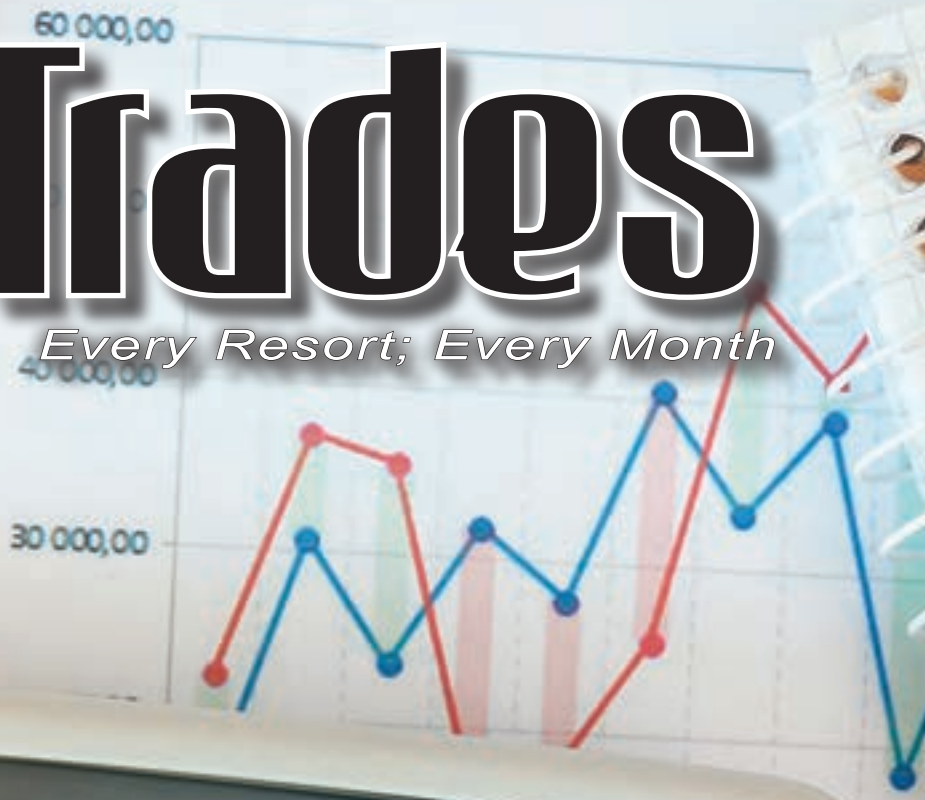


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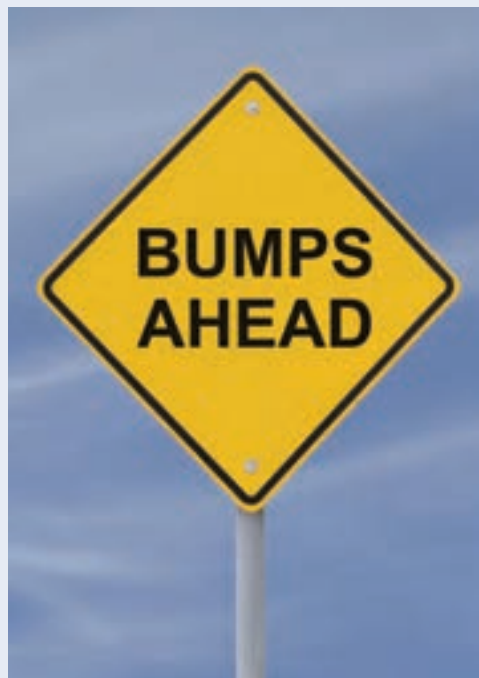
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Publisher's Corner with Sharon Scott Wilson, RRP

Answering HR Challenges

An article appearing in the January 2022 edition of Resort Trades magazine entitled "How some timeshare companies are overcoming the challenge of recruiting and retaining staff while fostering positive morale" says, "After pent-up demand for vacations, many resorts are at near-maximum occupancy, while staffing may be at 50% with workers expected to provide exceptional customer service in spite of long hours and low pay. Finding and keeping staff is proving to be this year's monstrous challenge."

Finding the right employee continues to be a pressing issue for any company involved

in hospitality and vacations. But it's a particularly vexing problem for vacation ownership resorts that would prefer to hire someone with timeshare-specific knowledge and experience.

Resort Trades Has the Answer

HR professionals and job applicants can use the "Resort Trades Directory" -- a digital job search and position posting platform strictly for businesses involved in providing vacation and hospitality services.

Hospitality, resort, and other associated business professionals who wish to advertise an employment opportunity find there are

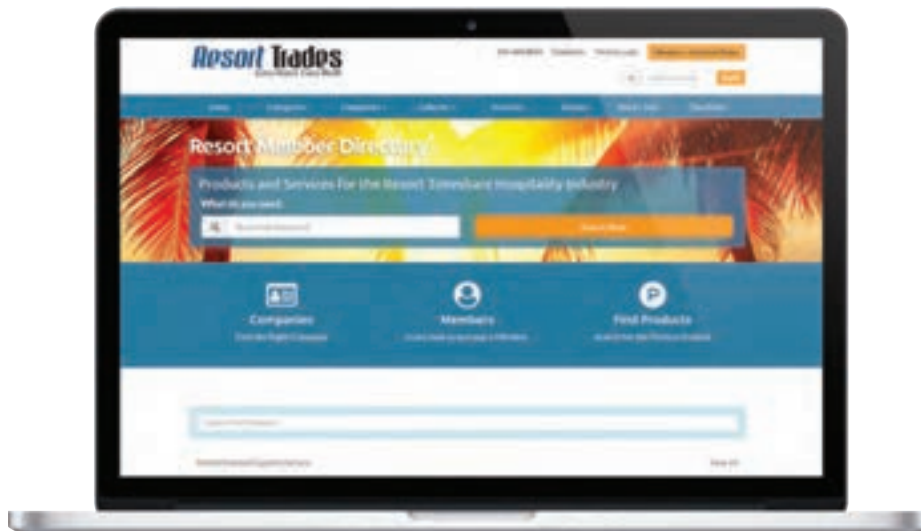
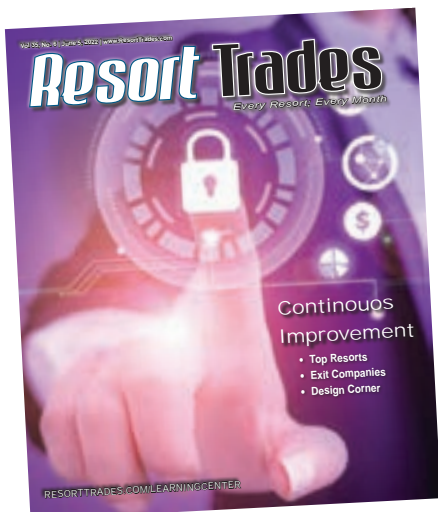
many advantages to using the platform:

- Your job listing is promoted through Social Media using Resort Trades' broad reach on LinkedIn, Facebook, Instagram, and Twitter.
- Posted job listings will be promoted through the ePublication, the Resort Trades Weekly.
- Openings in the "Resort Job" page provide candidates with a link to the company's Standard Directory Listing (a separate purchase). The directory provides companies with the ability to add video, links to articles, and photos of the staff

and location.

"According to a recent survey by Bloomberg News, more than half of U.S. hospitality workers would not go back to their old jobs and over a third wouldn't even consider reentering the industry. They want a different work setting (52%), higher pay (45%), better benefits (29%), more schedule flexibility (19%), and remote work opportunities (16%)."

Many resort companies -- particularly legacy resorts -- will have difficulty meeting these demands. Your job listing will reach the broadest audience available in the industry. So, let us help by contacting us at adrep@thetrades.com or 1-931-484-8819.



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Resort Trades is selecting a few vacation ownership companies for its series, **BEST PLACE TO WORK**. No charge, but space is extremely limited. No company is too large or small for consideration. We just want the **BEST!** But please hurry! Selections are being made **NOW** for the remainder of 2020!

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Soft Landing Still Likely

Economists and Industry Leaders Working Through the Bumps

by *Judy Kenninger, RRP*

Recently, The Conference Board, an economic think tank, held an online briefing for reporters on the U.S. and global economy. Dr. Lori Esposito Murray, president of the group's Committee for Economic Development, predicted that U.S. inflation would peak in the second quarter of 2022 and that the Federal Reserve is likely to raise rates to 2 percent this year and near 3 percent next year. Overall, they're projecting modest Gross Domestic Product growth of 2.25 percent for 2022, down from 6 percent in 2021.

