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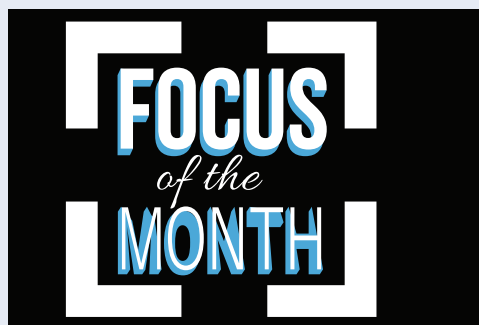
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# FOCUS of the MONTH

## Holiday Inn Club Vacations



**Tom Nelson,**  
*Holiday Inn Club Vacations*

Holiday Inn Club Vacations Incorporated, a national vacation ownership company, announced that Tom Nelson, its Chief Executive Officer, will retire at the end of 2022, after a 35-year career, nearly 20 of which were in senior leadership positions at HICV. The company also announced that its current President and Chief Operating Officer, John Staten, will succeed Tom, assuming the role of President and Chief Executive Officer, effective July 1, 2022.

“Tom’s contributions to HICV’s success have been both innumerable and profound,” said Spence Wilson, HICV Chairman of the Board. “The growth in our business is a testament to his steady, focused, and dedicated leadership, and we are most grateful to him.”



**John Staten,**  
*Holiday Inn Club Vacations*

John joined Holiday Inn Club Vacations as Chief Operating Officer in March 2019. He was promoted to President in September 2020. Prior to HICV, he held numerous senior leadership roles over 30 years, launching and growing businesses, developing strategies and teams, and mobilizing organizations into action, from startups to companies with more than 7,500 employees.



### Jamie Kluetz Joins Holiday Inn Club Vacations as Vice President of Brand Experience and Design



Holiday Inn Club Vacations Incorporated, a national vacation ownership company, today announced that James “Jamie” Kluetz has been named Vice President of Brand Experience and Design. In this new role, Jamie will spearhead the company’s effort to transform its sales journey, which includes building personalized and innovative experiences at its sales centers.

“This year, our company is celebrating 40 incredible years of helping families go on memorable vacations. While we are proud of this milestone anniversary, we also understand that our consumers, and the way they interact with brands, have

changed over the years,” said John Staten, President and Chief Executive Officer at Holiday Inn Club Vacations Incorporated. “Jamie’s valuable experience, passion for the industry and reputation for pushing the boundaries makes him the perfect individual to lead the charge of reinventing our sales process.”

Working closely with sales, customer experience and brand teams, Jamie will enhance the sales journey and bring a brand-new look and feel to the company’s sales centers. This work will begin with the company’s new properties, such as the oceanfront resort in Myrtle Beach that is currently in development and expected to open in 2024.

“We are so excited to work with Jamie to create an innovative and impactful new way to tell the Holiday Inn Club Vacations story at our sales centers,” said John Sutherland, Executive Vice President of Sales at Holiday Inn Club Vacations Incorporated. “His creative and customer-first mindset aligns with our brand, and ultimately, will be vital as

*Continued on page 8*



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RSI Vacations' Acquisition of TravCoding sets the stage for something new for timeshare developers.



## Continued from page 6

we build a more personalized, inviting and immersive guest experience.”

Jamie has more than 30 years of creative and marketing experience and spent a majority of his career working in the timeshare industry. He co-founded the brand experience and marketing agency Brand Tango in 2004, serving as its President and Chief Creative Officer until the company's acquisition by Lamark Media Group in 2019. Then, Jamie continued to lead the agency's creative strategy and development as Executive Creative Director, a role he held prior to joining Holiday Inn Club Vacations. During his time with the agency, Jamie led branding, product design, marketing, innovation, and sales center projects for a variety of high-profile clients, including AM Resorts, Hilton Grand Vacations, Wyndham Destinations, Marriott Vacations Worldwide, Disney Vacation Club and Ritz-Carlton Reserve Residences. Prior to launching Brand Tango, Jamie spent over a decade leading agency and corporate in-house creative teams in the communications and hospitality industries.

## About Holiday Inn Club Vacations Incorporated

Encompassing 28 resorts, 7,900 villas in 14 U.S. states and more than 365,000 timeshare owners, Holiday Inn Club Vacations Incorporated is a resort, real estate, and travel company with a mission to be the most loved brand in family travel by delivering easy-to-plan, memorable vacation experiences that strengthen families.

Based in Orlando, Fla., the company has been a leader in the vacation ownership industry since 1982, when it was

established by Holiday Inn® founder Kemmons Wilson with the opening of the company's flagship property, Holiday Inn Club Vacations® at Orange Lake Resort next to Orlando's Walt Disney World® Resort.

Today, the Holiday Inn Club Vacations resort portfolio spans across the United States. Throughout its history, the company has maintained the core family values true to its founding Wilson family, while aggressively pursuing growth, transforming its member engagement model and building an industry-leading team passionate about the guest experience.

## Team Members Share... Excerpts From Social Media



“Crossing ‘speak at a conference’ off my professional bucket list!

“I’m not the most confident public speaker if I’m being honest, but I welcomed the challenge to share some of the things I’ve been fortunate to learn over the past few years through our influencer work at Holiday Inn Club Vacations (big ups to Brad Baker + Jennifer Harmon for sharing their wisdom with me and being with me every step of the way as we’ve grown our work)....”

-- Kelly Bateman (Nelson),  
Social Media and Influencer  
Relations Manager



“Here at the Holiday Inn Club Vacations Hill Country Resort we are always looking for CREATIVE ways to recognize our team. So why would I post a picture of a coffee pot on my head? Well, I inspect a lot of villas since we have high standards here at HICV.....I take a funny selfie in the villa in order to celebrate our Housekeeping team. The team has really started to enjoy the selfies and I think they may enjoy the selfies more than the gift cards that come along with the perfect inspections! Great job team Housekeeping and I hope to be sending more selfies this week and all through the rest of the busy summer!”

-- James Coon, General  
Manager, Holiday Inn Club  
Vacations Hill Country Resort  
at Canyon Lake

“This week has been another reminder why I LOVE what I do and who I work for! I had the opportunity to use one of my many benefits @ Holiday Inn Club Vacations which is Club-Go! This is an employee benefit that allows us to YEARLY test pilot what our owners and future owners get to experience. From the check in to check out my family and I got to see what Customer Obsession truly looks like! Our time at the Holiday Inn Club Vacations Cape Canaveral Beach Resort was awesome!....”

-- Steven Frumer, Sales  
Training Manager, Contact  
Center Sales



“Loved all the #redwhiteandblue as our #team at Holiday Inn Club Vacations Smoky Mountain Resort celebrated the Fourth of July. Our guests enjoyed pool side festivities including snow cones and watermelon eating contests hosted by our amazing activities team. Wishing everyone a safe and happy 4th of July!”

