Fulfillment
- · Merge/Purge & Suppression Services
- · REFERENCES READILY AVAILABLE

Find out why our clients keep coming back!



Harding & Companies

Harding & Companies, Inc. 4106 Meander Place, Suite 205 Rockledge, FL 32955 USA Ph I: (407) 494-9307 FAX: (407) 641-9928 Email: rodharding@hardingcompanies.com Website: www.hardingcompanies.com Contact: Rod Harding Specialty: Harding & Companies, Inc., is a full service solutions provider for FF&E liquidation, FF&E warehousing, FF&E distribution and FF&E installation. Harding & Companies, Inc., was founded to assist clients plan, manage, coordinate and implement effective and efficient logistical solutions in the Hospitality industry.

MARKETING



Creative Marketing Incentive Group 2831 Camino Del Rio S Suite 203

San Diego, CA 92108 USA Phone I: 800-619-6101 ext 316 Phone 2: 800-619-6101 ext 2 Enail: Info@creativemarketingincentives.biz Website: www.CreativeMarketingIncentives.biz Motto: Our reputation speaks loudly! Specialty: Offering a large variety of custom marketing incentives, such as: Travel and Wacation Certificates, Cruise and Resort Getaways, Touch Mp4 Players, Digital Gamcorders and a NEW 7" WiFi tablet, \$25 --\$300 Dining Certificates, \$50 and \$100 Gas and Grocery Rebates. Not only do we manufacture and fulfill all of our offers in-house, but we guarantee to protect the integrity of your promotions by not re-marketing to your austomers....EVER! Why buy certificates in bulk on pay per certificate when you can just print on e-mail Unlimited Incentives for one low monthly fee?

Resort Trades Testimonial

The Trades Publishing Company is a loyal ARDA member and we value their dedication and support as an industry partner.

Chantal Rotondo, ARP, Membership Manager of American Resort Development Association



SOCIATE **GBG & Associates** 500 West Harbor Drive #822 San Diego, CA 92101 USA Phone I: 619-255-1661 FAX: 619-255-8597 Email: georgi@georgibohrod.com Website: www.gbgandassociates.com Contact: Georgi Bohrod Specialty: GBG & Associates. Marketing and Public Relations Strategies and Implementation. GBG & Associates, lead by well known PR and marketing professional Georgi Bohrod and supported by the industry's brightest and most energetic talent will guide your business growth, provide a positive platform for new business development, increase awareness in your product and/or company and even provide prospects for sales. Specializing in the shared ownership industry for more than a quarter century, GBG & Associates has proven results in traditional and creative B2B and B2C marketing and public relations. Visit our web site for examples of press relations, advertising client and member/owner newsletters, collateral materials, member upgrade programs and strategic planning for the shared ownership industry. Whether you need to introduce your company, educate your client base, strengthen your positioning or develop a new campaign, we know how to make it work. Call (619)255-1661 or visit our web site at www.gbgandassociates.com



IMS

Integrated Marketing Solutions, Inc. **Interactive Marketing Solutions** 1328 Capouse Ave. Scranton, PA 18509 Phone I: 570-814-0749 Website: www.myvacationgifts.com Contact: Sean Kelly Subhead: Interactive Marketing Solutions Specialty: We specialize in Day Drives for Travel Clubs and Timeshare Resorts. We have over 20 years experience in delivering high quality tours. We can service your needs with outbound or inbound telemarketing. Our confirmation calls are recorded for quality assurance. We do not broker tours. Our seasoned staff produces and confirms all tours in house. Contact Sean Kelly at 570-814-0749 today to design an inbound or outbound program that will have tours generating immediately. See your revenues and VPG increase tremendously, even in today's economy.

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tives to produce the most effective VPG. . MDI has a host of Custom designed, cost effective, successful premiums and vacation

certificates. . Interactive Website for Manifest, Results, Projections, Disputes and Accounting of

Weekly Tours. www.ReportsPro.net. . MDI has a custom Confirmation Letter Website.

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You want to remodel? Who's in charge?

Whenever owners and operators of timeshare properties and vacation resorts want to complete a remodeling or renovation project, a large number of people get involved. Each person has to make important decisions along the way that can help or hinder the progress of the construction project. It's important to remember that as for many other things in life, too many cooks can spoil the broth. That's why it's crucial to identify who's in charge of each specific step of the remodeling process. That way, decisions can be made quickly at every stage, and the project can stay on track.

The property's owners, Homeowner's Association (HOA) and/or Board of Directors (BOD) are the initial decision makers in any remodeling project. They are responsible for identifying the reasons why the remodeling is necessary. Once they have defined the general scope of construction project, they are responsible for planning and budgeting it. They need to make sure there are enough reserve funds to handle such project when the time comes to schedule the work.

Once the project is funded and scheduled, an architect or a project manager is hired to put down on paper the wishes of the owners and develop the scope of work involved. This person is in charge of making a detailed list of the infrastructure and decorative additions and/or changes that need to take place to meet the owners/HOA/ BOD's requirements and requests.

Contractors are in charge of the next major step, which is the construction project itself. Most owners and HOAs request bids from several contractors, which must include the complete scope of work, i.e. materials, labor, permit fees, etc. If contractors decide to hire sub-contractors to perform part of the work, they're in charge of supervising them to make sure they use the correct materials and the work is performed to the contractor's standards. It is also the contractor's responsibility to ensure that the work is performed within budget and by the deadline provided to the customer.

Once the remodeling is complete, the architect / project manager is responsible for confirming that the work is complete and meets the original construction requirements. Then a building inspector is scheduled to verify that the remodeling job has been performed correctly and up to code. Finally, the operations/resort team is usually in charge of transitioning the property back to the owners.

Ultimately, the project's responsibility mainly lies with the contractors who are hired for the remodeling project. They

need to secure the buy-in of the owners/HOA/BOD to guarantee the project to be a success, or risk having them change their minds during the course of construction. This sudden change can be detrimental in several ways: it can not only add time and cost to the project, but also complicate the communication with subcontractors, who need to be aware of any change of plan. Fortunately, experienced contractors are used to keeping a clear line of communication between them, the owners and their subcontractors, to make project management as seamless as possible.



EMBERS DIRECTORY



Savage Direct Marketing 215 3rd Avenue Kirkland, WA 98033 USA Phone I: 425-822-8633 FAX: 425-822-8623 Email: pauls@savagedm.com Website: www.savagedm.com Contact: Paul Savage Subhead: Savage Direct Marketing Specialty: Marketing services include: -Day-Drive Tour Generation -Mini-Vacation Programs -Fly & Buy Mini-Vacation Programs -Direct Mail Marketing -Email Marketing -Owner/Member Referral Programs -List Targeting/Acquisition -Premiums Incentives -Marketing Consulting 2013 Marketing Tour Generation Highlights...