The headwinds facing the economy are familiar now: war in Ukraine and the energy and fuel shortages it has caused, inflation, labor shortages, supply chain hiccups, and rising interest rates. Other signs are much more encouraging: The TSA screened just under 2.4 million passengers both Thursday and Friday of Memorial Day weekend, putting both days among the top five busiest since the start of the COVID-19 pandemic. Airports in Miami and Washington, D.C., even reported that all public parking was full. The Labor Department's closely watched employment report

showed the unemployment rate held steady in May at 3.6% for a third straight month, even as more people entered the labor force.

What do these indicators mean for the timeshare industry? While no one has a crystal ball, Resort Trades checked in with financial, travel, and resort management experts for their hot take on a possibly cooling economy.

Tackling Inflation

At the American Resort Development Association's Timeshare Conference in May, Michael Brown, ARDA chair and president and CEO of Travel + Leisure Co, took on the topic of inflation in his opening remarks. "The current inflationary environment gives timeshare companies the opportunity to provide value to our customers when other leisure companies are raising rates," he said. "There is not a time in my history in this industry when consumers are seeing more value in our product."

Industry participants who remember the 1970s and '80s may recall that part of timeshare's appeal was as an

insurance policy against future inflation. You were paying for future vacations in today's dollars. With the Consumer Price Index increases tracking at 8 percent, that argument makes much more sense than it did with inflation under 2 percent.

According to the U.S. Travel Association, hotel/motel prices were up 23% year over year in April of 2022 and 11% compared to 2019. With costs for labor, construction and supplies going up, timeshare resorts are also having to raise their rates for nightly rentals and other fees. Will this dampen demand?

"We're not seeing a lot of price sensitivity," said Greg Eure, head of growth at Vacatia, which serves both consumers and timeshare resorts with resort



GREG EURE

management, resort rentals and timeshare resales. "We're doing extensive research on comps in each market to ensure that we are priced appropriately. Our goal is to strike the right balance between occupancy and rates. Overall, the prices associations are able to charge are going up."

With many of the resorts partnering with Vacatia being located in drive-to destinations, they can still represent an affordable vacation choice.

At the same time, many consumers who missed out on vacations during the 2020 and 2021 due to the pandemic are ready to splurge on vacations, a trend some call revenge travel. "Across the board, travel



MICHAEL BROWN

Continued on page 10

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Continued from page 8

demand is going through the roof,” Eure said. “Some of the most in-demand locations are Breckenridge, Colorado, and Florida and Virginia beaches. We are already at near maximum occupancy for those and other locations.”

The main challenge for resorts in this enviable position is providing their customary high level of service with smaller staffs. “For our owners and rental guests, a big part of our appeal is the authentic and warm culture of service that our timeshare resorts provide,” he added. “We are very hesitant to cut back in areas that affect the guest experience. Our employees know they are valued team members, so we have been pretty successful in keeping our resorts staffed to meet guest expectations. That being said, the labor shortage is very real, and anybody who says it’s not, is lying.”

In response to this challenge, Vacatia has created an online recruiting platform to make the hiring process faster and more efficient. “We look for opportunities for growth for every employee, figure out who the players are and give them opportunities across the organization. We have also centralized more functions so that the employees who are at the properties can focus on the guest experience.”

Interest Is Up

To help stimulate the economy during the pandemic, the federal funds rate was lowered to nearly zero in March 2020. In 2022, the

Fed has been gradually raising that rate and on May 4, reached 0.75%-1%. For consumers, that meant that the average 30-year home mortgage went from the 3.5 percent that was common in 2021 to 5.4 percent in May of this year. How will this affect timeshare developers, who usually finance their buyers?

“It will definitely have an effect,” said Bill Ryczek, principal of Colebrook Financial Company LLC, which specializes in providing financing for the timeshare industry, “and it will be a negative effect.”



BILL RYCZEK

He explained that developers’ income from interest arbitrage on their receivable portfolios is a significant part of their profit. “With developers charging 14 to 18 percent on their paper, they’ve had a very healthy margin for the past several years. That will shrink since there’s not much ability to increase the rates consumers pay. The good news is that there will be income. It will just be less than it has been in recent years. And they still have development income, management income, and rental income,” he said.



DAWN SENA

Supply Chain Snafus

With a front seat to global supply chain issues, Dawn Sena, president of Sena Hospitality Design, has seen it all over the past two years. “Even if we order from a domestic manufacturer, some of the parts will have to come from overseas,” she said. “I’m being hit with fuel surcharges, tariffs and huge increases in the fees charged for shipping containers. At one point, we were paying \$25,000 a container from Asia, and it used to be \$4,000 to \$5,000.”

Near shore manufacturing in Mexico is not always a more affordable option as factories there don’t have the equipment and experienced workforces that Vietnam and China do. To compensate, Sena is ordering more samples so that quality can be checked before production begins.

She’s also switching up which ports container are delivered to. If you have things come through the West Coast, there are more port backup and there is the fuel to take your

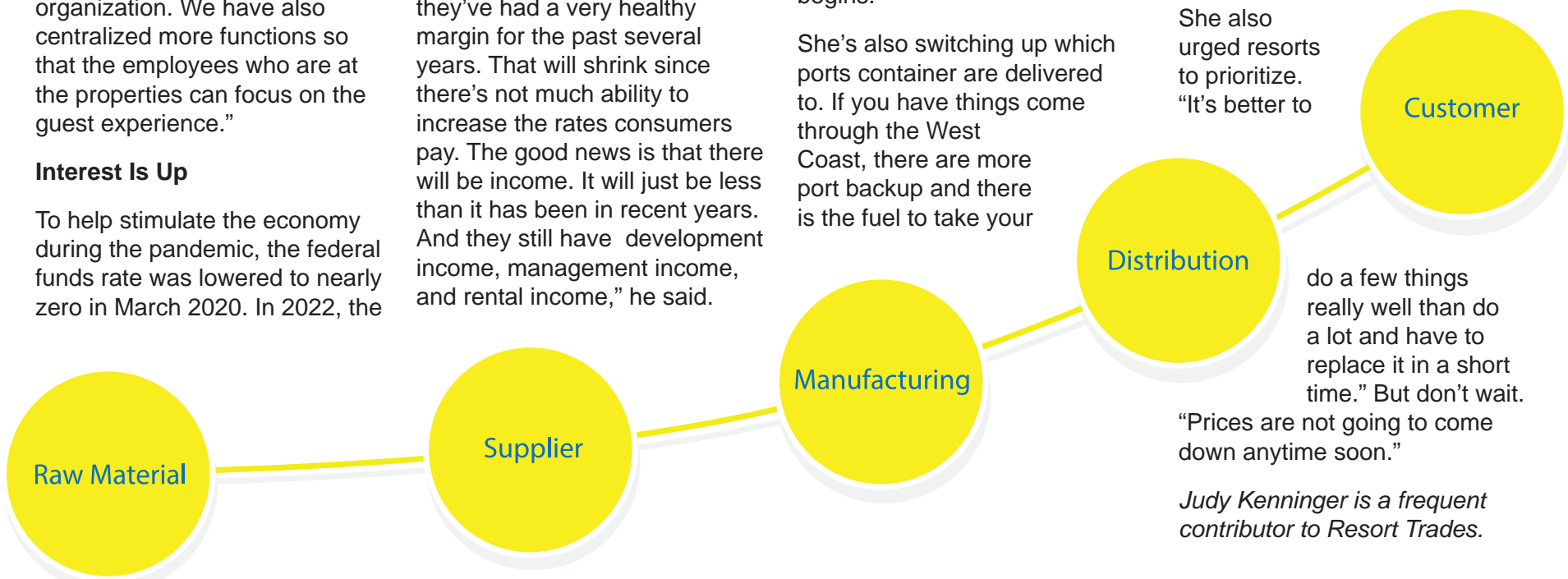
container to its destination, which may be on the East Coast. “It’s better to deliver to a resort that closer to the resort. Now, there’s an app and I can watch the progress my containers are making. I could watch them moving through the Panama Canal and ultimately to New York City. It was so cool knowing exactly where they were.”