-- Misty Treadway, Guest  
Services Manager, Holiday  
Inn Club Vacations Smoky  
Mountain Resort



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## Meet Nadine, August's Survivor

I am grateful for the opportunity you are allowing me to go on vacation with and through your



organization. I am elated because I am of the mindset that regardless of the diagnosis I can and will live my life to the utmost every moment of each day. I am happy and strong in my journey since the diagnosis in October 2021. I am a positive person with a gregarious appetite for living and making a difference in the lives of others. I know being present, grateful and thankful to share myself with others and receive from them enhances and promotes the quality of my life. I look forward to interacting and engaging with people I encounter daily wherever I am. I think it will be relaxing and therapeutic as I open my mind and fully experience all the possibilities that are awaiting me. As I am writing, I am being transported to a soothing and relaxing mindset... so powerful. I know now more than ever the importance of slowing down and not feeling guilty for taking care of me first. I am looking forward to sharing the story of my travels when I return home with others because recalling leads to extending the vacation in my mind and inspiring others to attend. I look forward to sharing the pictures of the wonderful people, places, food and the blessings of each day. Please let me say in advance, thanks for the good time!

Nadine



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# Segregation of Duties for Resorts with Limited Staff

*by Jennifer Keshwar, CPA, Principal and  
Lena Combs, CPA, CGMA, RRP, Partner Withum*

Segregation of duties (SoDs) is an important concept in internal control frameworks, financial reporting, and regulatory compliance. The premise of SoD's is to prevent one employee from having both access to assets and responsibility for maintaining accountability for those assets. As a result of adequately dividing responsibilities across different team members, a company may increase effective internal controls, reduce risk of potential errors and fraud, and improve the overall control environment. It's important to keep in mind, however, that SoDs do not prevent collusion.

## **Why Segregation of Duties is Important**

Segregation of duties is critical to effective internal control because it reduces the risk of both erroneous and inappropriate actions. Businesses should attempt to separate functional responsibilities to mitigate the risk that errors, either intentional or unintentional, could be made without being discovered by another person.

However, small and mid-sized

resorts often face the problem of properly separating job functions due to limited staffing or resources, especially in today's age of labor shortages. Having one employee performing such tasks as reconciling the bank statement, paying the company bills, receiving customer payments, and making the related general ledger entries increases the company's risk of possible employee fraud and theft. This does not mean business owners should simply accept this risk. There are other mitigating procedures that can be implemented to offset risks and strengthen internal controls. The following procedures are simple and can be easily implemented:

## **Bank Account Review for Transparency**

First, consider this simple control: All bank statements should be provided to someone other than the bookkeeper, such as a board member, business owner or the like. This individual should receive the unopened bank statements before the bookkeeper or accountant. While no magic bullet, it has power.

The person who receives the bank statements should simply open the bank statements and review the transactions for appropriateness, paying attention to cleared checks noting payees and amounts. Alternatively, the bank can potentially provide read-only access to this individual in lieu of paper statements. Having a second person to oversee the bank statements is a deterrent for fraudulent activities.

## **• Disbursement Review and Approval**

In many cases, fraud is perpetrated by purchasing goods for personal use, which often goes undetected in resorts. Implementing a policy of a payables review and approval before each disbursement cycle is prudent and is an easy way to provide an extra layer of control. When there is a small staff, an owner or board member can review a listing of payables before payment is made to help mitigate the risk of such things as items for an individual's personal use, gift cards, or other unauthorized transactions occurring.

The point here is to have at least two sets of eyes on transactions. Fraud is less likely to be perpetrated if it is known that someone else will be reviewing transactions and asking questions.

## **• Performing Surprise Audits**

Another way to create transparency within smaller businesses can be achieved by periodically scheduling a random inspection or review of financial information. Although these are not opinion audits such as those typically issued by an accounting firm, they can be performed by an accounting firm or done internally by management or by a board member. Consistency and sticking to a periodic, rotating schedule is key with this type of internal control. Make it a policy that the audits will be performed either monthly or quarterly but not specific as to which areas will be examined. Some potential areas of focus are as follows:

- Make sure that all cleared checks are reviewed for appropriate recipients and signatures
- Review all non-recurring journal

entries made or entries made outside regular business hours and request an explanation for each

- Inspect bank reconciliations for appropriateness
- If a budget is being utilized, review budgeted numbers to actual (look for unusual variances)
- Request a report of all new vendors added and review for appropriateness

These are just a few ideas of ways to implement mitigating controls in a small to medium-sized resort with limited team members, and the functions can be rotated among individuals. The idea is that employees know that there is a system of checks and balances in place. A resort should review whether there are other areas unique to its operation where employees may be able to manipulate information and/or assets and identify how to monitor these activities. The ideas above are

straightforward and inexpensive to implement, yet they are powerful and can help reduce the risk of possible fraud or theft.

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# Sending Video Direct Messages for Client Engagement

by Sheryl Cattell

Welcome to today's LinkedIn minute. I'm so glad you joined. Today we'll look at a LinkedIn video Direct Messages, or DM for short. And to give you a taste of what they look like, see the image below of the one I received from Larry Kaul (*used with permission*).

Here is a partial transcript of his message: "Hey, Sheryl, I know you're writing a lot about inspiration and empowerment, and I wanted to let you know, on Thursday, I run a weekly Zoom Room called the Solopreneur. We normally have 40 people in the Thursday forum, and tomorrow we're talking about saboteurs. If this fits what you do and you're interested in coming, go to my LinkedIn profile, and below the headline, you'll see a link to the registration form. We run it every week, and each is a

different theme..."

I'm stopping there because he mentioned a link at the top of his profile. And if you haven't seen my LinkedIn Minute about adding a link to the top of your LinkedIn profile, be sure to check that out. I want to show you because it's highly effective in conjunction with these video direct messages. So let's take a quick look at Larry's profile. And sure enough, you can see the link at the top of his profile, the link that he is giving me as the call to action in his Direct Message (*see image below in red*).

One tip on improving your video, I recommend placing your phone on a stable surface, about eye level and in portrait mode. Please do not hold your phone like you're taking a selfie because watching the

background move around while trying to concentrate on the message is unsettling.

Now I want to show you how to make your very own direct message video. These video Direct Messages can only be recorded on the mobile App version of LinkedIn. It is not available on the desktop. To begin, you start a message to your recipient as if you were going to text them a direct message. You will see a paperclip at the bottom left of the message window. Click on the paperclip to the left where it says, "Write a message." Once you do that, you will see a selection menu. Select "Take a video." With your phone on a stable surface, turn your camera around and record your message. Well, that's it for today's LinkedIn minute.