SML Marketing LLC 162 South Peninsula Daytona Beach, FL 32118 USA Phone I: 386-265-4975 FAX: 386-469-0253 Email: smlmarketingllc@aol.com Website: www.smlmarketingllc.com Contact: Laurie Borasky, Susan Yost, Michelle Carrasquillo Specialty: We provide marketing services for

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JW Maxx 11811 N Tatum Blvd, ste 3031 Phoenix, AZ 85028 Phone I: (602)953-7798 Email: wally@jwmaxxsolutions.com Website: http://www.jwmaxxsolutions.com Contact: Walter Halicki

Specialty: JW Maxx Solutions is the undisputed leader in online reputation management for the timeshare industry. With over 20 years of experience in vacation fulfillment, JW Maxx Solutions understands what individuals and companies in the industry need to succeed in today's ever-changing Internet landscape. Through the use of the latest technology available and the best methods to induce a fast-acting makeover of a company's Internet landscape, JW Maxx Solutions provides positive media outcomes for growth-oriented companies.

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Vak Pak Inc. PO Box 3264. Jacksonville, FL 32206 USA Ph I: 800-877-1824 Ph 2: 904-353-4404 Email: alex@vakpak.com Website: www.vakpak.com Specialty: Vak Pak Inc. is the leader in design and manufacture of self-contained filtration and operating systems for swimming pools, spas, fountains and zoos for more than 40 years. Our equipment can be found in hotels, motels, theme parks, housing developments, malls and backyards across the country. Anywhere you need clean, clear water for fun.

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PREMIUMS AND WHOLESALERS



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San Diego, CA 92108 USA Phone 1: 800-619-6101 ext 316 Phone 2: 800-619-6101 ext 2 Email: Info@creativemarketingincentives.biz Website: www.CreativeMarketingIncentives.biz Motto: Our reputation speaks loudly! Specialty: Offering various types of marketing incentives such as Travel and Vacation Certificates, Cruise and Resort Getaways, Touch Mp4 Players & Digital Camcorders, \$25 - \$300 Dining Certificates, \$50 - \$100 Gas and Grocery Rebates. We manufacture and fulfill all of our own offers in-house. Our reputation speaks loudly. We protect the integrity of your promotions by not re-marketing to your customers, EVER! Why buy certificates in bulk when you can just print and email Unlimited Incentives without having to pay per certificate?

PUBLIC RELATIONS



GBG & Associates 500 West Harbor Drive #822 San Diego, CA 92101 Phone 1: 619-255-1661 FAX: 619-255-8597 Email: georgi@georgibohrod.com Website: www.gbgandassociates.com Contact: Georgi Bohrod Specialty: Public Relations and Positioning Strategy, Placement and Distribution Management

In today's shared ownership arena, there is one Public Relations group which stands out in its ability to guide and manage business growth, create a positive platform for new business development and increase awareness for management companies, business services, products and resort developers. GBG & Associates is led by Georgi Bohrod, RRP to support the industry's brightest and most energetic talent and seasoned professionals. Specializing in the shared ownership industry for more than a quarter century, GBG & Associates provides resources and spearheads tailor-made comprehensive B2B or B2C strategic plans incorporating both traditional and new media by managing the many moving parts which are part of an effective, comprehensive public relations program.

PUBLIC RELATIONS & MARKETING



SharonINK PR & Marketing 8776 E Shea Blvd Ste B3A-306 Scottsdale, AZ 85260 USA Phone 1: 310-923-1269 Email: Sharon@SharonINK.com Website: www.Sharon@SharonPR.com Contact: Sharon Drechsler-Scott, RRP Specialty: If your company does business in the timeshare industry, we can help you reach your customer through both conventional online/offline publications and the use of social media. Our public relations and marketing services are provided by a veteran of more than twenty years' vacation ownership resort industry experience. Owner and CEO Sharon Drechsler-Scott, contributing editor for Resort Trades, knows the industry intimately and has an extensive writing portfolio. Her articles have appeared in Developments magazine and Resort Trades' Management & Operations, to name a few. She is a Registered Resort Professional with ARDA.

RECEIVABLES AND MAINTENANCE FEE SERVICING



Concord

4150 North Drinkwater Boulevard., Ste. 200 Scottsdale, AZ 85251 USA Phone I: 800-685-8736 Phone 2: 480-998-7585 FAX: 480-951-8879 Email: jpowers@PowerOfConcord.com Website: www.PowerOfConcord.com

Contact: Joy T. Powers, 1-321-293-0293, Director of Business Development US and Canada Specialty: Since 1988, performing receivables

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Outstanding References Available. Call or E-mail Joy Powers Today for Informational Packet.



International Headquarters 404 Camino del Rio South, 4th Fl San Diego, CA 92108 USA Phone 1: 619-683-2470 FAX: 619-683-2077 Email: Alara@resortcom.com Website: www.resortcom.com Contact: Alejandro Lara Motto: 25 Years of Innovation Specialty: ResortCom International offers a range of cutting-edge services and a flexible, customizable platform to maximize your success. We are known for innovative tools developed by thought leaders and solution strategists such as marketing campaign management, email marketing, social media integration, tour management, iPad App for sales room and integrated data 24/7. Our Las Vegas-based contact center is staffed with knowledgeable people who utilize a fully integrated CRM system to manage any customer questions with comprehensive and detailed follow-up ResortCom is also in partnership with LaTour Hotels and Resorts. LaTour provides superior management services to hotel owners throughout the United States, Mexico and the Caribbean. Lead by Tom LaTour, former Chairman and Chief Executive Officer of the Kimpton Hotel and Restaurant Group, LaTour is the industry's premier management and services group providing the expertise, tools and solutions to build business, grow revenue, while improving the bottom line and delighting owners and guests.

Resort Trades Testimonial

For many years, my clients have advertised in the Resort Trades with tremendous success. The publications are widely read and widely respected within the timeshare industry. The Resort Trades has also been of great assistance to my clients by helping print our press releases and photographs. They are an integral part of any public relations and advertising plan I suggest to clients.'

Marge Lennon President Lennon Communications Group Fort Myers, FL • 239-482-3891

RENTALS AND RESALE

VacationCondos.com I Vance Gap Rd Asheville, NC 28805 USA Phone I: 317-213-2553 Email: info@vacationcondos.com Website: www.VacationCondos.com Contact: Jay Bade

Specialty: VacationCondos.com is an owner rental program that has been developed for timeshare owners, vacation condominium owners and homeowners associations as a resource to offset some of the fixed costs associated with ownership. In addition to a core database of more than 100,000 renters to popular vacation destinations throughout the country, VacationCondos.com works with an extensive global network to successfully market individual owner's unused property as well as delinquent inventory for HOAs to millions of vacationers.

Resort Trades Testimonial

For many years, my clients have advertised in the Resort Trades with tremendous success. The publications are widely read and widely respected within the timeshare industry. The Resort Trades has also been of great assis-tance to my clients by helping print our press releases and photographs. They are an integral part of any public relations and advertising plan I suggest to clients."

Marge Lennon

2014

President Lennon Communications Group Fort Myers, FL • 239-482-3891

RESERVE STUDIES



Advanced World Concepts Inc. 2237 Del Mar Scenic Parkway Del Mar, CA 92014 Phone I: (858) 755-8877 FAX: (858) 755-2754 Email: sales@prasystem.com Website: www.prasystem.com Contact: Bill Chaffee Specialty: PRA Consultants are certified

reserve professionals licensed and trained in implementing the PRA System for preparing the highest quality and most accurate Reserve Studies available. The system is the only reserve management plan preparation software that has been evaluated by a CPA firm for accuracy of calculations while meeting AICPA requirements for reporting. The system is designed to complement properties with different ownership formats and contribution calculations.