The biggest price increases have been for products that contain foam due to a foam shortage. Other items that have caused issues are the mechanisms for sofa beds, which come from overseas.

Resorts may be tempted to order furniture unassembled, but Sena cautions that after paying staff for on-site assembly, savings may be minimal, unless it’s something as simple as attaching table legs.

Due to these challenges, Sena urges resorts to move quickly once they have quotes in hand. “Many of our quotes are only good for 30 days, so the HOA can’t think about it for six months. By the time they get approval, the prices could have gone up--a lot. They need to find ways to make the decision faster.”

She also urged resorts to prioritize. “It’s better to



do a few things really well than do a lot and have to replace it in a short time.” But don’t wait.

“Prices are not going to come down anytime soon.”

Judy Kenninger is a frequent contributor to Resort Trades.

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7 Key Strategies for Reducing Timeshare Resort Management Costs

Tips on maximizing staff efficiencies, climate stewardship and intelligent software

by Marge Lennon

When the magic of timeshare maintenance fees is combined with the skills of an experienced management company or department, a timeshare resort can maintain exceptionally high levels of quality for many years. Many older, well-managed properties look and feel as good today as they did when they were originally built. This is due to years of finely tuned management proficiencies and meticulous budget planning.

In today's era of increased costs for everything – as well as acute labor shortages –keeping a close eye on individual line items in a resort's operating budget is key to preserving maintenance fees at acceptable levels. The challenge is in controlling expenses while simultaneously

It costs an estimated 33 percent of a worker's salary to find, hire and train a replacement.

maintaining high customer services. Here are a few ways this can occur.

1. Optimize labor.

Resort staffing, housekeeping and outside cleaning services are generally the largest operational expenses for a timeshare resort, but savings solutions in these departments requires creative thought and careful balancing.

Employee turnover is famously high in the hospitality industry. It costs an estimated 33 percent of a worker's salary to find, hire and train a replacement. Standardize your onboarding with a process that helps employees feel welcome, understand expectations, and quickly get up to speed. Assign a mentor who can explain work tasks and introduce them to your team.

With just about every hospitality property short staffed today, cross training your staff and using team members in different departments enhances their value to your resort and company, while providing them with greater opportunities for advancement. Equipping your

staff with the necessary skills to perform tasks outside of their day-to-day job function enables them to help other departments during any downtime they may have and provide coverage for another staff member's vacation or sudden sick day. If you have a smaller property, consider using a night auditor to take care of laundry.

2. Update Utilities.

Labor may be the highest operating cost for most resorts, but utilities are the fastest growing. Tracking energy performance can be done with energy audits offered by your state or region. You may want to consider swapping old thermostats for new ones with occupancy sensors to help decrease electric costs. LED lighting is one of today's most energy-efficient and rapidly developing lighting technologies. Energy.gov states that LED bulbs use at least 75% less energy and last 25 times longer than incandescent bulbs. Have your resort's washers and dryers

calibrated often to help lower electrical/gas costs. When investing in new appliances, consider purchasing energy-efficient equipment, which may offer rebates. Demonstrating climate stewardship makes good business sense and builds customer goodwill.

3. Become Technology Savvy.

The use of intelligent housekeeping and resort management software from a company like SPI Software Solutions can provide cost-cutting efficiencies as well as the data you need to make smart resort management decisions.



4. Love Your Linens.

In most timeshare resorts, bed and bath linens are replaced at the end of each week. Owners often turn in soiled towels and request new ones during their stay. By encouraging guests to reuse their towels, this initiative increases the lifespan of the linens and reduces replacement costs. It also reduces the number of laundry loads –and the cost



of soap, water, and energy. If you've implemented a towel reuse program but are not noticing much participation, consider a variation of the following message: "Join your fellow guests in helping to save the environment! Almost 75% of our owners participate in our resource savings initiative by reusing their towels during their stay."

5. Negotiate with vendors.

Many items in an operating budget are often purchased from an outside vendor. This could include things like guest supplies, linens, building maintenance supplies such as garbage disposals or other items that have unexpectedly broken. It is always wise to contact these vendors in advance of preparing the budget to determine if there will be any increases from the previous year. Carefully negotiating with these vendors about their expected costs can greatly impact the bottom line.

6. Preventative Maintenance.

Most savvy resort GMs agree that preventative maintenance should be done more than once a year. Clogged HVAC filters can

increase energy consumption by 15 percent and dramatically reduce efficiency. Stretching preventative maintenance projects to longer timeframes can cost more in the long run. Be sure your engineers stay in sync with scheduled tasks and take advantage of new technology that will enable them to automate several processes.

7. Pull From Reserves.

Most resorts must determine adequate reserves to cover future replacements for roof, building, painting, pavement and interior furnishing and equipment. While reserves must always be maintained, when emergency funds are needed, some items can be pushed out for additional years, adding to their life expectancy and freeing funds for the emergency need.

Remember that a closer collaboration between management and housekeeping will have significant benefits to your resort and its guests. Implementing any one of the simple tactics suggested above will surely reduce your operating expenses by some degree. Where you'll notice the real savings is when you apply a few or all of them – they all add up.

Marge Lennon has been a publicist for the timeshare industry since forever. Contact her at Marge@lennoncommunications.com for a story about your company.



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Top Resorts: Employee Satisfaction

by Margit Whitlock AIA

Happy Staff, Happy Guest

The hospitality and vacation ownership industry is aware that the essential elements of a top timeshare resort are amenities and a high level of service from a welcoming, enthusiastic, and accommodating team of resort professionals. But how often do we think about the amenities and benefits offered to resort staff to ensure they remain enthusiastic? Research has proven that great customer service is bound to employee satisfaction. The key to elevating your resort may be hiding in the Back of the House, right under your nose!

Employee Satisfaction Budget

Too many times in the scope of a project, I have seen the break room and back-of-house facilities given the bare minimum of resources and budget – leading to uninspiring spaces for staff to recharge. I have also worked with brands looking at their employee spaces with the same eyes and finances as the rest of their resort. Wherever you land on that spectrum, there is something you can do to improve the downtime your staff has each day. Ashira Prossack for Forbes

says, “If even a fraction of a customer experience budget was spent on employee experience, there would be a huge return on investment.” The benefit is creating a place everyone wants to be. Whatever your resources, get creative with the basics.

Eat, Drink, and Be Merry

There are few things that reenergize employees more than fueling up on their break. Providing employees with grab-and-go snacks and beverages is a simple way to boost morale. Believe it or not, studies have shown employees provided with free snacks are happier at their jobs than those without. Keeping team favorites on hand sends the message that your staff is cared for and known. Save your staff time during their short break by bringing the coffee shop to them. A beverage machine that makes more than drip coffee or a house cold brew on tap will head off the 3 pm slump and save your staff some hard-earned cash. Maximize staff mealtime by

investing in multiple microwaves, refrigerators, and small appliances to ensure downtime isn’t spent in line.

If your budget allows for the renovation or addition of space, think about the project in zones of activity. In your meal zone, provide a variety of seating options such as table and chairs, booths, bar height seating, and bonus points if you can provide outdoor seating as well.

Kick Back and Relax

Variety in seating, along with a change in colors and materials can signal a shift in activity zones from eating to relaxing. Soft seating such as armchairs, loungers, and sofas on a carpeted area invite employees

to unwind and rejuvenate when they need a break. Encourage low-key activities such as reading, with different lighting elements or pod seating with built in lighting.

Privacy for employees during down time can be essential, particularly for those interfacing with the public all day. Isolated booths for alone time or to catch up on phone calls will be exactly what some need to return to work with a smile. With so many premanufactured options on the market now, you can even provide your staff with a napping pod or meditation pod for complete rejuvenation. Don’t forget about a Mother’s Room for those staff members who are pregnant or nursing



Meet and Play

For those whose work is more solitary, socializing with employees in different departments during a break can make the difference between looking forward to and dreading, going to work. Opposite the resting zone, and with distance in-between, provide an area for staff to gather. A long table and a deck of cards may do the trick. If you have the space and budget, game tables like ping pong, billiards, foosball, and shuffleboard immediately create an atmosphere of fun. Other crowd-pleasers such as a putting green or cornhole set up give employees a unique opportunity to interact.

Before you invest in any upgrades or renovations to the employee spaces at your resort, start with asking staff for their input. Understanding how they prefer to spend their downtime with gives insight into how you

can best support them. As you tailor your design solutions to their preferences, they will experience care and attention, that will surely be passed on to the guests of your resort.