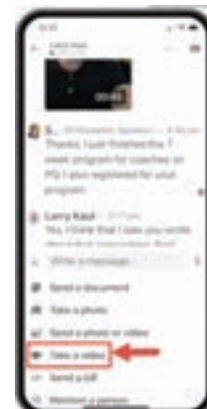
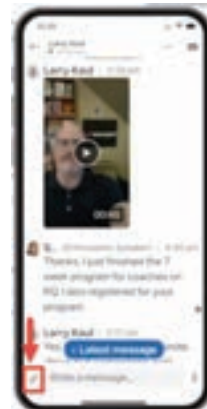
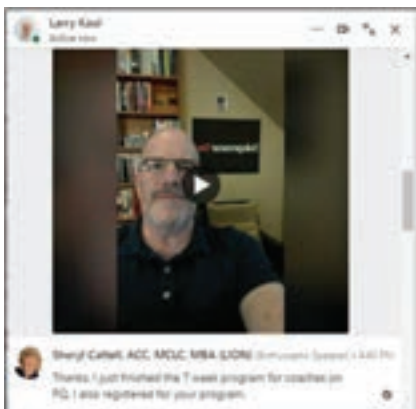
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Here is a link to the playlist to see all the LinkedIn Minutes (don't forget to subscribe): <https://try.bizhack.com/liminutes>

Sheryl Cattell is a certified lead instructor at BizHack Academy and the creator of the Thought Leadership Edge™, a course to help businesses drive sales and build strategic partnerships using LinkedIn and other social media platforms. Sheryl Cattell, MBA, CSM, MCLC is the founder of the South Florida Interactive Marketing ([sfima.com](http://sfima.com)), an

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# Three Key Steps to Find the Right Employees Online

by Kelley Ellert

With 11 million job openings across the U.S., an additional average of about 4 million people quitting their job each month, the pandemic accelerating Boomer retirement plans and only 6 million unemployed Americans to fill these openings, it's no surprise that unfilled job positions are one of employers largest concerns. These conditions, plus many other factors such as the pandemic, social movements and technological advancements, have resulted in a candidate-driven market, AKA a market where getting the right employees is more competitive than ever.

**It means to fill positions, the burden lies on companies to work harder than applicants to make a perfect job/candidate match.**

Just like digital advertising can micro-target customers, it can also target the RIGHT job candidates. Hiring the right candidate begins with setting the interviewer up for success by filling their calendar with good applicants, not just any applicants.

A poor applicant pool leads to limited choices for interviewing which leads to desperate hiring

which brings desperation and lack of choices into your salary negotiations. This means you may end up paying more money for an employee who isn't even a good fit.

And lower quality employees will cost you, big time. A Gallup study found that disengaged employees cost U.S. companies up to \$550 billion a year. Reversely, engaged employees provided companies with 21% greater profitability.

They won't just suck up your profits, but they will also eat away the majority of a recruiters time. Time that could be spent doing other things to propel organization's workforces forward are instead wasted on wading through floods of unqualified or uninterested applicants. An Entelo study found that recruiters spend an average of 1/3rd of their workweek sourcing clients and another poll found that 52% leaders found screening individuals from a vast application pool to be the most challenging aspect of their job.

I'd like to really emphasize the RIGHT candidates. Because that's the problem with relying on job posting sites like Indeed and Monster, you get any and

all candidates who are in the market for a job, any job. Add in applicants blindly applying to meet government benefit requirements and the platforms auto-submitting applications from on-site users, these sites tend to feed recruiting streams with a large amount of junk.

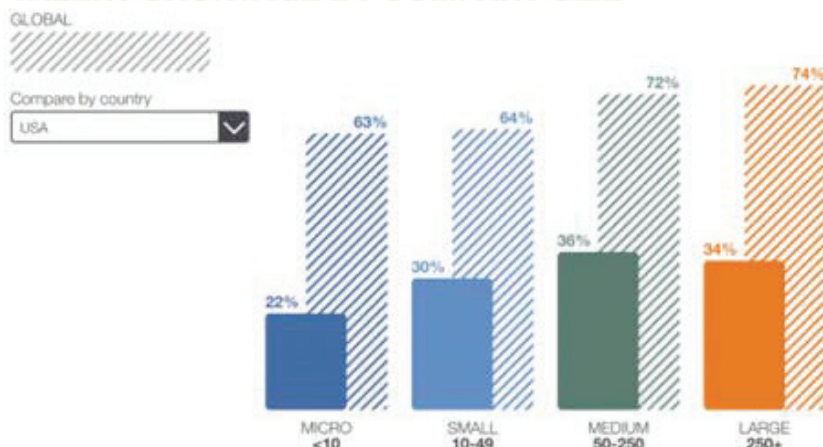
## STEP 1 Define The Perfect Hire

Before utilizing digital marketing to find candidates, you have to define what is a good candidate for your resort or company. The more you define and identify here, the higher quality leads you'll receive.

When you define who you're looking for, you have to go deeper than just the experience listed on someone's resume. You need to define what soft skills a successful employee would have to fit in with your company culture and meet the demands of the specific job.

Soft skills are an often overlooked piece of the hiring process that has major impacts, a 2019 Talent Trend Study found that 89% of recruiters say bad hires typically lack soft skills while 80% of the same respondents identified **creativity, adaptability**

### TALENT SHORTAGE BY COMPANY SIZE



TALENT SHORTAGES AS OF MAY 2022 IN THE U.S. AND GLOBALLY. WHILE THE U.S. IS EXPERIENCING LESS SHORTAGE THAN THE GLOBAL AVERAGE, COMPANIES FROM MICRO TO LARGE ARE ALL FEELING THE EFFECTS OF 20+% SHORTAGES. CREDIT: MANPOWER GROUP

and collaboration being vital to company success. In 2022, Manpower Group also listed these skills along with **critical thinking and analysis** as the most in-demand soft skills in the United States.

When you're considering what experience the ideal candidate has, go further than a previous job title or a college degree. While there are pre-requisites for every job, many employers are beginning to recognize that the best candidates don't always have the background they would have desired.

For example, the State of Maryland is no longer requiring a four-year degree for thousands of jobs that previously required one. By re-examining the qualifications, you

a salary hirer than you have budgeted to pay, consider that the improvements a passionate, knowledgeable and motivated housekeeping supervisor would positively impact customer satisfaction, which would improve online scores, which positively impact your rental revenue. By hiring well and recognizing the positive and negative impacts, you can truly define what the ideal candidate is, not just one that keeps you under budget.

**STEP 2**  
**Accurately Describe The Opportunity**

You've identified who would be your perfect candidate, now how do you hook them and motivate them to trust you with the next step of their career?

In a candidate-driven market, employers can't have the mindset that they are doing people a favor by giving them a

job. The script has flipped, and it's now the candidate asking why should I work for you? The key to hooking them is in your applicant experience and transparency.

**APPLICANT EXPERIENCE**  
Once an applicant lands on your job posting, your description determines if those good candidates feel your company is worthy of the time it takes to apply.

This is one of the biggest hurdles to overcome, given that Appcast estimates 92% of candidates who click "Apply" never submit an application.

**IN-DEMAND SOFT SKILLS BY COUNTRY**

Globaly, the most difficult to find soft skills include accountability, reliability and discipline (33%). See what are the most in-demand soft skills in your country.