PRA Consultants utilize property plat maps and model floor plans for planning and scoping how reserve items will be grouped, budgeted and tracked based on the property's common areas, building and unit configurations. This provides the foundation for a reserve management plan with financial support that is easy to understand and provides optimized contributions while projecting that sufficient reserve funds will be available when needed in the future.

> Visit www.ResortTrades.com www.ResortTrades.mobi Want to be included? Call 931-484-8819 or email adrep@thetrades.com

RESORT MANAGEMENT

GRAND PACIFIC RESORT MANAGEMENT

Grand Pacific Resort Management 5900 Pasteur Ct Ste 200 Carlsbad, 92008 Phone I: 760-827-4181 FAX: (760)431-4580 Email: success@gpresorts.com Website: www.gprmgt.com Contact: Nigel Lobo Specialty: Grand Pacific Resort Management (GPRM) will bring over twenty years of best practices and operational excellence to your resort. Currently serving over 60,000 ownerfamilies every year at resorts ranging in size from under 50 units to over 300 units in the United States and Canada, Grand Pacific's signature Owner Engagement strategy will help your resort reduce delinquencies, deliver excellent rental results, and establish a successful resale solution. We manage to your existing budget with a passion for keeping maintenance fees low and quality top notch via our Preventive Maintenance (PM) Program and "owner-centric" Service Culture. For a complimentary analysis and consultation please contact Sherri Weeks at sweeks@gpresorts.com or (760) 827-4190. Web: www.gprmgt.com

Resort Trades Testimonial

Thank you for everything, we are start-ing to get responses to our Ad already! Warren Smith, Vice President,

Cranberry Waterfront Suites

RESORT MANAGEMENT



Liberté Resort Management Group 10681 Gulf Blvd., Ste. 207 Treasure Island, FL 33706 USA Phone I: 800-542-3648 Phone 2: 727-360-2006 Email: liberteceo@tampabay.rr.com Website: www.libertemanagement.com Motto: "We are the best choice for nearly any fit' Specialty: Vacation Management Services o 20 plus years in TS Mgt industry o Developer transition challenges

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DAE will also provide a major speaker for the conference, with CEO Francis Taylor addressing the gathering.

TATOC, the timeshare consumer organisation, is renowned for championing the cause of timeshare owners, while its annual conference brings high level discussion and innovation to the shared ownership industry.

DAE, managing director Europe, Oliver Green said: "We are delighted to again be platinum sponsors of the TATOC conference. This builds on our many years of support for the organisation, and as an inaugural signatory of the TATOC Code of Conduct, we really value the very important work that they do.

"It's a unique conference as it brings together timeshare owners, committee members, resort developers and exchange companies, and all can share their views on the future for the shared ownership industry. This leads to healthy, open debate and a positive exchange on the way ahead for the industry.

The theme of this year's conference will be Together we can. Exploring how by working together all challenges can be overcome and great things achieved. It will focus on assisting owners, tackling scammers, support for resorts, and so much more. This all builds on last year's launch of TATOC's Five-Year Plan aimed supporting owners, developers and the wider industry.

The conference will take place at the Park Royal Hotel, in Stretton, near Warrington from March 7-9, 2014.

The timeshare resale brokerage company will utilize Mr. Bocquet's vast experience to build on the early success of the new firm.

Timeshare Broker Associates (TBA), a licensed real estate firm specializing in timeshare resale services, welcomes the addition of resale industry expert Jerome Bocquet as the company continues to structure its management team and build on the success of the operation

Mr. Bocquet will supervise the expanding staff of licensed agents as the company grows its business model of servicing timeshare owners looking for a commission-based solution to selling their timeshares on the resale market.

"As most brokers and agents in the secondary market understand, the ability to network and co-broke with other agents is an extremely important part of the resale process," said Jason Connolly, Managing Broker, Timeshare Broker Associates. "With Jerome's extensive network and the relationships he's built over the past 20 years in the timeshare industry, his experience and knowledge will be crucial as we expand our business and service our growing clientele."

TBA, which is affiliated with leading online timeshare marketing company BuyaTimeshare.com, will also position Mr. Bocquet



industry-leading internet visibility to help them match owners with buyers. We look forward to the opportunity to work with Jerome and help produce more satisfied timeshare owners," added Wesley Kogelman, president and CEO, BuyaTimeshare. com

Mr. Bocquet joins TBA following a highly successful period with Timeshare Broker Services, where he was responsible for leading the licensed sales agents and exceeding sales targets while implementing the policies and procedures of the company. Prior to his time with Timeshare Broker Services, Mr. Bocquet was a sales executive with Marriott Vacation Club and Hilton Grand Vacations Club; also serving as a licensed agent for the GMAC Real Estate Timeshare Division. He has an Accounting Degree from IPF in his native Paris, France, where he also studied Hotel Business and Administration

"The evolution of the timeshare brokerage business has taken on increased importance following the recession, with more buyers understanding the value and savings that can be obtained on the resale market," said Mr. Bocquet. "Owners are looking for a safe and consistent method of selling their intervals and I am very excited to be able to connect those buyers and owners as part of the team at TBA.

For more information about Timeshare Broker Associates. please visit http://timesharebrokerassociates.com or phone 877-624-6889

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HM Patton Hospitality Management

Patton Hospitality Management I Vance Gap Rd

Asheville, NC 28805 Phone I: 317-213-2553 Email: partnersolutions@pattonhospitality.com Website: www.PattonHospitality.com Contact: Jay Bade

Specialty: Patton Hospitality Management is a recognized leader in vacation property and timeshare management. As one of the largest independent hospitality and timeshare management companies in the U.S. our success has come from having the flexibility to find unique solutions to help HOAs, resorts and hotels achieve their financial goals. We offer a complete portfolio of smart, innovative and fully customizable services and systems, all designed to optimize customer satisfaction and to drive your bottom line.





SPM Resorts, Inc. 1051 Shine Avenue Myrtle Beach, SC 29577 USA Phone I: 843-238-5000 FAX: (843) 238-5001 Email: byoung@spmresorts.com Website: www.spmresorts.com Contact: Bill Young Specialty: SPM Resorts is a full-service professional timeshare resort management company, managing 36 homeowners' associations serving more than 100,000 timeshare owners. SPM's complete management portfolio includes financial and accounting services, rentals, resales and communications for owners and boards of directors. In addition, SPM's management team is frequently called upon by banks and investment groups to assist with workouts and turnaround situations. To confidentially discuss your resort, contact SPM Resorts at 843-238-5000 or visit www.spmresorts.com.



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Phone 1: 800-541-6775 Email: diana.johnson@essentialamaneities.com. Website: www.essentialamenities.com Contact: Ms. Diana Johnson

Specialty: Essential Ámenities, Inc. is a well established guest amenity company providing high quality guest room toiletry products and amenities to boutique hotels, bed & breakfast inns, and resort properties. We offer a wide range of exclusively licensed collections that includes Hermes from France, Tommy Bahama Travelers Collection, Poggesi, Ecru New York, Little Green, Dickens & Hawthorne Cucumber & Acai, and Joseph Abboud. Feel free to contact us at 800-541-6775 or www.essentialamenities.com for more information

SALES AND MARKETING PRODUCTS

Rimco Marketing Products, Inc. 6344 All American Blvd. Orlando, FL 32810 USA Phone I: 800 683 1883 Phone 2: 407 290 0883 FAX: 407 297 7327 Email: connie@rimcoinc.com Website: www.rimcoinc.com Contact: Connie Jones Specialty: Rimco produces custom presentation products for sales and marketing. Our manufacturing partners, in the US and offshore, are recognized experts in their industries. Offering unlimited material and construction options, we create presentation packaging that defines your brand and reflects your style. Owner Kits Sales Presentation Binders Digital Media Folders Presentation Boxes Guest Service Directories & Menus Fabric Bags & Totes Promotional Merchandise Rimco offers you complete creative freedom... and adds pizazz!