Source:
How Employee Satisfaction Affects Customer Satisfaction (forbes.com)

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

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Inflation Busters

Protecting Profits as Costs Rise

by Phillip M. Perry

Inflation is rising faster than any time in recent memory. Businesses must deal with rapid cost increases by managing cashflow and dealing effectively with customers and suppliers. The benefits of inventory reduction must be balanced against the need to maintain critical stock for top customers.

Inflation has taken root. Businesses everywhere are dealing with annualized cost increases of nearly 7%—the fastest pace in 40 years and significantly higher than the 1.8% average of the past decade. The resulting upticks in operating costs can cause serious damage to the bottom line.

“We’re in a very unfortunate situation now,” said Bill Conerly, Principal of his own consulting firm in Lake Oswego, Oregon (conerlyconsulting.com). “Businesses that have always devoted their efforts to serving customers and being productive must also start worrying about covering their costs in the most effective way. That means they need to shift some of their focus to coping with inflation.” The challenge is all the greater for its unfamiliarity: It’s been 30 years

since inflation was much of a player in company planning.

Experts don’t see relief any time soon. They point to a number of root causes, one of which is energy. “With the cost of oil baked into so many things, it seems we are going to see more significant inflation in the months ahead,” said John McQuaig, managing partner of McQuaig & Welk, the Wenatchee, Wash., based management consulting firm (mcqw.com). He points to a continuing global disruption in the delivery of goods and services as yet another cause. “Supply chain issues tend to create opportunities to raise prices because of the effect of supply and demand. When the former is crunched, prices go up by the nature of the market.” And there’s yet a third driver of higher costs: a wage spiral resulting from the pandemic’s softening effect on the labor supply.

FORECASTING CASHFLOW

Of all the steps businesses can take to mitigate the bottom-line effects of inflation, the most important is better management of cashflow. Inflation tends to accelerate the drain of money from company coffers, and

throttle the flow that comes in. If left unaddressed, these battling trends can gut profits and threaten business survival.

Experts advise looking at the coming months with an eye toward estimating what will happen to cash balances. “Proactively managing cashflow is critical right now,” said Lisa Anderson, president of LMA Consulting Group, Claremont, CA (lma-consultinggroup.com). This can be done by running periodic forecasts. “What I would recommend is looking at your demand side and asking, ‘What are we really going to need here?’ And then looking at your supply side and asking, ‘What will I have to make?’ And then determining what the answers mean for cashflow. If it’s going to be negative, you better borrow some money.”

Such analysis, of course, involves estimates of future revenues—a practice tainted by uncertainty. “Having a sales forecast is great, but that doesn’t mean you will collect all the money you think you will,” said Scott Beaver, Senior Product Marketing Manager at Oracle NetSuite. “And even if your sales forecast is a hundred percent

accurate, will the expected timeframe be met?” What determines cash on hand is not sales but collections, and history shows that during inflationary times customers start paying slower as a result of their own cash squeezes.

Planning must reflect the reality of cashflow uncertainty. “Growing accounts receivable can put serious strain on smaller businesses that may not have the cash reserves to absorb delays in receipts,” said Beaver. “For most companies cashflow forecasts are less than 75% accurate.” One approach to anticipating likely variables is to look at historical performance. What percentage of receivables is usually collected during slower seasons? That figure can be applied to open receivables to help estimate the likely pace of receipts.

FASTER RECEIPTS

Historic data, of course, may provide a less than reliable foundation for future forecasts. Whatever the estimates for what lies ahead, businesses can obviate cash squeezes by accelerating accounts receivable and stretching accounts payable. For the former, experts advise

running regular aging reports. How much do customers owe in increments of two weeks, 30 days and 60 Days? Any growth in the numbers over time might indicate a steady deterioration of cashflow.

Keeping in close touch with customers can also help accelerate receipts by providing opportunities to request timely payments and helping spot nascent issues that may grow into future roadblocks. "Maintain a good handle on what customers are doing," said Anderson. "What are their future sales activities? Are they encountering problems that may affect operations?"

Not all customers are of equal importance, and it's smart to concentrate efforts on the most profitable. Account reviews can identify which customers should receive the most attention. "So much of the important information required to monitor cashflow is tied to a selling cycle which varies by customer," said Frank Cespedes, Senior Lecturer at Harvard Business School. "Some buyers say 'yes' or 'no' when you make a call; others require multiple iterations of proposals. Some buy what you have in inventory; others require customized items. Those things affect the time to receive cash and the cost to fulfill orders. Good account reviews unearth that information."

Companies might also explore requiring bigger deposits from customers, said McQuaig. Sweeten the increase by emphasizing customer benefits. Maybe you already have some needed material in inventory that the customer can actually come and see. Or offer free early delivery so the customer can maintain the material on site. Emphasize that earlier payment helps the customer avoid higher prices later.

As for the outward flow of cash, a tried-and-true tactic is delaying

the payment of monies owed. "Good financial management on the buy side has always stretched out payables," said Cespedes. "This is particularly so in an inflationary environment where businesses must pay a lot more attention to the payment cycle."

Stretching payables can, of course, backfire. For starters, it can mean the loss of the 5% or 10% discounts many companies offer customers that pay before their due dates. It can also result in higher prices for goods and services. "Extending too far makes you more of a risk," said Beaver. "And suppliers tend to give better prices to customers that are less risky." And there's also dependability of deliveries to consider: Ongoing supply chain disruptions will cause vendors to favor deliveries to customers that pay on time or early. The cost of not having essential materials can be greater than the interest cost required to borrow money to bridge cash gaps.

MITIGATING COSTS

In an inflationary environment, suppliers of goods and services tend to raise their prices. And higher rates of inflation tend to make the increases bigger. "When inflation is 2% everything tends to increase by that amount, plus or minus a little bit," said Conerly. "But at 7% inflation, say, prices tend to increase by that amount plus or minus a lot."

Businesses should try to get readings on anticipated future increases and shortages. This can be done by maintaining close contacts with vendors. "Work closely with suppliers and develop good relationships with them," said McQuaig. "What do they see ahead in terms of product availability and price?"

There's another advantage to close contact, notes McQuaig. The suppliers may give you a little more favorable treatment. For example, you might leverage

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How Well are You Battling Inflation?

Are you taking the right steps to mitigate the costly effects of inflation? Find out by taking this quiz. Score 10 points for each "yes" answer. Then total your score and check your rating at the bottom of the chart.

Have you instituted the following practices?

1. Running periodic cashflow forecasts
2. Maintaining accounts receivable aging reports
3. Accelerating account collections
4. Stretching accounts payable, if appropriate
5. Keeping in close touch with customers
6. Identified the most valuable customers
7. Increasing productive communications with suppliers
8. Ensuring the compliance of any bank loan covenants
9. Trimming inventory while bolstering critical items
10. Raising prices judiciously

What's your score? 80 or more: Congratulations. You have gone a long way toward protecting your business from costly inflation. Between 60 and 80: It's time to fine-tune your financial management. Below 60: Your business is at risk. Act on the suggestions in the accompanying story.

any significant volume you're doing by asking the vendor to hold inventory you would normally keep in stock. You can also ask if a price commitment now will remain firm for the duration of the season.

Another cost-saving move is to pursue less expensive alternatives to pricier goods and services. "Domestic inflation has been higher than in most of the world," said Conerly. "Some businesses are shifting sourcing to other countries."

Finally, dig deeper into the reasons for suppliers' price hikes. "Are goods and delivery cost increases in line with inflation?" poses Beaver. "Or are suppliers trying to pad their own margins a little bit, just because they see inflation as an opportunity? That sometimes happens."

TRIMMING INVENTORY

Before inflation appeared on the horizon, businesses responded to supply chain disruptions by purchasing and holding whatever they could get their hands on. Any step to avoid running out of product seemed like a good thing.

Times have changed. Now too many warehouse goods can tie up cash just at a time when company treasuries need more liquidity. "Businesses need to be thinking about how to manage their inventory better," said Anderson. "They need to make the right decisions on what, when, how, and where to buy it, as well as where to store it. And they need to manage their supply chain network to maintain strategic inventory stockpiles."