MANPOWER GROUP FOUND THAT IN THE UNITED STATES THESE WERE THE TOP 9 IN-DEMAND SOFT SKILLS. CREDIT: MANPOWER GROUP 2022

prevent the perfect fits being tossed aside based on a single data point that is potentially irrelevant to their ability to perform the job.

Properly defining what is needed for someone to be successful in a position, requires taking into account what effect they can have on your organization. While it's obvious that bad employees and turnover cost companies' money, employers should identify the value and potential revenue a stellar employee could add.

For example, if you're hiring a housekeeping supervisor and the ideal candidate is requesting



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To ensure your applicant experience is optimized for converting the right candidates into actual applicants, get creative and don't rely on a few generic paragraphs of text about your company partnered with a vague list of job requirements.

Think lists, videos, testimonials, meet your boss section introducing them to who they would work with - anything you can creatively and clearly do to set the scene for what working with you would truly look like. The more honest you are, the better matched your applicants will be.

Once someone meets your company and reviews a job posting, the process for them to apply needs to be streamlined. People complain about having to manually enter their job history when they have a resume that details everything. You learn more about their organization style, professionalism and more from their resume vs your online form. If you have to do the online form for standardization - keep it brief but relevant. Ask yourself what you REALLY need to know and are looking for, don't just use a blanket form.

Depending on the size of your company, you may even need custom applicant experiences for entry level and management positions. There should be different things you're looking for during those process and

separating them properly begins with the applicant experience. Brainstorm truly qualifying questions or situational judgement tests centered around the qualifications that matter the most from step one when you defined your ideal candidates.

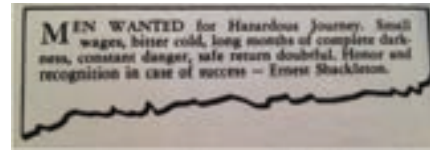
If you have multiple job openings in multiple departments and seniority levels, you should NEVER send applicants to a generic careers page for them to filter through opportunities. Segmented landing pages or direct links to specific job postings work best.

### TRANSPARENCY

Don't force reasons to like the job. Such as saying its flexible because it's a trend when in fact it is not. What IS great about it? Promote that, not what's trendy.

That being said, **you shouldn't ignore the trends of the job market and consider examining your company culture to reap the rewards of embracing trends and changes early on.** LinkedIn's 2019 study identified soft skills (91%), work flexibility (72%), and pay transparency (53%) as the three most important trends for the future of recruiting and HR. So, if your organization is not able to boast these benefits, don't. But you should start looking for ways to implement them or risk having a difficult time recruiting and retaining high-performing employees.

No job is perfect, but every job has benefits. The key is communicating the benefits properly and transparently, so they catch the eye of the people who are willing and capable of doing the work to reap those benefits.



### STEP 3 Find Them Online

The job market is an employee's world now, outside the box digital efforts not only reduce your reliance on posting sites, but they strengthen your brand and make you more competitive at reeling in top-quality candidates. Online advertising allows you to place job opportunities in front of the right people at the right time, as opposed to relying on them to visit a job board site. There's an obvious opportunity in improving the sourcing of job candidates - a 2021 Manpower Talent Shortage Survey found that 72.8% of recruiters are struggling to find relevant candidates.

On top of that, they also found that 73% of all candidates were passive, meaning they aren't actively looking for an immediate job, but would consider it if the right opportunity presented itself.

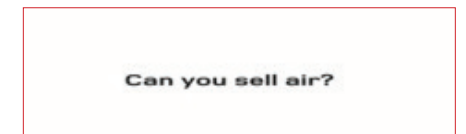
Digital advertising not only gives you the ability to use data points and segmentation to target the right candidates, but it also increases employer branding, something that Glassdoor determined makes companies 3x more likely to make a quality hire.

With companies losing an average \$14,900 for every bad hire and top prospects being off the market in 10 days, it's truly necessary for companies to think outside the box and put some real customization (the kind digital marketing provides!) into their recruitment efforts.

To utilize digital advertising, start by getting to knowing your market. You've defined who your ideal candidate is, now really get to know them.

Do they use LinkedIn, Reddit or Facebook? What interests would an ideal candidate have? What kind of messages would stand out to the kind of personality you're trying to attract?

Depending on your audience, there's opportunities on Meta platforms (Facebook and Instagram), Google, LinkedIn, Reddit, Pinterest and more. Need tech people - try Reddit. Need a creative - hello Pinterest. The point is - find the people where they are, don't wait for them to passively come to you. Once you know who you are targeting and where, develop ads, landing pages and an application process that are all aligned to increase conversions. Make these relevant, honest and customized and your candidate pool and recruiting team will thank you.



### HIRING SALES PEOPLE?

Use an ad that presents them with a challenge. Don't just tout the \$ because everyone wants money. You want someone not afraid to pick up the phone, talk to a stranger, etc. So create ads, job descriptions and listings that speak to the qualifications that you NEED someone to have.



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**NEED HOUSEKEEPERS?**

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If you're using something this generic, it's no surprise if you aren't getting top-tier applicants.

**Relying solely on job posting sites to attract the RIGHT employees is as effective as tossing a net out into the vast ocean and hoping the perfect matches swim right in. It's**

**not just a silly thought, it's an expensive one.**

**Take the time to define what soft skills and personal motivators the ideal candidate would possess and customize the entire experience - from ad creative, job descriptions, landing pages and application process to connect with those individuals.**

**When you know your candidates and meet them where they are online with an experience that connects with them, you'll improve your entire employee lifecycle from recruiting to retention.**

*Kelley Ellert is a marketing consultant and strategist who is on a constant search for ways to modernize resort marketing and chat strategy with other travel professionals. Look her up on LinkedIn @kelley-ellert.*

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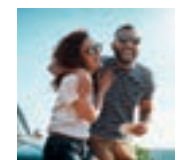
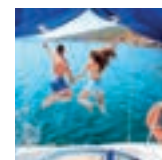
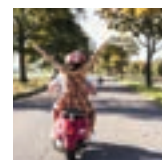
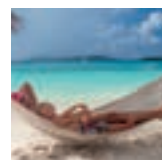
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# Engineering Success

## Caroline Shin Leading Vacatia Inc. to a Bright Future

by Judy Kenninger

You've seen the steady flow of news from Vacatia Inc., a leading provider of innovative, customer-centric solutions for timeshare resorts. Founded in 2013, Vacatia has more than 750 industry partners (including many of the largest timeshare developers) using its rental and resale services. Just two years ago, it debuted Vacatia Partner Services to provide resort management, rentals, and other services to independent resorts, it has since grown its property management services to 4,750 units in eight states.

Leading the charge has been CEO and co-founder Caroline Shin, who has a record of building companies that embrace technology to deliver a stellar customer experience. Past positions include being the lead website architect on the startup team at Hotwire, leading global CRM and revenue management functions at Starwood Hotels and Resorts, and as senior VP at Sentient Jet, she oversaw client services and command center operations, launching a new technology platform for flight management.