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Interval International

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SHELTERS



ICON Shelter Systems Inc. 1455 LINCOLN AVE Holland, 49423 Phone I: 800-748-0985 Phone 2: 616-396-0919 FAX: 616-396-0944 Email: richard@iconshelters.com Website: www.iconshelters.com Contact: Richard Lubbers Specialty: Site and street shelters by ICON Shelter Systems, Inc. enhance and define public spaces. Hexagons, octagons, squares, gables, hips and curved roof shelters are available in 1' increments. Also available are gazebos, pavilions, pedestrian bridges, arbors, transit shelters, clock towers and kiosks. ICON's design and engineering personnel have over 50 years of collective experience working with landscape architecture firms.

TELEMARKETING



Integrated Marketing Solutions, Inc. **Interactive Marketing Solutions** 1328 Capouse Ave. Scranton, PA 18509 Phone I: 570-814-0749 Website: www.myvacationgifts.com Contact: Sean Kelly Subhead: Interactive Marketing Solutions Specialty: We specialize in Day Drives for Travel Clubs and Timeshare Resorts. We have over 20 years experience in delivering high quality tours. We can service your needs with outbound or inbound telemarketing. Our confirmation calls are recorded for quality assurance. We do not broker tours. Our seasoned staff produces and confirms all tours in house. Contact Sean Kelly at 570-814-0749 today to design an inbound or outbound program that will have tours generating immediately. See your revenues and VPG increase tremendously, even in today\'s economy.



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Perfekt Marketing 3015 S 48th St Tempe, AZ 85282 USA Phone I: 602-453-3333 ext 4502 FAX: 602-453-3337 Email: tkelly@perfektmarketing.com Contact: Tom Kelly Specialty: Day drives and Minivacs for Vacation Clubs and Timeshare Resorts. Direct mail, Inbound or Outbound telemarketing, Radio and even T.V. Take control of your VPG today. All calls recorded for quality assurance. We are not a broker. Our dynamic staff produces 40k Day Drives annually, all generated in house. Call today and see how quick your business can grow beyond your expectations.

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Tele-Sales/Registration Consultants 7835 San Pablo Road, SE Deming, NM 88030 USA Phone I: 575-546-4094 Phone 2: 575-494-5477 Cell FAX: 575-546-4095 Email: regiscon@msn.com Contact: G. B. (Ben) Eubanks, JD Specialty: Tele-Sales / Registration Consultants, Inc. -Marketing/Registration Services For 18 Years: Timeshare State Registrations, Telemarketing, HUD Property Reports, Subdivision Registrations and On-going Renewals: -Free Assessments Tele-Sales / Registration Consultants, Inc. G. B. 'Ben' Eubanks, JD (Ret.)



Stewart Vacation Ownership 3275 West Hillsboro Blvd. Suite 206 Deerfield Beach, FL 33442 USA Phone I: 954-418-4550 FAX: 954-418-4551 Email: chermann@stewart.com Website: www.stewart.com Specialty: Because your title experience should be as pleasant as your location. At Stewart we strive to make the title and escrow process as relaxing as your development. Whether you're planning a new resort community or looking for smoother securitization and title insurance procedures, we will work with you to meet your exact needs. · National title and escrow services for deeded and non-deeded developments

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ETourandTravel, Inc. 3626 Quadrangle Blvd. Ste 400 Orlando, FL 32817 USA Phone 1: 407-658-8285 Ext. 23 Email: keith@kgiresorts Website: www.etourandtravel.net www. etourandtravelbrokers.com Contact: Keith Rogers Motto: Have Tour Prospects? We Want Them! Specialty: Have Tour Prospects? We Want Them!

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TOUR GENERATION

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Specialty: Outbound and Inbound Telemarketing Day Drives and Direct Mail Tours.

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TOUR GENERATION



Perfekt Marketing 3015 S 48th St Tempe, AZ 85282 USA Phone I: 602-453-3333 ext 4502 FAX: 602-453-3337 Email: tkelly@perfektmarketing.com Contact: Tom Kelly Specialty: Day drives and Minivacs for Vacation Clubs and Timeshare Resorts. Direct mail, Inbound or Outbound telemarketing, Radio and even T.V. Take control of your VPG today. All calls recorded for quality assurance. We are not a broker. Our dynamic staff produces 40k Day Drives annually, all generated in house. Call today and see how quick your business can grow beyond your expectations.

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Industry News

RCI® Celebrates 40 Years of Delivering Dream Vacations

The vacation exchange pioneer pays tribute to affiliates, members and associates who have contributed to four decades of success

RCI, the global leader in vacation exchange and part of the Wyndham Worldwide family of brands (NYSE: WYN), turns 40 years old today, marking a significant milestone for the company and the vacation ownership industry as a whole.

"When Christel and Jon DeHaan founded RCI on Feb. 4, 1974, they invented the concept of vacation exchange and forever changed the shape of the timeshare industry by adding an entirely new level of flexibility and choice to travelers," said Gordon Gurnik, president, RCI. "Since then, RCI has partnered with some of the most respected companies in the hospitality sector to continue moving the industry forward. Today, we celebrate the achievements of each of our affiliates as we look ahead to the next 40 years."

What began four decades ago as a stack of index cards housed in a shoe box has grown into an unparalleled vacation exchange network of more than 4,000 affiliated properties in approximately 100 countries – the largest in the world. RCI's approximately 3.7 million subscribing members have access to this vast network, and have created countless memories traveling to these quality affiliated resorts.

"Our members share our passion for travel, culture and adventure," said Gurnik. "As we celebrate 40 years together, we want to thank each of our members for their enthusiasm for travel and their choice to see the world through vacation exchange. And as a token of our gratitude to them, we will be releasing several exciting member and consumer promotions throughout the year." Since RCI brought the flexibility and choice of vacation exchange to timeshare, the industry has grown rapidly. In the early 1970s there were 45 timeshare resorts around the world; today, the number tops 5,000. The types of products and services available to timeshare owners have also increased significantly, and the concept has grown and flourished around the world.

Over the years, RCI has continued to transform the industry, leading the way with first-to-market innovations that have given its affiliates a competitive edge while delivering a richer experience to owners and RCI members. Some examples include:

- the launch of RCI Resort Recognition program, which helped set the standard for quality in vacation exchange in 1991;
- the creation of the first global points-based exchange program, RCI Points, in 2000;
- the world's first (and now largest) luxury exchange program, The Registry Collection, in 2002;
- the launch of the first online video network for the industry, RCI TV, in 2009;
- the unveiling of trading power transparency, which revolutionized vacation exchange with added flexibility and choice in 2010;
- and the first mobile version of an exchange website in 2012.