Also relegated to history is the unmodulated "just in time" (JIT) delivery paradigm seen as a strategic hallmark after the great recession of 2008. While JIT helped companies maintain good cashflow by trimming inventory investment, the supply chain debacle

highlighted the importance of moderation. "Businesses have to ask whether it's better to have too much inventory or to run your customers out," said Anderson. Given that neither situation is ideal, Anderson advises maintaining sufficient inventory stockpiles to support key customers while maintaining JIT stock for others.

Beefing up stock of critical items can be a smart move even in these inventory-cutting times, said McQuaig. Given the continuing supply chain issues, stocking out of a needed item can result in the loss of important customers.

The decision on overstocking key items must be made on a case-by-case basis. "Generally speaking, it's a good idea," said McQuaig. "The danger is the possibility of running out of cash if you do not have enough working capital." Companies can obviate such difficulties by running the monthly or weekly cashflow forecasts described earlier in this article.

RAISING PRICES

Asking more for goods and services is another way to adjust cash inflows. "Businesses are very hesitant to raise prices when they don't have to," said Conerly. "And they often get push back from their salespeople. But the fact is, buyers are accustomed to seeing price increases in inflationary times."

Price changes must be carefully communicated. "Give the white glove treatment to tier one customers by reaching out and explaining how your costs are rising," said Beaver. "Communicate to them that the price rise is only temporary." One approach is to tell your most important customers that you are absorbing 20% of the price increases and passing along the other 80%. Another is to separate out any fuel charge increases from the delivery

costs and explain you are only passing them along. "A company will have more leverage to raise prices if it has offered great service and maintained inventory."

Above all, avoid delay. "Businesses are most successful at raising prices when they do so quickly," said Anderson. "Customers are more willing to absorb increases during inflationary times when they can see it makes sense in the marketplace." Waiting too long risks losing the opportunity, especially if inflation leads to a serious economic downturn. "No one wants to absorb a price increase during a recession."

NEW RULES

Today's unexpected return of inflation has changed the operating paradigm for businesses large and small. The Great Recession of 2008 had sparked the habit of relying too much on just-in-time delivery of supplies to trim cash investments. Further, the recent willingness of customers to accept price increases was exacerbated by supply chain disruptions.

Now businesses must modify their cashflow management, inventory practices and pricing policies to reflect both rising costs and supply chain disruptions. "The booming economy of recent times has allowed companies to pay less attention to market developments and still be fine," said Anderson. "But now in a time of inflationary price increases, they have to do better. The job of managing is tougher than ever before."

Phillip M. Perry is an award-winning business journalist based in New York City. He covers management, employment law, finance and marketing for scores of business magazines.

Dealing with banks

By carefully managing cashflow, businesses can alleviate the profit erosion caused by inflation. In the accompanying article, experts describe how accelerating receivables, delaying payables, raising prices, and fine-tuning inventory can help preserve the bottom line.

Left unattended, a decline in profits can result in a dangerous financial condition: a breach of the terms required by loan agreements. "Banks look at covenant violations closely, so borrowers need to ensure that any squeeze in the relevant ratios—such as income to debt—will not create problems," said John McQuaig, managing partner of McQuaig & Welk, the Wenatchee, Wash., based management consulting firm (mcqw.com). "Sometimes there is no quick fix for resolving them."

It's smart to be proactive. "If you know you're going to have a covenant violation, you're better off informing the bank and explaining to them how you're going to work your way out of it," said McQuaig. "On occasion, they might change a ratio on a line of credit if you've been in good performance and they can see this is not going to remain a problem."

McQuaig gives an example: Suppose a company experiences an increase in interest rates because of inflation. As a result, they break even in a year in which they would normally make a profit. The company could inform the bank that their inflation-savvy customers are now willing to accept price increases. As a result, the business can increase its pricing over the coming year to resolve the covenant violation.



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Streamline Your Profile URL

by Sheryl Cattell

Have you ever wondered how to get rid of these numbers and random letters at the end of your LinkedIn URL? Today's lesson will help you do that. Why streamline your profile URL? So you can put it on your business cards, or include it in your email signature. And most importantly because it looks more professional. As you can see below this person has numbers and letters after her name in the URL.

Let's look at how to get rid of those. To do so you want to go to your profile page. And there you will see on the right, "Edit public profile & URL". That's where you want to click.

At the top right of the next page, you'll see "Edit your custom URL. By selecting the pencil in

this section, this field and profile URL becomes editable.

What I recommend you do is enter your cursor into the box with your name and eliminate all of the numbers, letters, hyphens or special characters at the end of the URL. Now you start playing the LinkedIn lottery game to find a URL that uses primarily your name, or your first initial and last name, as in this case, your full first name and last name, your full first name and middle initial and last name, and you get the idea. You might need to try a few different approaches before you find one that isn't taken. You're looking for an available URL that no one else is using.

And speaking of URLs, I often get the question, should I put

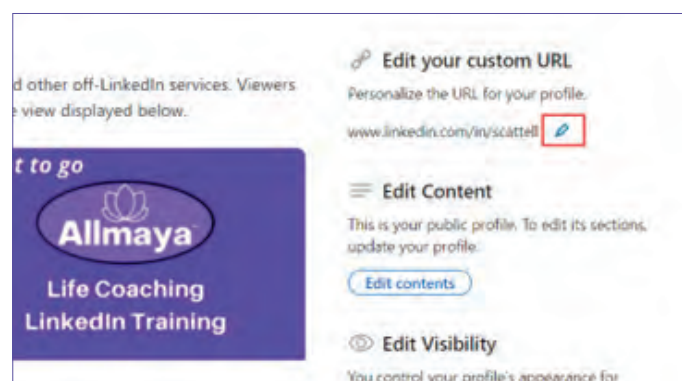
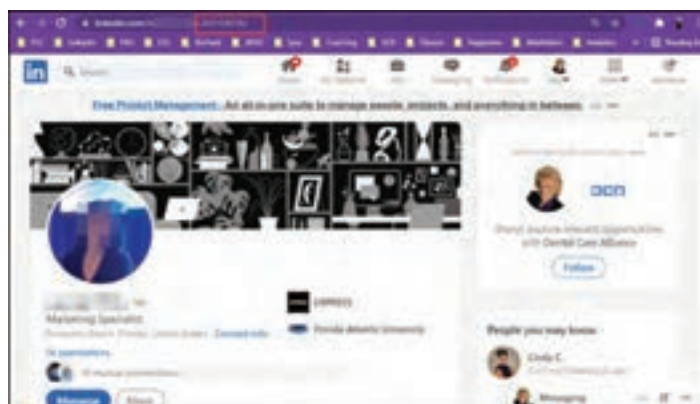
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Sheryl Cattell, is the course creator and lead instructor for the LinkedIn Business Edge™, presented by BizHack Academy, and author of Turning Adversity into Purpose. Cattell is also a Master Certified Life Coach and founder of Allmaya, LLC, a coaching service dedicated to helping aspiring high achievers realize and attain their life's purpose.



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MARRIOTT PIONEER STEVE WEISZ TO RETIRE

Marriott Vacations Worldwide (MVC) announced that Stephen P. announced his intent to retire as CEO at the end of the year. MVC's current president, John E. Geller, Jr., will succeed Steve and assume the role of president and CEO.

Steve has served in senior leadership roles for the last 26 years, first as president of Marriott Vacation Club International, a division of Marriott International, and the last 10 years serving in the role of CEO, Marriott Vacations Worldwide, which became a publicly-traded company in 2011.

Read More: <https://resorttrades.com/marriott-vacations-worldwide-announces-chief-executive-officer-retirement-and-succession-plan/>



STEPHEN P. WEISZ,
CEO OF MARRIOTT
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BIZHACK'S "THOUGHT LEADERSHIP EDGE"

By Sharon Scott Wilson, RRP

I was privileged to be enrolled in a course presented by BizHack Academy called the "Thought Leadership Edge." It was an intensive five weeks of instruction focusing on practical tactics that companies can use to immediately increase their visibility and thought leadership on LinkedIn.

The class was an intensive five weeks of instruction focusing on practical tactics that companies can use to immediately increase their visibility and thought leadership on LinkedIn. The methodology, however, could be applied to every social media platform.

The lead instructor for the course, Sheryl Cattell, has been a frequent contributor to



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Resort Trades media. (Sheryl's "LinkedIn Minutes" are available in print each month in Resort Trades magazine. Plus, we have been graced to host her online in our Resort Trades Learning Center on several occasions.)