To find out what makes Shin tick – and what her vision is for

the resorts, owners, and renters Vacatia serves—**Resort Trades** recently posed the questions our readers want the answers to.

**RT: You have a degree in nuclear engineering from the Massachusetts Institute of Technology. How did that prepare you for your career today?**

**CS:** Learning engineering, particularly nuclear engineering, but really any kind of technology field makes you sharper at problem-solving. I've always been the more pragmatic person--some might say impatiently--and I love using tech to solve real-world problems. Of course, working on cold fusion is cool, too. But, when I got out of school, I saw that there were these are tangible things I could do right then, where I could see the results pretty quickly. I was also lucky, coming out of college when the Internet was starting to get really hot. Then the Internet changed how the world and business work together, so I had really good timing on that front.

**RT: What was your first exposure to the timeshare industry?**

**CS:** I was working at Starwood Hotels in the early to mid-2000s, and Starwood had recently acquired Vistana Resorts. I think it's interesting to note that a lot of the work that we were doing at Starwood to try to push hotels forward, especially with the use of technology, wasn't implemented in the timeshare division. And while the products are different, in hindsight, I wish we did, because the timeshare industry, although we're catching up now, we lagged some of the innovations in the hotel industry.

**RT: What made you want to get involved in the timeshare industry?**

**CS:** I was reintroduced to it with the team that started Vacatia, and I remembered just how awesome the actual timeshare experience is. Having all that space, which is now almost a given with the popularity of Airbnb, but also the services, which I don't want to give up by going to some random dude's house. The industry has everything we need to be primed for growth.

**RT: What made Vacatia expand from serving primarily large developers to also serving**

**independent resorts and their owners?**

**CS:** We had created technology for both resales and rentals and were working with many of the big developers. Then we started talking to independent resorts, and they loved the concept because they needed help on both fronts, but they didn't have the resources to integrate with our technology platform through an API. At first, we started rolling up our sleeves to help our first independent resort partners, then we asked, how do we scale this? We soon realized this wasn't a one-off thing. Independent resorts needed more hands-on help than just a technology spec of how to integrate into our rental and resell platform. From our side, we got really excited about the ability to have contact with consumers throughout their entire journey. Let's help consumers discover the resort, book the actual stay and then follow through during and after the stay. Taking on these challenges made us increase our velocity of innovation, and we wanted to share those innovations with more resorts. .

*Continued on page 20*



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**RT: What did you learn from your conversations with resort managers and board members at these resorts?**

**CS:** They want collaboration and honesty, even if it's a tough conversation. They want us to respect the past and respect their owners, but also help them innovate while holding on to what makes the place so special for long-term owners. When you provide clear options along with your recommendations, board members appreciate that. And owners do too. There aren't a lot of problems we can't solve together.

**RT: You've spoken about the independent charm of these resorts. What do you mean by that?**

**CS:** These resorts are not just faceless hotels. Let me give an example. We had a resort that hadn't really done rentals, but they needed the revenue to cover their expenses. While most owners were ecstatic that we were able to rent out units, some thought it would ruin the property's culture. We provided the numbers and the facts, but we also changed the narrative. We said, instead of thinking of rental guests as competitors, think of this as a chance to introduce them to this beautiful resort. Our staff will blow their socks off with the service they provide, but you, the owners are the best ambassadors for this resort. Think about it as welcoming them into private club membership. Just as we're talking about it, a renter walked over and asked for advice about the area (New Orleans). Then all the owners started writing down lists and gave them tips from what they had learned coming there for 20 or 30 years. It was just awesome.

Every resort has its own culture; on Tuesdays, we do this, and on Fridays we do that. They may all

know each other because they have been coming on the same week for 20 years. Sometimes, I think we should do a coffee table book for each resort that has the stories they share every day.

**RT: What's the biggest challenge facing these resorts?**

**CS:** it starts with appealing to a younger audience. We shouldn't have kids or grandkids or nephews and nieces not wanting to inherit a timeshare. We need to get the product in a place where the flexibility, ease of booking, and costs convince the younger generation that it's worth it.

**RT: Is there a guiding philosophy for working with resorts?**

**CS:** We have a saying, 'don't make anyone feel like they're in the middle seat.' You know that feeling you get when you're in the middle seat in the back row? You don't want people feeling that way when it comes to their vacations.

**RT: What makes Vacatia the right company to assist these resorts?**

**CS:** I respect our competitors, so I wouldn't say we're the only one. Our strengths are the diversity of our team. We have diverse viewpoints and experience to solve some of the challenges that independent timeshare resorts are facing. No. 2, it's the passion that we have for this business, which can make long days and hard problems, not a chore. And No. 3, it's our values and one of them that we practice every day is to never be satisfied...there's always a better way.

**RT: And what is your vision for Vacatia in the years ahead?**

**CS:** To help independent resorts thrive, while also leading the entire travel industry is rethinking how families vacation.

**RT: So, at the end of those long days, do you have any hobbies?**

**CS:** Yes, I love fishing, and I love to be outdoors. It just gets you to clear your mind and forget about everything. I also really enjoy my furry kids, and I even own a pet grooming store.

**RT: What kind of pets do you have?**

**CS:** My dogs are Charlie, a toy poodle, and Chloe, who is a mutt. We did a DNA test on her, and she has like eight different breeds. But you know, even the pet grooming store comes down to problem-solving. My area, Marin County, California, has one of the highest pet ownership rates in the country, and I couldn't find a groomer. I just decided to create my own. So

now my pets are the proud owners of their own grooming store.



*Judy Kenninger (linkedin.com/in/judykenninger) heads Kenninger Communications and has been covering the resort real estate industry for nearly two decades.*





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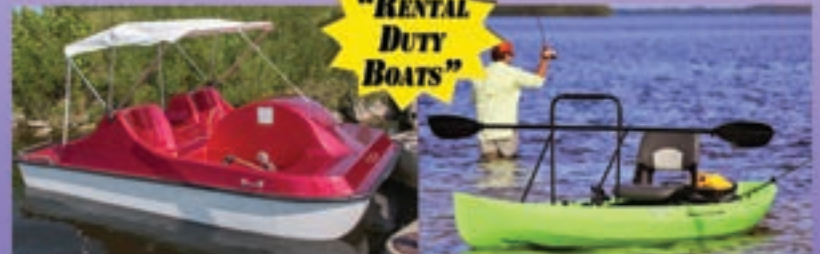


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# 5 Best Practices for Delivering Unparalleled Customer Service

by Beverly Hathorn, PHR, PMP

No matter what kind of product or service you are selling, you need to provide customer support. It might be calls for repair or replacement, a complaint email, questions on Facebook messenger, or just praise or requests via your website's comment form.

How do you manage customer service? Do you have established procedures in place, a plan for any eventuality? Are your employees prepared to manage - to the customer's satisfaction and yours - any and all customer issues they may face?

A recent study indicated that as many as 90 percent of people decide whether to remain loyal to a company based on their customer service experience, and almost 70 percent said they would jump ship without much thought if they did not get the service they felt they deserved - that's why customer service has always been so important.