"We have some of the best and brightest minds working at RCI, who are constantly looking for ways to improve on an already celebrated vacation exchange system," Gurnik continued. "Our reputation and track record of being an innovator in the industry is only possible thanks to the spirit and dedication our associates have for delivering the best experience to RCI members and affiliates."

As RCI celebrates its 40th anniversary, it continues to look ahead

for new ways to bolster the future of the vacation ownership industry. In 2014, RCI has plans to improve its online experience and content with the goal of furthering positive messages about vacation ownership while improving the exchange experience for members. For more information, visit RCI.com or RCIAffiliates.com.

C2 Limited Design Associates awarded "Interior Design of the Year"

C2 Limited Design Associates – premier providers of design for resorts, private clubs and hotels – recently announced being recognized by The BoardRoom magazine with the "Excellence in Achievement Award 2013; Clubhouse Interior Design of the Year." The BoardRoom, the official publication of the Association of Private Club Directors, conferred the honor on C2 Limited as a result of the firm's refurbishment of Wee Burn Country Club in Darien, Connecticut.

"The Wee Burn Country Club is an elite private club that was founded in 1896," says C2 Limited Design Associates Partner Craig J. Smith. "We enjoyed working with such a valuable, historical property. Our challenge was to preserve the beauty and elegance of the past while making it comfortable and appealing to the 21st Century eye."

"Each of the recipients of The BoardRoom magazine's "Excellence in Achievement" awards are clearly leaders in their respective industries," says its publisher, John Fornaro. Winners each year are selected for overall excellence in their respective fields, achievements, innovation, vision for future growth and continued impact on private club operations.

www.c2limited.com

EMBERS DIRECTORY



Savage Direct Marketing 215 3rd Avenue Kirkland, WA 98033 USA Phone I: 425-822-8633 FAX: 425-822-8623 Email: pauls@savagedm.com Website: www.savagedm.com Contact: Paul Savage Subhead: Savage Direct Marketing Specialty: Marketing services include: -Day-Drive Tour Generation -Mini-Vacation Programs -Fly & Buy Mini-Vacation Programs -Direct Mail Marketing -Email Marketing -Owner/Member Referral Programs -List Targeting/Acquisition -Premiums Incentives -Marketing Consulting 2013 Marketing Tour Generation Highlights...



SKS Call Center Solutions 151 Riviera Drive Building B, #202 Lake Havasu City, AZ 86403 USA Phone I: I-800-967-8820 Email: mbrewster@skscallcenters.com Contact: Matthew Brewster

Specialty: SKS Call Center Solutions provides a one stop for all of your call center marketing needs. Our call center efforts are supported by proven mail pieces, landing pages, gifting and data lists options to generate qualified clients you need to fill your tour pipeline. We leverage our technology to lower your marketing costs; improve tour flow, and VPG. Start small or set up dedicated staff for your program today. We are expanding and looking for strategic partners.



SML Marketing LLC

162 South Peninsula Daytona Beach, FL 32118 USA Ph I: 386-265-4975 FAX: 386-469-0253 Email: smlmarketingllc@aol.com Website: www.smlmarketingllc.com Contact: Laurie Borasky, Susan Yost, Michelle Carrasquillo

Specialty: We provide marketing services for all companies in need of prospect generation. Our one call does it all service brings all partners under one house for easy management and better control. No need for large on site marketing staff, Once SML is on the team everyone's eyes are on the bottom line. We have marketing programs this year that have seen costs of marketing at 17% thru our out of the box marketing programs. Offering: Mail programs Premiums Smart Circle cards

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Consulting services



C.A.R.E. Cooperative Association of **Resort Exchangers** PO Box 2803, Harrisonburg, VA 22801 USA Phone I: 800-636-5646 U.S. Phone 2: 540-434-4280 Canada FAX: 703-814-8527 Email: careinfo@care-online.org Website: www.care-online.org Contact: Alain Carr, President Motto: C.A.R.E. is the vacation industry Specialty: C.A.R.E. is the vacation industry's premier trade association. Since 1985 C.A.R.E. members including Travel Clubs, Wholesalers, Developers, HOA's, Resorts, and Management and Exchange Companies have been providing each other with opportunities for vacation fulfillment and exchanges and revenue enhancement through increased inventory utilization and yield management. Vendors and service providers gain increased exposure through C.A.R.E. membership and networking opportunities. Members benefit from outstanding networking and professional development opportunities at semi-annual conferences.

Enhance inventory utilization and fulfillment and connect with members through exclusive C.A.R.E. online information systems.

TRAVEL CLUBS AND EXIT PROGRAMS



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TRAVEL CLUBS AND EXIT PROGRAMS



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Travel To Go

7964-B Arjons Drive San Diego, CA 92126 Phone I: 800-477-6331 ext. 105 Email: tmiddaugh@TravelToGo.com Website: www.traveltogo.com Contact: Tommy Middaugh Specialty: Travel To Go has been specializing for 21 years in offering travel club and exit programs for stand alone sales centers, timeshare resorts, or customized programs. With our newly redesigned website and extra member benefits, we provide options that most companies can not offer. We help save our members up to 75% off luxury resort accommodations all over the world with online booking capabilities. Our members also get discounted cruises, all inclusives, restaurants, golf and more! Our program offers today incentives that no one else has and they are 100% fulfillable so everyone wins! Our Mission is "Making Dreams Come True" and that is exactly what we do. So whether you are our member or the distributor, we offer 5-Star service to all!

FEATURES:

• 21 years in business and "A+" rated with the Better Business Bureau. • Headquartered in San Diego, CA – Satellite offices in Las Vegas, NV and Daytona Beach, FL

• C.A.R.E. member for 20 years (Currently Jeanette Bunn is Vice President)

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• Toll free phone numbers with live experienced customer service and travel agents. • Full service licensed and bonded Travel

Agency. • Bilingual travel coordinators

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Please give us a call so we can talk about options for your company! Additional opportunities: We have plenty of

opportunities for Project Directors and closers. Please call for locations and details.

TRAVEL INCENTIVES



Creative Marketing Incentive Group 2831 Camino Del Rio S Suite 203

San Diego, CA 92108 USA Phone I: 800-619-6101 ext 316 Phone 2: 800-619-6101 ext 2 Email: Info@creativemarketingincentives.biz Website: www.CreativeMarketingIncentives.biz Motto: Our reputation speaks loudly! Specialty: Offering a large variety of custom marketing incentives, such as: Travel and Vacation Certificates, Cruise and Resort Getaways, Touch Mp4 Players, Digital Camcorders and a NEW 7" WiFi tablet, \$25 - \$300 Dining Certificates, \$50 and \$100 Gas and Grocery Rebates. Not only do we manufacture and fulfill all of our offers in-house, but we guarantee to protect the integrity of your promotions by not re-marketing to your customers....EVER! Why buy certificates in bulk or pay per certificate when you can just print or e-mail Unlimited Incentives for one low monthly fee?