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Specialty: From Housewares, to include small appliances, dinnerware and glasses, bed and bath wares, and other accessories for the lodging and hospitality industry, etcetera ... international is a one-call source for everything to stock and replenish your rental unit or hotel room. Representing quality manufacturers, we offer very competitive pricing and the assurance that our service is among the most courteous, efficient, and convenient you'll ever experience!

LANDSCAPE AMENITIES



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

LEGACY TIMESHARE SOLUTIONS



Everest NightBridge
199 S Los Robles Ave Pasadena, CA 91101
tel: 818.384.0925
Website: www.everestnightbridge.com
Specialty: Everest Nightbridge is a source of capital for legacy timeshare resorts. Our mission is to sit on the Owners' side of the table and explore the best options for the future of the resort. We are not a property manager. We invest capital to achieve the goals set by the Owners and property managers. Everest has 26+ years' experience with owning, renovating, restructuring, refinancing and selling shared ownership residential income properties. Our focus includes strategic evaluation, simplifying the ownership structure, and investing capital on behalf of the owners. Please call us and learn why we are different from any service provider currently in the legacy timeshare world.

LEGACY TIMESHARE SOLUTIONS



Legacy Solutions International
70 Brickyard Rd, Unit 10 Essex, VT, 05452
tel: 802.373.5068
Website: legacysolutionsinternational.com
Specialty: Legacy Solutions International, LLC, founded by Ron Roberts, a 40-year timeshare industry veteran, delivers custom solutions that generate revenues for resort HOA's and managers facing threatening "legacy" issues. Most programs are ZERO out-of-pocket cost! Bring a smile back to your bottom line with effective and proven strategies for maintenance fee delinquencies, asset recapture, standing inventory sales, points programs, webinars, property management, legal & trust services, and even energy efficiency rebates! Contact rjrobertssmg@aol.com.



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



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

LEGACY TIMESHARE SOLUTIONS



Vacatia Partner Services
2840 Fairfax St, Ste 219
Denver, Colorado, 80207
tel: 720.335.8983
Website: vacatiapartnerservices.com
Specialty: Vacatia Partner Services is dedicated to the success of legacy resorts and their vibrant owner communities. Our customer-centric products and technologies help resorts increase owner engagement, attract new members, and finance property renovations. Our team of seasoned timeshare professionals partners with HOAs and property managers to increase owner satisfaction and improve your resort's economic health with no risk or upfront fees. Connect with us and see what a fresh approach really means.

LENDING INSTITUTIONS



Colebrook Financial Company, LLC
100 Riverview Center, STE 203
Middletown, Connecticut, 06457
tel: 860.344.9396
Website: www.colebrookfinancial.com
Specialty: Colebrook Financial Company, focusing on timeshare lending, provides hypothecation and other financing products for small and mid-sized developers and can offer loans in amounts ranging from \$100,000 to \$30 million or more. We have an innovative approach to financing with rapid turnaround, personal service, and no committees. You'll always talk to a principal: Bill Ryczek, Mark Raunikar and Tom Petrisko, each of whom has extensive timeshare lending experience.



Wellington Financial
1706 Emmet St N Ste 2
Charlottesville, Virginia, 22901
tel: 434.295.2033 ext.117
Website: www.wellington-financial.com
Specialty: Wellington Financial has financed the timeshare industry without interruption since 1981. Specializing in receivables hypothecation, inventory and development loans of \$10,000,000 and up, we've funded over \$8 Billion with our group of lenders. Focused solely on lending to resort developers, we are the exclusive Resort Finance correspondent for Liberty Bank. With 40 years of expertise in the vacation ownership industry, we lend to credit-worthy borrowers at attractive banks rates.

MEMBERS DIRECTORY

LENDING INSTITUTIONS



Whitebriar Financial Corporation

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

LUGGAGE CARTS



The Peggs Company

4851 Felspar St
Riverside, California, 92509
tel: 951.903.3871
Website: www.ezstacker.com/
Specialty: EZ Stacker™ is THE ONLY patent-protected stackable/nestable cart on the market enabling carts to be stored in far less space. It is the ONLY full-size luggage cart in the industry that stacks like a grocery cart. Talk about space saving. So say no to clunky, bulky luggage carts that cause more problems than they solve.

MANAGEMENT & OPERATIONS



Capital Vacations

9654 N Kings Hwy, Ste 101
Myrtle Beach, SC, 29572
tel: 843.449.6500
Website: capitalvacations.com
Contact: Alex S. Chamblin, Jr.
Specialty: Capital Vacations, headquartered in Myrtle Beach, SC, is one of the largest and fastest-growing management, development, and timeshare vacation club companies in North America. The company is dedicated to creating quality vacations and offers an affordable, flexible travel program called Capital Vacations Club. As a hospitality management provider, Capital Vacations provides full-service hospitality management solutions to vacation ownership resorts, helping to promote and support their long-term financial stability. With more than 68 managed resorts and over 30 vacation club properties across the United States and the Caribbean, Capital Vacations is committed to delivering memorable vacation experiences to owners and guests.

MANAGEMENT & OPERATIONS



Getaways Resort Management

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



Grand Pacific Resort Management

5900 Pasteur Ct, Ste 200
Carlsbad, California, 92008
tel: 760.827.4181
Website: www.gprmgmt.com
Specialty: For decades, we've created experiences worth sharing—from the moment you start dreaming of your vacation to long after you return home. We tailor our services to preserve the distinctive experience offered by your resort, delivering exceptional results based on our longevity and your vision. Our collaboration, consistency, and hands-on approach ensure your success. Owners vacation with us because they appreciate our service culture. Associations stay with us because of the financial strength we build.



Lemonjuice Capital Solutions

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

MANAGEMENT & OPERATIONS



Vacatia Partner Services

2840 Fairfax St, Ste 219
Denver, Colorado, 80207
tel: 720.335.8983
Website: vacatiapartnerservices.com
Specialty: Vacatia Partner Services is dedicated to the success of legacy resorts and their vibrant owner communities. Our customer-centric products and technologies help resorts increase owner engagement, attract new members, and finance property renovations. Our team of seasoned timeshare professionals partners with HOAs and property managers to increase owner satisfaction and improve your resort's economic health with no risk or upfront fees. Connect with us and see what a fresh approach really means.



Vacation Resorts International

25510 Commercentre Drive, #100
Lake Forest, California, 92630
tel: 863.287.2501
Website: www.vriresorts.com
Specialty: Vacation Resorts International (VRI) is a full-service timeshare management company providing 35 years of innovation, success, best practices, and solutions to over 140 resorts throughout the United States. We have the resources and solutions to generate income for your resort through rentals, resales, and collections. We invite you to discuss your needs with us today!

MEMBERSHIP PRODUCTS



Vacatia Partner Services

2840 Fairfax St, Ste 219
Denver, Colorado, 80207
tel: 720.335.8983
Website: vacatiapartnerservices.com
Specialty: Vacatia Partner Services is dedicated to the success of legacy resorts and their vibrant owner communities. Our customer-centric products and technologies help resorts increase owner engagement, attract new members, and finance property renovations. Our team of seasoned timeshare professionals partners with HOAs and property managers to increase owner satisfaction and improve your resort's economic health with no risk or upfront fees. Connect with us and see what a fresh approach really means.

OUTDOOR AMENITIES



Kay Park Recreation Corp.

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

PEST CONTROL/DISINFECTANT



SteriFab

PO Box 41
Yonkers, 10710
tel: 800.359.4913
Website: www.sterifab.com
Specialty: Approaching its 50th year on the market. STERIFAB continues to set new standards as it continues to be the only EPA registered product that both disinfects and kills bed bugs and other insects. This ready to use product is available in all 50 States and is ready to use. Available in pints, gallons and 5-gallon containers. STERIFAB.COM

PET SANITATION



DOGIPOT

2100 Principal Row, Ste 405
Orlando, Florida, 32837
tel: 800.364.7681
Website: www.dogipot.com
Specialty: DOGIPOT® has numerous product designs made from various materials to help fit all of the possible needs of our customers in helping solve their dog pollution issues. We have the most aesthetically pleasing, commercially durable products on the market that are very economical. No one can match our experience, customer service, selection of products, or reputation in the market. DOGIPOT® products offer dependability that saves you money!

POOL & WATER FEATURES EQUIP. & MAINT.