But now, because we are all so plugged in and connected these days, customer satisfaction and relationships have never meant quite so much or had such far-reaching effects. In this viral era, the impact of a positive mention on Tik Tok or someone posting on Facebook about a bad experience can be absolutely enormous.

At Strategic HR Consultants, we are experts in helping our clients offer high-quality customer support. Here are our top five best practices for delivering unparalleled customer service:

## **Don't just listen – actually hear what your customer is saying**

Nothing cools the fire under an angry customer faster than a customer service representative who says, "I am sorry you had a subpar experience. Tell me all about it so we can make it right." This lets them know you genuinely care about underdelivering on their initial expectations and will work with them on a mutually agreeable resolution.

## **Get it right the first time**

Your customer's time is valuable, and they do not want to wait on hold, be passed around from department to department, must call back another time, or wait for resolution. Try to manage their concern on first contact, and it will go a long way toward keeping them happy.

Streamline your customer service process to reduce wait times, leverage technology to make it easier for customers and service agents to connect quickly and easily, provide self-service options if possible. Authorize representatives to make simple decisions without having to put customers on hold and check with a supervisor.

## **Give employees the tools and training they need**

Another thing that is vital to delivering prompt, yet top-notch customer service is having prepared personnel.

Empower your customer service staff to be helpful, respectful, and calm. Train them on the products or services, set and enforce standards and protocols so they can offer consistently high-quality customer service to every customer, every time. Teach them to manage any situation and reward them for a job well done. Happy customer service representatives provide the best customer service!

## **Understand and manage your customer's expectations**

Because your employees are really listening to the customer, they can develop an idea of the customer's concern and how it can be resolved. When a company does everything within their power to make something right, when they go above and beyond to exceed a customer's expectations, the customer is more likely to remain a customer, and tell others about their experience.

That said, you may not always be able to meet all a customer's demands. What can you do then?

## **Follow-up to ensure the customer is satisfied**

Reach out afterwards to thank

your customer for giving you the opportunity to resolve the issue and ask about their experience. Ask if there is anything that could have been managed another way, or if they were expecting a different outcome. This gives them an additional opportunity to be heard, and provides you with useful information to for your customer service procedures.

Studies show that following up is a great way to continue fostering customer loyalty and set your business apart from others.

The companies with the best customer service not only retain customers, but they also give their customer a delightful story to share with others. Free advertising!

You probably realize this is not a comprehensive list. Even if you do everything we talked about here, and do it great, it still may not be enough to satisfy customers and deliver the best service. That's okay! This is a good place to start.

*Beverly Hathorn, PHR, PMP, has over 25 years of combined HR/ Labor Relations and Customer Service Management experience in unionized organizations. She is a DiSC® Certified Practitioner, Facilitator, and Authorized Partner. For more information, visit Strategic HR Consultants. Beverly can be reached at [linkedin.com/in/beverlyhathorn](https://www.linkedin.com/in/beverlyhathorn).*

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tel: 619.531.0110  
Website: [www.4designs.com](http://www.4designs.com)  
Specialty: Located in San Diego, California, Architectural Concepts Inc. is a full-service design firm offering Architecture and Interior Design, Master Planning, and Site Planning, Programming, and Brand Identity Development for Hospitality, and Creative Commercial Work Space Design and Building Residential Design. From dream to final construction, we focus on satisfying the goals of our clients by bringing design concepts to life. We excel in customizing our services to set your project up for success!!

## COLLECTION SERVICES



**Fairshare Solutions**  
529 Seven Bridges Road, Suite 300  
Stroudsburg, Pennsylvania, 18301  
tel: 570.252.4044  
Website: [www.Fairshare.Solutions](http://www.Fairshare.Solutions)  
Specialty: Sometimes there is more than one Reason for a delinquency or default. At Fairshare we have the sophistication, experience, sales, and customer service skills needed to solve them all. Diligent contact is key. We go far beyond the 'Agency' model of just 'dialing for dollars'. We also bring empathy, data mining, customer care, and an understanding of your bottom line. We don't just collect accounts, we collect customers. So as we succeed in recovering more of your delinquent and written-off portfolios, you will succeed in retaining valuable customers!

## COLLECTION SERVICES



**Meridian Financial Services Inc.**  
1636 Hendersonville Rd, Ste 135  
Asheville, North Carolina, 28803  
tel: 866.294.7120 ext. 6705  
Website: [www.merid.com](http://www.merid.com)  
Specialty: Meridian Financial Services, Inc. is a sophisticated third-party collection agency able to provide service to the whole and partial portfolios. Meridian understands the impact of bad debt, as well as the importance of keeping your owners' accounts current, and preserving their confidence in the purchase decision. Services include third-party collections for domestic and international clients, no-cost-to-client recovery programs, customized industry collection strategies, credit reporting, skip tracing, on-line services, and credit and collection consulting.

## COMPUTERS & SOFTWARE



**RNS Timeshare Management Software**  
410 43rd St W, Bradenton, Florida, 34209  
tel: 941.746.7228  
Website: [www.TimeshareManagementSoftware.com](http://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.

## CUSTOMER RETENTION



### FAIRSHARE SOLUTIONS

**Fairshare Solutions**  
529 Seven Bridges Road, Suite 300  
Stroudsburg, Pennsylvania, 18301  
tel: 570.252.4044  
Website: [www.Fairshare.Solutions](http://www.Fairshare.Solutions)  
Specialty: Sometimes there is more than one Reason for a delinquency or default. At Fairshare we have the sophistication, experience, sales, and customer service skills needed to solve them all. Diligent contact is key. We go far beyond the 'Agency' model of just 'dialing for dollars'. We also bring empathy, data mining, customer care, and an understanding of your bottom line. We don't just collect accounts, we collect customers. So as we succeed in recovering more of your delinquent and written-off portfolios, you will succeed in retaining valuable customers!

## EXCHANGE COMPANIES



**RCI**  
9998 N Michigan Rd  
Carmel, Indiana, 46032  
tel: 702.869.9924  
Website: [www.rci.com](http://www.rci.com)  
Specialty: RCI is the worldwide leader in vacation exchange with approximately 4,500 affiliated resorts in more than 100 countries. RCI pioneered the concept of vacation exchange in 1974, offering members increased flexibility and versatility with their vacation ownership experience. Today, through the RCI Weeks® program, the week-for-week exchange system, and the RCI Points® program, the industry's first global points-based exchange system, RCI provides flexible vacation options to its over 3.8 million RCI subscribing members each year.



**Trading Places International**  
25510 Commercentre Dr  
Lake Forest, California, 92630  
tel: 800.365.1048  
Website: [www.tradingplaces.com](http://www.tradingplaces.com)  
Specialty: At Trading Places (TPI), customer service isn't just a friendly voice; it's offering what our members really want. TPI recognizes the outstanding performance of the vacation ownership industry and has developed, for over 40 years, a collection of vacation products and services which vacation owners, developers, and resort associations consider truly valuable – including our FREE Classic exchange membership allowing members to trade through TPI with no annual fee.