Executive Tour and Travel Services, Inc. 301 Indigo Drive Daytona Beach, FL 32114 USA Phone I: 866-224-9650 Email: Frank@ettsi.com Website: www.ETTSI.com Contact: Frank Bertalli Specialty: ETTSI Incentive Premiums helps you

meet your goals with Industry leading incentive programs in travel and merchandise certificates. ETTSI specializes in offering sales premiums in support of Timeshare and Travel Club presentations. You can relax knowing that you are receiving the greatest value and that your customers will be serviced with the utmost attention because you are buying direct from the fulfillment company. ETTSI prides itself on its in-depth understanding of the needs of their clients and they excel at converting that knowledge into strategically and tactically designed sales incentive solutions that work! Distributor Inquiries Welcome



Odenza Marketing Group, Inc 4445 Eastgate Mall Suite 200 San Diego, CA 92121 USA Phone I: I-866-883-2968 Email: marketing@odenza.com Website: www.odenza.com Contact: Pav Sangha VP of Marketing Specialty: Odenza Marketing Group's Flight, Cruise and Hotel incentives offer a variety of choices for customers within a secure, bonded program. Odenza Marketing Group has designed their travel incentives to work with all of your marketing programs to give your resort a competitive advantage. Odenza Marketing Group is a proud business partner of Carnival Cruise Lines and is a three time winner of their Pinnacle Award for demonstrating exceptional sales and marketing excellence. Call us at 1-866-883-2968 to give us a try today!



TRAVEL INCENTIVES



Spirit Incentives 2455 East Sunrise Boulevard Suite 150 Ft Lauderdale, FL 33304 USA Phone I: 954.315.8700 Email: iyoungblood@spirit-incentives.com Website: www.spirit-incentives.com Contact: Ilene Youngblood Specialty: At Spirit Incentives, we provide innovative, branded incentives and benefits for businesses like yours, trying to gain a competitive advantage. Each strategic and focused promotion we create is customized and based upon

your marketing objectives. We utilize our incentive and benefit expertise

to create turnkey marketing products that produce quantifiable results. Increasing Response Rates and Customer

Acquisition

Building Customer Loyalty and Retention Gift With Purchase Products **Up-Sell Strategies**

Known for our product innovation, 99% customer satisfaction scores and "white glove' service, Spirit Incentives creates innovations that engage and experiences that endure.



TRAVEL INCENTIVES



Orlando, Atlanta, FL USA Phone I: 800-995-1493 Email: toursnow@aol.com Website: www.visionincentives.com Contact: Ron New Motto: Innovative Marketing Strategies Specialty: VISION – defined: "the act or power of anticipating that which will happen or that which needs to happen." Custom Designed Travel Certificates

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TRAVEL PREMIUMS 🖉 casablancaexpress

Casablanca Express

6300 Canoga Ave. Ste 550 Woodland Hills, CA 91367 USA Phone I: 800-370-9153 Ext 7102 FAX: 818-992-3400 Email: nick@casablancaexpress.com Website: www.casablancaexpress.com Contact: Nick McClendon Motto: Travel for less with Casablanca Express Specialty: Travel Premiums, Day Drives, Mini-Vacs, and Lead Generation. Over the last 30 years we have traveled over 2,000,000 passengers through our travel premiums and generated over 300,000 Mini-Vac and Day Drive tours for Vacation Clubs and Timeshare Resorts. Our competitively priced Accommodations with Airfare, Cruise, and Accommodations Premiums will increase response rates, boost show factors and raise your VPG. Our customer friendly fulfillment process and highly trained staff will minimize customer issues and enhance customer loyalty.







2831 Camino Del Rio S Suite 203 San Diego, CA 92108 USA Phone I: 800-619-6101 ext 316 Phone 2: 800-619-6101 ext 2 Email: Info@creativemarketingincentives.biz Website: www.CreativeMarketingIncentives.biz Motto: Our reputation speaks loudly! Specialty: Offering a large variety of custom marketing incentives, such as: Travel and Vacation Certificates, Cruise and Resort Getaways, Touch Mp4 Players, Digital Camcorders and a NEW 7" WiFi tablet, \$25 - \$300 Dining Certificates, \$50 and \$100 Gas and Grocery Rebates. Not only do we manufacture and fulfill all of our offers in-house, but we guarantee to protect the integrity of your promotions by not re-marketing to your customers....EVER! Why buy certificates in bulk or pay per certificate when you can just print or e-mail Unlimited Incentives for one low monthly fee?

Happy St. Patrick's Day

Industry News

Interval Expands Vacation Choices for its Upgraded Members with New Tour Exchange Option

nterval International, a prominent worldwide provider of vacation services and an operating business of Interval Leisure Group (Nasdaq: IILG), announced that its Interval PlatinumSM and Interval Gold® members have even more choices for their next vacation exchanges

Through Interval Options®, upgraded members can now trade their resort week or points toward the purchase of a tour vacation. Tour exchanges are organized trips, led by some of the industry's finest providers, and are available on practically every continent. Members can visit the romantic Tuscany region of Italy, journey through breathtaking national parks, explore exciting urban destinations, and more. This latest "option" joins cruise, golf, and spa vacations already enjoyed by members.

"The exchange benefit is a key component of Interval membership and a driver of member satisfaction. With the addition of tour exchange, members have even more flexibility in choosing how they want to vacation," said Sharon Freed, Interval's senior vice president of consumer marketing. "Tour vacations are increasingly popular since many of the details are handled by experienced operators. It's a big world and we encourage members to explore it."

In addition to quality accommodations, these unique vacations may include an escorted or independent-type tour, knowledgeable guide, transportation, attractions and/or sightseeing activities.

To request a tour, cruise, golf or spa exchange, upgraded members can contact specially trained Interval Options advisors at Member-Service Centers around the globe. Certain transaction and exchange fees apply.

Renovation Projects Add to Level 3 Construction's Portfolio

Hospitality Renovations Continue to Boost Construction Industry Growth

Level 3 Construction of Carlsbad, California has been awarded the design and renovation of a seaside vacation property, the Blue Sea Beach Hotel in Pacific Beach. The hotel project includes the remodeling of 128 guest rooms, with lobby and exterior construction to be completed by early spring. "The work brings me back to the beach," notes company President Ian Mahon: "I grew up in Santa Cruz and surfed, so it's great to be working right on the beach. Visitors to Pacific Beach will now have an enhanced vacation experience at this remarkable oceanfront hotel.

"The best part of lan's company is they have a thoughtful approach to the project. He's taking a rather ordinary property and turning the Blue Sea Beach Hotel into a boutique property, said Danny Hvde, Director of Development and Construction for Pacifica Hotel Investors. "Level 3 Construction are great creative partners."

Moving inland, Brighton Property Management has awarded another project to Level 3 Construction-renovation of the Westin Sacramento. The project consists of extensive remodeling of the lobby as well as renovation of 100 guest rooms. The project will start in February with a fast-track completion by May 2014. "Our relationship continues to grow because we always perform to benefit Brighton's investment. They trust us. We've worked on a number of great properties for them including the Westin at LAX airport," said lan Mahon

Level 3 Construction has provided new construction and renovation services to such prominent properties such as the Casa Madrona Hotel in Sausalito, the Lodge at Tiburon, Toll House in Los Gatos and the Half Moon Bay Lodge. Having renovated more than 10,000 guestrooms within California, plus extensive restaurant renovations and new construction of several hundred thousand feet of public space, Level 3 Construction offers a wide range of renovation

construction services to developers, owners, property managers and architects throughout California.