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



LaMotte Company
802 Washington Ave
Chestertown, Maryland, 21620
tel: 800.344.3100
Website: www.lamotte.com/pool
Specialty: The Mobile WaterLink® SpinTouch™ lab is designed to be used onsite. The precise photometer can measure 10 different tests in just 60 seconds to obtain perfect water chemistry. All the test results can be viewed on the touchscreen or can be transferred into our WaterLink Solutions PRO water analysis program. Achieve precision without time-consuming test and clean-up procedures. Visit www.waterlinkspintouch.com for more information.

PREMIUMS



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

PUBLIC RELATIONS



GBG & Associates
121 Lakeshore Dr
Rancho Mirage, California, 92270
tel: 760.803.4522
Website: www.gbgandassociates.com
Specialty: Positioning Strategy, Placement and Reputation Management Let GBG create a positive platform for new business development and increase awareness. We provide resources and spearhead tailor-made B2B or B2C strategic plans incorporating both paid and earned media, as well as social media campaigns and marketing collateral materials. We manage many moving parts for effective, comprehensive communication and reputation management programs. Three decades of vacation industry success.

RECEIVABLE FINANCING



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

REFURBISHMENT & DESIGN



Hospitality Resources & Design, Inc.
919 Outer Rd, Ste A
Orlando, Florida, 32814
tel: 407.855.0350
Website: www.hrdorlando.com
Specialty: Hospitality Resources & Design is a licensed interior design firm. Services include interior design, LEED AP, kitchen & bath, purchasing, project management, and installation. We strive to create long-term partnerships with clients by listening to and understanding their unique goals. The team uses its expertise to provide clients with innovative designs while completing projects on time and in budget. Regardless of scope or location, we are happy to travel to you to begin a successful collaboration.

RENTALS AND REALE



KOALA
77 Washington Ave, Floor 5
Clinton Hill, New York, 11205
tel: 833.562.5226
Website: www.go-koala.com
Specialty: KOALA is a new online marketplace that helps timeshare owners rent their unused stays securely to anyone in the world. Our mission is to empower owners with modern technology and open the doors for the next generation of vacationers.



SellMyTimeshareNow, LLC
8545 Commodity Cir
Orlando, Florida, 32819
tel: 877.815.4227
Website: www.sellmytimesharenow.com
Specialty: SellMyTimeshareNow.com is the largest and most active online timeshare resale marketplace worldwide. We provide a proven advertising and marketing platform to timeshare owners, while offering the largest selection of resales and rentals to buyers and travelers. With over 5.5 million visits to our family of websites and more than \$254 million in purchase and rental offers delivered to advertisers annually, we have been serving the needs of owners and non-owners alike since 2003.



Timeshares Only LLC
4700 Millenia Blvd. Ste. 250
Orlando, Florida, 32839
tel: 800.610.2734
Website: www.timesharesonly.com
Specialty: Timeshares Only is a cooperative advertising company that has served the timeshare resale market for over 25 years. We connect timeshare buyers, sellers, and renters on our online resale platform. Timeshares Only also enhances the timeshare product value by providing owners with maintenance fee relief, numerous monetization options, and exclusive access to the largest selection of travel benefits at remarkable prices. It's a whole new timeshare resale experience.

**Learn More About
Each Company Online
RESORTTRADES.COM**

RENTALS AND REALE



Vacatia Partner Services
2840 Fairfax St, Ste 219 Denver, CO, 80207
tel: .720.335.8983
Website: vacatiapartnerservices.com
Specialty: Vacatia Partner Services is dedicated to the success of legacy resorts and their vibrant owner communities. Our customer-centric products and technologies help resorts increase owner engagement, attract new members, and finance property renovations. Our team of seasoned timeshare professionals partners with HOAs and property managers to increase owner satisfaction and improve your resort's economic health with no risk or upfront fees. Connect with us and see what a fresh approach really means.

RESALES



Bay Tree Solutions
115 Perimeter Center Place, Suite 860
Atlanta, Georgia, 30346
tel: 800.647.4130
Website: www.BayTreeSolutions.com
Specialty: Bay Tree Solutions is an advertising and marketing company that specializes in assisting owners to resell their vacation ownership interests at a fair price. By avoiding desperate sellers and distressed properties and by using our consultative method, for eleven years we have repeatedly guided clients who sell for prices 30-to-50 percent higher than our closest competitors. Bay Tree provides resort operators, as well as servicing and collection agencies, with a trusted ally.

SALES TRAINING



SHARI LEVITIN
ShariLevitin.com

Levitin Group
P.O. Box 683605, Park City, UT, 84068
tel: 435.649.0003
Website: www.sharilevitin.com
Specialty: Shari Levitin is the author of the bestseller, Heart and Sell, a frequent contributor to Forbes, CEO Magazine, Huffington Post, and guest lecturer at Harvard. Shari started in the timeshare industry in 1997, and her team has increased revenues for companies like Wyndham, Hilton, and RCI in over 40 countries.
Recently, Shari has been recognized as one of the:
• Top 10 Voices in Sales for LinkedIn
• Top 20 Sales Experts in the Salesforce documentary, "The Story of Sales."
• Top 50 Keynote Speakers
• 38 Most Influential Women in Sales
<https://www.linkedin.com/in/sharilevitin>

MEMBERS DIRECTORY

SOFTWARE



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



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



Resort Data Processing
211 Eagle Rd
Vail, Colorado, 81657
tel: 877.779.3717
Website: www.resortdata.com
Specialty: RDP is an all-in-one Timeshare/Fractional Management Software solution that will modernize every aspect of your property. RDP enables both fixed and floating Timeshare management with full Owner accounting and an online Owner's Portal. RDP's sophisticated Reservations and Operations suites will allow your property to offer a Guest Experience that is not possible with other specialized Timeshare software vendors, including a customizable commission-free Booking Engine that will increase revenue through Paying Guest reservations.

SOFTWARE



RNS Timeshare Management Software
410 43rd St W
Bradenton, Florida, 34209
tel: 941.746.7228
Website:
www.TimeshareManagementSoftware.com
Specialty: Designed for legacy fixed and floating time resorts, our software solution streamlines the reservation and accounting functions for timeshare resorts. Plus our responsive On-Line Booking module allows you to show the weeks available to rent (owner or association weeks) on your web site for booking by the traveler. Includes A/R module to invoice and collect owner fees. One simple package to automate your existing timeshare resort.



SPI Software
444 Brickell Ave, Suite 760
Miami, Florida, 33131
tel: 305.858.9505
Website: www.spiinc.com
Specialty: SPI is the preferred software for selling and managing timeshare properties, vacation ownership clubs, and resorts. SPI's Orange timeshare software is a comprehensive suite of services that includes sales and marketing, property management, billing maintenance, and more. SPI is a global company with our software installed on five continents providing a breakthrough product based on over 40 years of industry experience. This includes an advanced user interface, all major integrations, and cloud-based extendable applications.



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

STRATEGIC PLANNING



Everest NightBridge
199 S Los Robles Ave Pasadena, CA, 91101
tel: 818.384.0925
Website: www.everestnightbridge.com
Specialty: Everest Nightbridge is a source of capital for legacy timeshare resorts. Our mission is to sit on the Owners' side of the table and explore the best options for the future of the resort. We are not a property manager. We invest capital to achieve the goals set by the Owners and property managers. Everest has 26+ years' experience with owning, renovating, restructuring, refinancing and selling shared ownership residential income properties. Our focus includes strategic evaluation, simplifying the ownership structure, and investing capital on behalf of the owners. Please call us and learn why we are different from any service provider currently in the legacy timeshare world.

STRATEGIC PLANNING



Lemonjuice Capital Solutions
7512 Dr Phillips Blvd, Suite 50-345
Orlando, Florida, 32819
tel: 863.602.8804
Website: lemonjuicesolutions.com
Specialty: Lemonjuice delivers comprehensive professional management, strategic planning, and the resources needed to execute those plans for Association Boards and Managers. Unlike typical management companies, Lemonjuice will invest capital with the Association to help it achieve its goals. Services include strategic analyses; rental distribution, revenue management, and channel management; Resort technologies including operating systems, websites, and tools; professional resort management and accounting; title and roster reconciliation; sunset management; and Project restructuring and repositioning. Give your owners options!