## FACILITIES OPERATIONS



**Royal Basket Trucks**  
201 Badger Pkwy  
Darien, Wisconsin, 53114  
tel: 800.426.6447  
Website: [www.royal-basket.com](http://www.royal-basket.com)  
Specialty: Royal Basket Trucks® Inc., an American manufacturer offers a full line of quality carts designed for use in the Hospitality Resort environments with solutions meeting the needs in Pools, Spas, Laundry, Housekeeping, Shipping/Receiving, Waste and Recycling just to name a few. All products are made to order allowing you to put the right cart for the job in your environment. Branding, labeling, modifications and custom functionality is all possible when you work with Royal Basket Trucks®.

## FINANCIAL SERVICES



**Alliance Association Bank**  
717 Old Trolley Rd  
Summerville, South Carolina, 29485  
tel: 888.734.4567  
Website: [www.allianceassociationbank.com](http://www.allianceassociationbank.com)  
Specialty: Alliance Association Bank is designed to provide a dynamic portfolio of financial services specific to the Timeshare HOA industry. Our products provide a blueprint to accelerate efficiency, reduce costs and increase revenue. AAB's desire is to be your business partner by continuously offering the innovative solutions necessitated by the Timeshare HOA industry. To learn more about AAB's services, please visit [www.allianceassociationbank.com](http://www.allianceassociationbank.com) or call Stacy Dyer at 843-637-7181.



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

**LEARN  
MORE  
ABOUT  
EACH  
COMPANY  
ONLINE**

[MEMBERS.RESORTTRADES.COM](http://MEMBERS.RESORTTRADES.COM)

## FINANCIAL SERVICES



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

## GROCERIES



**Publix Super Markets**  
3300 Publix Corporate Pkwy  
Lakeland, Florida, 33811  
tel: 863-688-1188 Ext. 44891  
Website: [www.publix.com/products-services/business-delivery](http://www.publix.com/products-services/business-delivery)  
Specialty: Publix is the largest employee-owned grocery chain in the United States with more than 1,200 stores in the Southeast. More than ever people are looking for convenience. With the added benefit of grocery delivery from Publix Super Markets, Powered by Instacart, people can get what they need when it's best for them. Grocery delivery is a valuable added benefit for your owners and guests. Ready to get started? Visit [www.Publix.com/BusinessDelivery](http://www.Publix.com/BusinessDelivery) to learn more.

## HOA & STAKEHOLDERS COMMUNICATIONS RESULTS



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

## HOUSEWARES, LINENS & ROOM SUPPLIES



**etcetera ... international**  
820 Lumber St Myrtle Beach, SC, 29577  
tel: 843.839.3278  
Website: [www.etcmb.com](http://www.etcmb.com)  
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](http://www.thebrookfieldco.com)  
Contact: Hilda Jones  
Specialty: The Brookfield Co. designs and manufactures fine concrete landscape furnishings. Offering 70+ styles/sizes of planters plus fountains, benches, finials, and stepping stones, this company provides the best in customer service. All products are hand-cast and finished in fiber-reinforced, weather durable concrete. Many beautiful finishes are offered. Custom work is available. Still run by the two founders and designers, the 30 yr. old Brookfield Co. sells direct to landscape professionals, developers, and retailers. Site delivery nationwide.

## LEGACY TIMESHARE SOLUTIONS



**Everest NightBridge**  
199 S Los Robles Ave Pasadena, CA 91101  
tel: 818.384.0925  
Website: [www.everestnightbridge.com](http://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](http://legacysolutionsinternational.com)  
Specialty: Legacy Solutions International, LLC, founded by Ron Roberts, a 40-year timeshare industry veteran, delivers custom solutions that generate revenues for resort HOA's and managers facing threatening "legacy" issues. Most programs are ZERO out-of-pocket cost! Bring a smile back to your bottom line with effective and proven strategies for maintenance fee delinquencies, asset recapture, standing inventory sales, points programs, webinars, property management, legal & trust services, and even energy efficiency rebates! Contact [rjrobertssmg@aol.com](mailto:rjrobertssmg@aol.com).



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



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

## LEGACY TIMESHARE SOLUTIONS



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

## LENDING INSTITUTIONS



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



**Wellington Financial**  
1706 Emmet St N Ste 2  
Charlottesville, Virginia, 22901  
tel: 434.295.2033 ext.117  
Website: [www.wellington-financial.com](http://www.wellington-financial.com)  
Specialty: Wellington Financial has financed the timeshare industry without interruption since 1981. Specializing in receivables hypothecation, inventory and development loans of \$10,000,000 and up, we've funded over \$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](http://www.whitebriar.com)  
Contact: Harry Van Sciver  
Specialty: Receivables Financing. We can Lend or Purchase, including Low FICO, No FICO and Credit Reject. Fast Fundings of up to \$5 million. Non-Recourse Financing available, with no Holdbacks. We also Finance Inventory and HOA's and assist in Workouts. Resort Equity and Bridge Financing available.

## LUGGAGE CARTS



### The Peggs Company

4851 Felspar St  
Riverside, California, 92509  
tel: 951.903.3871  
Website: [www.ezstacker.com/](http://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](http://capitalvacations.com)  
Contact: Alex S. Chamblin, Jr.  
Specialty: Capital Vacations, headquartered in Myrtle Beach, SC, is one of the largest and fastest-growing management, development, and timeshare vacation club companies in North America. The company is dedicated to creating quality vacations and offers an affordable, flexible travel program called Capital Vacations Club. As a hospitality management provider, Capital Vacations provides full-service hospitality management solutions to vacation ownership resorts, helping to promote and support their long-term financial stability. With more than 68 managed resorts and over 30 vacation club properties across the United States and the Caribbean, Capital Vacations is committed to delivering memorable vacation experiences to owners and guests.

## MANAGEMENT & OPERATIONS



### Getaways Resort Management

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



### Grand Pacific Resort Management

5900 Pasteur Ct, Ste 200  
Carlsbad, California, 92008  
tel: 760.827.4181  
Website: [www.gprmgmt.com](http://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](http://lemonjuicesolutions.com)  
Specialty: Specializing in professional, full-service resort and rental management, Lemonjuice delivers owner-centric options focusing on the individual resort's needs. LJS presents solutions concentrating on what is best for the resort and its owners including strategic planning. Our leadership and management team are experienced and disciplined timeshare professionals that understands innovation is key to operating a successful resort. Unlike other management companies, we are solutions focused and will invest capital in the Association to achieve the best outcomes for all. At Lemonjuice, we put owners first while understanding we serve at the pleasure of our Boards.