To learn more about Level 3 Construction's services, contact lan Mahon at 760-585-4643.

Jeffrey Perkins Named Resort Manager at Turtle **Bay Resort**

Turtle Bay Resort on Oahu's Fabled North Shore is proud to announce that it has named Jeffrey Perkins as resort manager.

Perkins has served as director of operations at the resort since September 2012. During this time, he led property operations through a multimillion-dollar renovation. He previously held management roles at major luxury hospitality brands and landmark resorts throughout the U.S. and Puerto Rico.

Perkins holds a bachelor's degree in hotel and restaurant management and business management from Northern Virginia College. He lives on the North Shore and is an active board member on the North Shore Chamber of Commerce.

To discover the destination and stay up to date on the Turtle Bay experience, check out Oahusfablednorthshore.com.

CLASSIFIEDS

BUSINESS OPPORTUNITIES

Seeking Vendors Throughout Northeast Bluegreen is seeking vendors throughout the Northeast to support its field marketing efforts for South Mt Resort in Lincoln, NH. We are looking for companies with experience in FTF package sales, OPC, and lead generation. To find out more, contact Daniel Glenn at (603) 745-3640, ext 6.

EMPLOYMENT

Bluegreen Seeking OPC Manager

The Studio Homes at Ellis Square and Bluegreen Vacations are immediately hiring an experienced OPC Manager for our preview center in Savannah GA.We've got amazing marketing locations and virtually no competition!! The sky is the limit. Qualified candidate should have a minimum of 5 years experience in the timeshare industry with a proven track record including OPC, shows and events, recruitment, training, development and performance management. Candidate must possess strong communication skills and an eagerness for upward mobility. Best compensation plan in the business. We offer major dental, medical, vision 401K and employee use of all of our resorts after 90 days of employment. Please visit www. bluegreenvacations.com to see what we're all about. All inquires are strictly confidential. Please send your resume to mike.herrman@ bluegreenvacations.com



Timeshare/Travel Club Sales Talent Wanted

Earn \$75-\$150k per year Quit wasting your talent and time with companies that can't deliver consistent tour flow. Premier Marketing Group, Inc. is a sales focused company that can deliver 17-22 tours per week for each of our sales representatives. Over the course of our 20 year history, we have helped talented sales people achieve their earning potential within our progressive company. This Road Show opportunity allows you to travel the country while earning a fantastic living and being rewarded for your exceptional skills and abilities. We have a superb reputation and need real stars to help us grow. Requirements: • Timeshare/Travel Club Sales • Up to 44 weeks of travel per year • Face to face sales experience • One call closing • Engaging small group podium skills • Excellent interpersonal skills If you are the absolute best at what you do, send a summary of your qualifications to hr@premiermarketing.com. For more information about our company, visit www. premiermarketing.com.

Podium speakers and closers needed!

Podium speakers and closers needed for the largest vacation club on the planet. A+ rating with the BBB for 20 years. This product is so strong you can pitch it live. Call 609-334-3067.

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EMPLOYMENT

Podium speakers and closers needed! Experienced Podium Speaker and closers needed immediately for Travel Club located in the Poconos. Plenty of tours and great commission!!! Please Call 484-523-5306



Seeking Exchange Sales Counselors

A premier timeshare Exchange Company is growing again. We do NOT sell timeshare. We do sell Exchanges. We are one of the largest, independently owned Exchange Companies in the world looking for experienced sales individuals (strong consideration given to Spanish speakers) that can manage both inbound and outbound customer calls, as well as sell to our existing membership base while maintaining the award winning customer service focus that sets us apart from others in our industry. The right individual for this position must be able to work in an environment that requires commitment and accountability but offers an enthusiastic team approach in return. Great benefits include Vacation, Medical, Dental, Vision and 401K. If you would enjoy finding solutions to our member's vacations needs and have the drive to be a part of a growing company then we'd love to talk to you! To apply please send resumes to mireya.corona@daelive. com.



Choice Properties, Inc. is looking for experienced marketing teams and individuals looking to join our team. RCI Points affiliated Deeded inventory. Travel Club Barclay credit card Financing Unlimited use of online contract software. Sell the same product as the major developers for a fraction of their price. Call today to secure your location. Call Rob 936-499-6224 or e-mail Rob@echoiceproperties.com.

The Villas at Tree Tops and Fairway

Great opportunity for an experienced representative with expertise to sell exchange guest at our Tree Tops & Fairway Villas Resort located in the Pocono Mts. of Pennsylvania. We currently have between 30 to 250 "unworked" exchange guests per week. Work on-site with a surplus of inventory and financing available. 22% commission to the right individual or team. Temporary housing possible. If you are at a career impasse, looking for a change, or want to grow, call Joe Clewell or Kathy Wallace at 800-891-9992 x 5114 or x 5166. E.O.E M/F/V/D

bluegreen

RESORTS Bluegreen Seeking Manager

Bluegreen is looking for a highly motivated manager who develops a team of associates that produce qualified prospects to preview our Resort in St. Pete Beach, FL. The Managers responsibilities include meeting and exceeding the budgeted tour flow, recruiting and training new and existing associates, maintaining a positive relationships with our location owners, ensuring all associates operate in a professional ethical manner. The Manager facilitates the face to face tour production of guests visiting the Tampa Bay Beaches, encourages and helps their sales team to exceed the minimum expectations defined by the budget while maintaining a high APG. The Manager also supports their sales team by providing training, recruiting and collateral. Please email your resume to Emily. schmoll@bluegreenvacations.com

EMPLOYMENT

fantaSea RESORTS

We Are One Of The Largest Vacation Ownership Resorts

We are one of the largest Vacation Ownership Resorts on the East coast. Located in Atlantic City on the boardwalk, on the ocean, we are looking for "quality" day-drives as well as minivacs. 25% of the population of the US lives within driving distance of Atlantic City. We pay a fair market rate for tours and we pay on time, every week for the last 20 years. Our reputation in dealing with outside marketing companies is second to none.Would also consider partnering with your existing call center and providing capital as well as full support for all your tours. Please call me today for more information. Howard Alter, Director of Marketing 800-354-7447 or e-mail me at howarda@60north.net.

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Immediate openings with the nation's largest and oldest travel club company. We are now looking to open 4 new offsite locations and 6 new road shows this Spring and Summer. We also have several existing locations and dozens of distributors that are looking to expand in various parts of the country. Terrific product and pay plan for the right professionals. Be part of the industry that's taking over from timeshare. Email or fax resume to Bill at mrktg01@yahoo.com or (f) 877-281-3652 (m) 877-281-3649 or call 888-597-6722



Florida Timeshare Professionals Needed We are seeking self-motivated, highly energetic people to join as Licensed Florida Timeshare Professionals and OPC Marketing Representatives. Come be a part of the Conch Republic's premiere Residence Club and earn strong commissions with guaranteed pay while working in a fun and dynamic atmosphere. Our generous benefits package includes paid training, medical insurance, a 401k retirement savings plan and discounts at Hyatt Properties. For more info call 305-293-4258 Apply online today at http://www.hyatt.jobs/ Key words "Key West" EOE