TECH SOLUTIONS



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

TOWEL SERVICES



Towel Tracker
950 Vitality Dr. NW, Suite A
Comstock Park, MI 49321
tel: 616.325.2060
Website: toweltracker.com
Specialty: Towel Tracker enables you to control and simplify your towel service while increasing your bottom line through recurring savings on status quo expenses you no longer will pay! On the surface level, guests simply swipe their room key to access as many towels as they want. Every towel taken is then invisibly tracked (via unique ID) and assigned to that guest's account. Upon return to the system receptacle, towels are automatically cleared from that account. Replacement costs for unreturned towels can be set to automatically roll into the guest's final room invoice as individual line items.

TRADE ASSOCIATIONS



ARDA
1201 15th St NW, Ste 400
Washington, District of Columbia, 20005
tel: 202.371.6700
Website: www.arda.org
Specialty: ARDA is the face of vacation ownership. Based in Washington, D.C., the American Resort Development Association (ARDA) is the trade association for the timeshare industry. ARDA's membership comprises over 500 companies (both privately held firms and publicly traded corporations), which house 5,000-plus individual ARDA members. ARDA's active, engaged members have extensive experience in shared ownership interests in leisure real estate.



C.A.R.E. (Cooperative Association of Resort Exchangers)
P.O. Box 2803 Harrisonburg, Virginia, 22801
tel: 800-636-5646 (U.S. & Canada)
540-828-4280 (Outside U.S. & Canada)
Website: www.care-online.org
Specialty: Established in 1985, C.A.R.E. is one of the industry's leading associations in ethical standards and value propositions. Its internationally diverse member base includes Resort Developers, Management and Exchange Companies, HOA's, Travel Clubs and Wholesalers as well as industry suppliers bringing value-added revenue enhancement opportunities. Companies that possess rentable inventory or seek inventory for fulfillment set the foundation of C.A.R.E. with multiple advantageous scenarios for securing client vacations, increased inventory utilization and heightened yield management.

MEMBERS DIRECTORY

TRAVEL CLUBS



Global Connections, Inc.
5360 College Blvd, Ste 200
Overland Park, Kansas, 66211
tel: 561.212.5359
Website: www.explorepci.com
Specialty: Established leader in the vacation industry offering its premier travel club, Global Discovery Vacations, through a sales distributorship channel; component-based travel and leisure benefits; exit and affinity programs. GCI is the developer of resorts in California, Colorado, Florida, and Tennessee; owns/leases multiple resort condominiums throughout the U.S., Canada, Mexico and Caribbean. From having your own travel club sales distributorship to strengthening loyalty with your members and employees, GCI has the solution you need.



OTC Owners Travel Club
6277 Sea Harbor Dr
Orlando, Florida, 32887
tel: 844.724.6000
Website: ownerstravelclub.com
Specialty: Owners Travel Club, your gateway to travel savings. With Owners Travel Club you are entitled to travel benefits with more options, more opportunities, and more ways for owners to save with our best price guarantee and Owner Dollars.
If your resort is enrolled in OTC, your membership is already live, just enter your user name and password and you're ready to experience the savings.
If you would like to join, but haven't received an offer from your resort, no problem, please fill out the registration form below for your complimentary membership.



Resort Inventory Group
40 S Broad St, Ste 200
Brevard, North Carolina, 28712
tel: 239.777.3789
Website: www.resortinventory.com/
Specialty: Resort Inventory has 170 Hotels/Resorts contracted with inventory for the Timeshare/Vacation Club industry, to provide added member benefits with locations in NYC, San Fran, New Orleans, Wash DC., FL Beaches, CA coast, and many others. Member benefits, rental revenues, and to increase the "dots on the map" to enhance the club value, provide rental revenue income, and expand your membership program.

TRAVEL INCENTIVES



BestBuy Incentives
3605 Avalon Court
Voorhees, NJ 08043
tel: 866.343.8003
Website: www.bestbuyincentives.com
Specialty: Quality custom branded travel and gift certificates designed to impact tour flow for travel clubs, resorts, and call centers. Since 1992 we have provided certificates for the best-known companies in the world. Our leadership and legendary customer care are our mark of excellence and assure you of the very best in the industry today and tomorrow. Broker inquiries are invited. Contact Karl Kramer.



Creative Marketing Incentive Group Inc
1968 S Coast Hwy #810
Laguna Beach, California, 92651
tel: 619-777-5577
Website: www.creativemarketingincentives.biz
Specialty: At Creative Marketing Incentives, we take pride in helping businesses 10X their leads, sales, and brand through leveraging the power of the gift of giving and providing the go-to platform to distribute an UNLIMITED amount of high perceived value incentives – on and offline.

**LEARN
MORE
ABOUT
EACH
COMPANY
ONLINE**

MEMBERS.RESORTTRADES.COM



7 Ways Video Will Increase Your Business

Using a TradesShowcase is the most effective way to promote your business in the resort industry (and we can prove it!)

Here's why:

1. Piggyback on the Trades' unequalled SEO.
2. Get on YouTube, the second largest search engine in the world.
3. 'Touch' viewers emotionally, build trust, and draw them to you.
4. Increase sales exponentially.
5. Attract new employees.
6. Communicate clearly with owners/members, staff, or other stakeholders.
7. The Trades uses social media, email marketing, and our print magazine to promote viewership.
8. And, wait! There's more....

Sure, there's more!
Call (931) 484-8819 or
email AdRep@thetrades.com
and find out more about this amazingly
low-cost and effective
communication channel.

https://youtu.be/_kKokOT2uBc
https://youtu.be/szen_E9p2rE
<https://youtu.be/hQ6FswJzFrS>
https://youtu.be/Dp9Z5f_JEo8
SPONSORED CONTENT



Innovating timeshare association banking solutions is our business, so you can focus on growing yours.



Alliance Association Bank®

WA Top 10 - Forbes Best Banks

Specializing in:

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CLASSIFIEDS

SALES & MARKETING

Assistant Director of Timeshare Sales and Marketing for Luxury Timeshare Resorts in the Caribbean

Oyster Bay Beach Resort and Coral Beach Club
Oyster Bay Beach Resort and its sister property Coral Beach Club are in Sint Maarten, Dutch West Indies. The properties offer a variety of vacation ownership memberships in close to 200 units. The property has been in sale since 1997 and continues a consistently strong sales trend. Each resort has been completely renovated within the last two years and is rated as a Premier or Elite Resort with Interval International. Position Summary: The Assistant Director of Timeshare Sales and Marketing will report to the Director of Sales and should have timeshare sales management experience. The Assistant Director will help supervise the timeshare sales and marketing staff of 20-25 and participate in all sales and marketing meetings. The Assistant Director will perform sales presentations with prospective owners, serve as a TO for other sales representatives and lead the sales and marketing meetings as directed by the Director of Sales and in his

absence. The Assistant Director of Sales will support both projects. Qualifications:

- 5+ years' timeshare sales experience as line salesperson, TO and sales manager with a recognized timeshare brand
- 10+ years of general business/work experience
- Bachelor's Degree preferred but not required with proven sales, marketing, and management experience

Interested parties should send their resume to Christine McLaughlin at cmclaughlin@obbr.com or fax: 215-540-1110

Job Type: Full-time. Work permits are available for qualified employees.

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Meet Brandy, July's Survivor

I believe I could benefit from this vacation in many ways. It would give me the opportunity to open up my horizons and travel to another country that I have never seen. Opening up my horizons means opening up my world to something other than fighting breast cancer to stay alive. Cancer is taking so much from me and I feel it would be healthy to try to give back to myself after I have lost so much of myself. "I've just got to survive another day, another month, another year" I tell myself. I want to make my cancer journey mean something more than just hospitals, drugs, and bedrest.



Attending a trip like this is something that I think would offset all the struggles and challenges that I've been through. It would allow me to meet new people from new places and create relationships that could help me throughout the next few years of my battle. At my cancer clinic there were not very many people my age that I was able to talk or relate to and it's something that's been missing out of my experience. So I'm looking forward to connecting with other women that I could become friends with, ones that understand what I've been through and ones that I can make it to the other side of better health with. Much of what I'm saying constitutes a feeling of Hope. They say that hope it's not a strategy but when you're in my shoes, it may be all you have and I'll take whatever I can get. The SMOV program is all that many of us survivors have that is positive in our lives after we have undergone the terror of fighting breast cancer. I hope I am selected, it will change my life for the better in every way.

Brandy



Sponsor: Women's Council of Realtors, Las Vegas

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

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