## MANAGEMENT & OPERATIONS



### Vacatia Partner Services

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



### Vacation Resorts International

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

## MEMBERSHIP PRODUCTS



### Vacatia Partner Services

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

## OUTDOOR AMENITIES



### Kay Park Recreation Corp.

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

## PEST CONTROL/DISINFECTANT



### SteriFab

PO Box 41  
Yonkers, 10710  
tel: 800.359.4913  
Website: [www.sterifab.com](http://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](http://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](http://www.hammerheadvac.com)  
Specialty: For 20 years, Hammer-Head has led the way in low-cost, safe, easy-to-use manual pool vacuum systems. Our portable, rechargeable, battery powered vacuums are designed for speed and simplicity. Remove debris without using the filtration system and cut your pool vacuum time in half, without shutting down the pool. Hammer-Head cleaning units are made in America and are the #1 choice of military, cruise line, resort, fitness club, and city managers from Key West to Okinawa.



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

## PREMIUMS



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

## PUBLIC RELATIONS



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

## RECEIVABLE FINANCING



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

## REFURBISHMENT & DESIGN



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

## RENTALS AND REALE



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



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

**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](http://vacatiapartnerservices.com)  
Specialty: Vacatia Partner Services is dedicated to the success of legacy resorts and their vibrant owner communities. Our customer-centric products and technologies help resorts increase owner engagement, attract new members, and finance property renovations. Our team of seasoned timeshare professionals partners with HOAs and property managers to increase owner satisfaction and improve your resort's economic health with no risk or upfront fees. Connect with us and see what a fresh approach really means.

## RESALES



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

## SALES TRAINING



**SHARI LEVITIN**  
[ShariLevitin.com](http://ShariLevitin.com)

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



# MEMBERS DIRECTORY

## SOFTWARE



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



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



**RNS Timeshare Management Software**  
410 43rd St W  
Bradenton, Florida, 34209  
tel: 941.746.7228  
Website: [www.TimeshareManagementSoftware.com](http://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.

## SOFTWARE



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



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

## STRATEGIC PLANNING



**Everest NightBridge**  
199 S Los Robles Ave Pasadena, CA, 91101  
tel: 818.384.0925  
Website: [www.everestnightbridge.com](http://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](http://lemonjuicesolutions.com)  
Specialty: Lemonjuice delivers comprehensive professional management, strategic planning, and the resources needed to execute those plans for Association Boards and Managers. Unlike typical management companies, Lemonjuice will invest capital with the Association to help it achieve its goals. Services include strategic analyses; rental distribution, revenue management, and channel management; Resort technologies including operating systems, websites, and tools; professional resort management and accounting; title and roster reconciliation; sunset management; and Project restructuring and repositioning. Give your owners options!

## TECH SOLUTIONS



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

## TOWEL SERVICES



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

## TRADE ASSOCIATIONS



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



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

## TRAVEL CLUBS



**Global Connections, Inc.**  
5360 College Blvd, Ste 200  
Overland Park, Kansas, 66211  
tel: 877.995.3771  
Website: [www.explorepci.com](http://www.explorepci.com)  
Specialty: Established leader in the vacation industry offering its premier travel club, Global Discovery Vacations, through a sales distributorship channel; component-based travel and leisure benefits; exit and affinity programs. GCI is the developer of resorts in California, Colorado, Florida, and Tennessee; owns/leases multiple resort condominiums throughout the U.S., Canada, Mexico and Caribbean. From having your own travel club sales distributorship to strengthening loyalty with your members and employees, GCI has the solution you need.



# MEMBERS DIRECTORY

## TRAVEL CLUBS



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

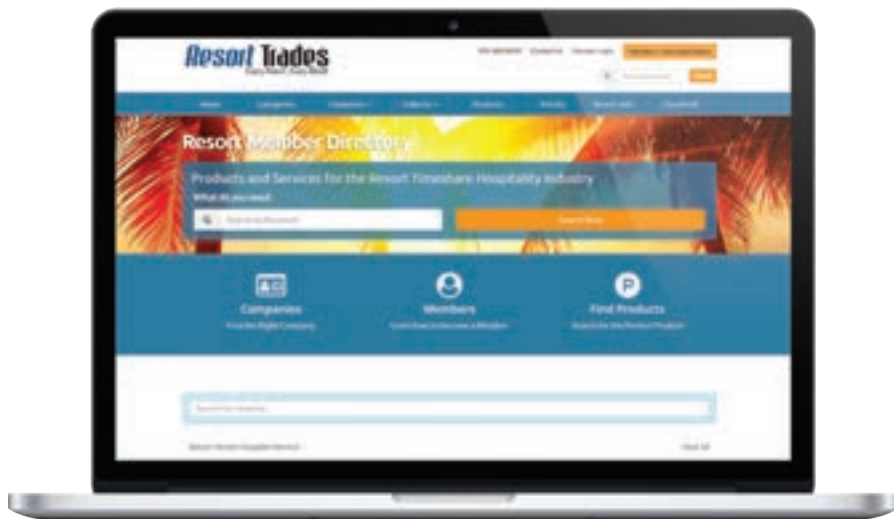


Creative Marketing Incentive Group Inc  
1968 S Coast Hwy #810  
Laguna Beach, California, 92651  
tel: 619-777-5577  
Website: www.creativemarketingincentives.biz  
Specialty: At Creative Marketing Incentives, we take pride in helping businesses 10X their leads, sales, and brand through leveraging the 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.

// **I definitely look at every page of Resort Trades each month to see what is happening in the industry. I find it very informative and know that others on my team are reading it, too."**

**Jon Fredricks, CEO Welk Resorts LLC**

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# CLASSIFIEDS

## EMPLOYMENT



**Field Marketing Director needed** for a mid-size National Timeshare company, in business for over 20 years. The marketing director is responsible to book large and small events or venues to generate leads and direct OPC clients to the company's showrooms. Must be willing to relocate. Average salary \$100,000-\$175,000 annually. Please submit an email to [recruiting@devmarkinc.com](mailto:recruiting@devmarkinc.com)

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- Employee benefit programs
- Corporate travel systems
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- Tour lead generation
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- And more

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[WWW.SPISOFTWARE.COM](http://WWW.SPISOFTWARE.COM)

[INFO@SPISOFTWARE.COM](mailto:INFO@SPISOFTWARE.COM)  
PHONE: 1-305-858-9505



## Vacatia Partner Services

# Legacy Resorts face big challenges. We are here to help.

Our customer-centric technologies help Property Management Companies and HOAs drive owner engagement, attract new members and finance property renovations.

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Thrill owners and attract new guests with flexible, high value travel subscriptions

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### **Resales Reimagined**

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### **Vacatia Property Management**

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[vacatiapartnerservices.com](https://vacatiapartnerservices.com)



## Join Us & Get Connected

### **Greg Eure, RRP**

Head of Vacatia  
Partner Services

(720) 335-8983  
greg@vacatia.com

### **Michelle DuChamp**

Head of Membership  
Products and Partnerships

(305) 903-9399  
michelle@vacatia.com





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Travis Bary  
Chief Operating Officer  
**[tbary@capitalvacations.com](mailto:tbary@capitalvacations.com)**  
**843.281.4346**