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Hilton Seeking OPC's

At Hyatt, we believe our guests select Hyatt because of our caring and attentive associates who are focused on providing efficient service and meaningful experiences to each every guest. We are currently looking for energetic employees to join our team in Key West in the following positions: OPC Marketing Representative Sales Executive FL R.E. License Required

EMPLOYMENT



Bluegreen seeking Independent Contractors

The National Sales & Marketing Division of Bluegreen Corporation is expanding its' national lead generation program in key geographical areas around the country, and is looking for high quality Independent Contractors who have extensive knowledge in generating permissionbased leads in shows, events, malls, and other static display or box program opportunities. All interested persons should contact Gregg Thomas, Regional Director of Marketing & Lead Generation, at the following phone number and/ or email address: Office: 317.616.7518 email: gregg.thomas@bluegreencorp.com



DIRECTOR OF MARKETING

Grand Crowne Resorts has opened in Myrtle Beach! We are looking for someone to join our team as the Director of Marketing for our newest Sales and Marketing Presence Marketing Experience is a must Knowledge of area a plus Great pay! Benefits available! Expansion in company! Please send resumes to: Jacqueline Browning at jrbrowning@gcrvacations.com



Marketing Executive for LIGHTNING FAST growing Private Resort Membership Company

Trident Marketing, a 27-year-old North Carolina based, world class, Marketing and Resort business, is in need of a key Marketing Director to join the winning Travel Resorts of America team! 6 figure salary and bonus package, 401K, shared Health, Life and Dental Insurance plan, paid vacation and a super future for the ultimate candidate. We are looking for winners, not whiners, and an energetic individual with high standards, both personally and professionally. Lead and tour generation for our current and upcoming acquisitions will be your main focal point. Trade shows, RV Dealer programs, OPC, Direct Mail, Social and Mobile Media, SEO and every outlet known to man to market and generate quality and qualified tours into our multi-million dollar resorts for our number one rated Sales Teams. Email your resume' to our Chief Marketing Officer, David Petsolt, at dpetsolt@tridentmarketing.com and let's see if we're a match. Time to MAKE IT HAPPEN and join the REAL DEAL. Trident Marketing requires a background check and is a drug-free work place. In addition, we are looking for RV Dealer and Field agents as well. Company Websites: www.tridentmarketing.com www.travelresorts. com An INC 500 top 5000 Company 5 years running

The Villas at Tree Tops and Fairway

Seeking an experienced full-time in-house sales representative to reload and upgrade owners & exchange guests at our Pennsylvania TreeTops & Fairway Villas Resort in the Pocono Mts. Position has high commission potential. Our resort and team have a rich history of multiple Gold and Silver ARDA awards. If you are considering a change, you have just found it! Temporary housing at the Resort is a possibility for the right individual. For more information, call Joe or Kathy at 800-891-9992 x 5114. E.O.E. M/F/D/V

www.ResortTrades.com | March 2014 | 33

PET WASTE

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THIS AREA

UP AFTER

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"Searching for a way to Celebrate"

My name is Cori Lango and I am 40 years old. I was diagnosed with stage 2 breast cancer January 21, 2013. It has been a whirlwind since the diagnosis. It was an aggressive mass they found, which made their decision for treatment aggressive as

well. I started with chemo not even 3 weeks after I was diagnosed. It was doctor appointment after doctor appointment for the first couple of weeks until that first treatment, and I think they were some of the scariest moments for me. I was left wondering after each test if they were going to find other cancer within my body. I am extremely happy to say that this mass was only in my one breast and I seem to be clear in all other spots. I was in chemo until the middle of July when I opted to have a double mastectomy and reconstruction surgery. I knew I still had a long road ahead of me with many ups and downs. With all of this also came many expenses, bills, a dwindled savings account and high credit cards. However, I have the most amazing support and love from family members, friends, and co-workers that I feel like I can do anything; and beating this cancer was surely one of those things! I am cancer free now and by spring of 2014 I am

positive that this cancer will be behind me and will just be another memory of my past. Now I think about the wonderful future ahead of me, and I will continue to pay it forward, the kind of generosity and care that so many have brought to me. My significant other came across your website and told me about the amazing work you are doing. We have never come across an organization that picks up after the physical treatment end. We have been trying to find a way to make a "celebration" trip to San Diego this year. I am a 4th grade teacher and tried to work as much as possible during all my treatments. Now that I am cancer free and see the end in sight, it seems worth it and we so desperately need this trip, as I am sure vou understand.

Thank you for listening to my story and I cannot thank Send Me On Vacation enough for helping so many women out during a time that is so incredibly difficult.

Cori Lango

Send Me on Vacation Mission To Provide a much needed vacation to women with breast cancer who have undergone treatment and need a place to rejuvenate and heal their body, mind and spirit.

VACATION GUARD"

Our Cause Many women who have experienced treatment for cancer will tell you that when the physical aspects of the battle end, the emotional struggles begin. The adverse effects of the treatment can leave women, their families and friends in shambles. We believe that an essential step in surviving this experience is to provide survivors with a well deserved vacation to CELEBRATE life! If interested in becoming a member, donor or sponsor please contact us at membership@sendmeonvacation.org.

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What is C.A.R.E...

	<u>C.a.r.e.</u>
	Joining Forces to Deliver Outstanding Vacation Services
	Cooperative Association of Resort Exchangers, Inc.
	APPLICATION FOR MEMBERSHIP
A.R.E. is a non-profit	
ade association formed in	General Member Application: A "General Member" shall possess and/or be in the control of either by direct ownership (title), lease, of a start inventory for the purpose of exchange, direct trade, rental or wholesale. The General Member and the start is a start of the start inventory for the purpose of exchange, direct trade, rental or wholesale. The General Member and the start is a start of the start of the start is a start of the start of
985 by resort managers	right-to use, resort inventory for the purpose of exchange, direct trade, rental or wholesale. The General Member shall have voting rights in affairs of C.A.R.E. as set forth in the By-laws of C.A.R.E.
increase owner satisfac-	
on and profitability by	Associate Member Application: An "Associate Member" does NOT possess nor control use of resort inventory but is seeking membersh C.A.R.E. as a means of business enhancement. The Associate Member shall not have voting rights in C.A.R.E.
ffering more travel options	COMPANY NAME (as it is listed on the official records of C.A.R.E.):
nd utilization of unused	(as it is listed on the official records of C.A.R.E.):
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nd wholesale rental.	PHONE: FAX: E-MAIL:
	WEB SITE ADDRESS:
HO should become a A.R.E. Member?	WEB SITE ADDRESS: EMERGENCY PHONE: MAILING ADDRESS:
	SPONSOR INFORMATION:
ny organization, company,	Please state the company (current member of C.A.R.E. in good standing) and the contact information of the individual that has agreed to spo your membership into C.A.R.E.
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Becoming a C.A.R.E. member is affordable and offers many advantages. In difficult economic times when members and owners demand MORE, can you afford NOT to join?

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Kate Dempsey Resort Manager - Seasons at Sugarbush As a legacy company, Royal Aloha Vacation Club (RAVC) is always looking for ways to provide additional flexibility and value to our 8,000+ members. DAE's business model makes exchanging simple, easy and affordable. Additionally, we have received many positive responses and comments from members highlighting the service they have received when working with DAE for their vacations. This is greatly appreciated by both members and staff alike...

David DiBerardino President - Royal Aloha Vacation Club

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