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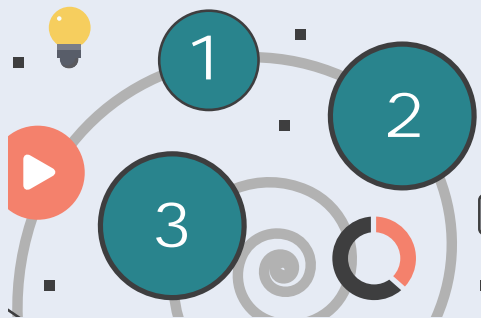
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Resort Trades – the timeshare industry’s only true news journal – provides relevant, timely news to assist resort developers, operators and management staff stay current and make better business decisions. The super tabloid print version is distributed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



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FOCUS of the MONTH

Capital Vacations



CAPITAL VACATIONS' ACQUISITIONS

On May 2, 2022, Capital Vacations, LLC announced it had acquired Vacation Resorts International Americas (VRIA), which includes Vacation Resorts International (VRI), Trading Places International (TPI), and Owners' Resorts and Exchange (ORE), from Marriott Vacations Worldwide (NYSE: VAC).

According to the news release, "VRI is one of the largest independent resort management companies in North America serving nearly 230,000 members and TPI operates a robust travel platform that offers travel services and exchange benefits for over 200,000 members."

"We are excited to partner with the VRIA team to further enhance the services and vacation products it offers to its valuable owners and resorts,"

said Jason Shroff, CEO of Capital Vacations. "VRIA is a great business with strong long-term relationships and a dedicated team. We look forward to working together to enrich the vacation experience for all our guests."

The release went on to say, "The addition of VRIA further solidifies Capital Vacations' position as the leader in the independent resort market with the combined company now serving over 200 independent resorts and nearly 400,000 owners across the U.S., Mexico, and the Caribbean. Capital Vacations, where requested, will leverage its increased scale to offer improved services to the resorts and enhanced travel products to the members and guests. The company has proven revenue-producing tools including their industry-leading Capital Advantage suite of programs. The Capital Advantage delivers more travel options, improved financial results, and exemplary service for its resorts."

"In connection with the acquisition, Capital Vacations secured additional financing commitments from Hybrid Value funds managed by Apollo."

TEAM MEMBERS SHARE ON SOCIAL MEDIA:

"We're excited to welcome all the VRI Americas and Trading Places International teams to the Capital Vacations family," says Travis Bary, Chief Operating Officer at Capital Vacations. "Together we form the best company in our segment of the hospitality industry. Exciting times ahead for the members we serve and the employees that make it all happen. Here we grow again!"

"We're excited to renew these critical relationships for years to come! Capital Vacations is committed to helping these Associations raise revenues, enhance the vacation experience, and welcome guests."



Travis Bary, Chief Operating Officer at Capital Vacations

"I'm happy to share that I'm

starting a new position as Senior Vice President at Capital Vacations!"



Maria Kalber, Senior Vice President at Capital Vacations



(Capital Vacations' Florida sales team members are pictured above.)

Marc Wilder recently announced the addition of a group of talented and experienced sales representatives to Capital Vacations at Hollywood Beach Towers. He also acknowledged Nick Weaver and the Florida Region with Capital Vacations who earned the company's top

sales award. Nate Holder, Vice President of Sales Operations at Capital Vacations, wrote "Great job Florida Team! We are assembling quite the team down there!!!"



Nick Weaver, Sr. VP of Sales and Marketing at Capital Vacations for California and Florida



Bobby Kidd, Capital Vacations

Capital Vacations announced the addition of Bobby Kidd as Regional Sales Trainer. "Bobby will oversee the training and developing throughout the Florida region for Capital Vacations," says Marc. "Bobby adds over 30 years of experience with major vacation ownership companies. He's written the training manuals for Frontline and In-house sales, in addition to lease/exit programs, lead generation and more."

Bobby was the recipient of a variety of honors and achievements throughout his career, including:

- A Gold ARDY in 2001 for sales
- Sales Closer Title with HGVC: Closed over \$51 million in sales.



Marc Wilder, Talent Acquisition Site Leader

Earlier this year Resort Trades learned that a long-time friend of The Trades and industry pioneer, Dennis Togerson passed away. Marge Lennon wrote this piece, in memory of him.



Obituary of Dennis Togerson, Founder Resort Computer Corporation

Dennis Togerson, one of the early software pioneers of the timeshare industry, has passed away at the age of 82 in Lakewood, Colorado. In 1980, he recognized the need for a software company to serve the then growing timeshare industry, founding Resort Computer Corporation with partner Duane Dobbs. Before they sold the company in 1995, RCC was servicing 500 resorts. They provided support to points pioneers including Costamex in Mexico, LSI in Europe and RCI in South Africa.

After he sold RCC in 1996, Dennis worked as a consultant for Chicago Title and later as a consultant with Nordis Direct (now Nordis Technologies), he retired from the timeshare industry to spend time with

family, travelling and playing golf. He loved mountain biking and ice hockey.

According to Gordon McClendon, CEO of SPI Software, "Dennis was one of the nicest men I ever met. We loved sharing discussions about worker productivity and how it impacted the strategic plans of organizations. I always admired how he was able to maintain a solid relationship with his customers."

Added Ron Roberts, CEO of Legacy Solutions, "Dennis was a true gentleman, a great listener and a dedicated problem solver, always striving to find ways to make everyone's job easier. He was at the top of the heap when it came to being certain we were happy with his service and issues were immediately resolved. He was focused on giving our group of companies the very best customer care and value for money spent. In 1987, his early programs were able to track leads, verify appointments, and write contracts, unheard of at the time."

Dennis earned a degree in Mechanical Engineering from General Motors Institute and a Master of Business Administration from York University in Toronto. He served as senior production engineer for General Motors of Canada and held other senior management roles in related companies. Born in Newcastle, England, he moved with his family to Canada in 1948 at the age of 9. He lived in Canada until 1973, when he moved his family to Denver, and lived there until his passing in November of 2021 in Lakewood, Colorado. He leaves behind Patti, his wife of 38 years, three children (one deceased) and three grandchildren.

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Profile



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Scott T, General Manager &
Enthusiastic Repeat
Towel Tracker Customer



WHO WE ARE

We are a domestic LLC, founded, owned, grown, and operated in the USA for over a decade. Our self-serve RFID-based towel kiosks reliably track the distribution and return of pool/fitness towels to the individual room/account of the guest who took them.

It is a simple concept devised many years ago by founder Steven Molewyk to address the basic problem of towel theft in the hospitality, fitness, and laundering industries. However, since our initial 2011 installation in Walker, Michigan, our product has continued to evolve in useability, technology, visibility, and most importantly, **customer profitability.**

“BUT TOWEL THEFT IS NOT THAT BIG OF A PROBLEM AT MY RESORT!”

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On the surface, this may be true, but Towel Theft is actually only a single factor of a bigger issue called **TOWEL SPEND**. **How much are you spending a month to keep your guest towel supplies up to the standards of your resort and/or brand?** Your historical **TOWEL SPEND IS** your actual recurring loss, since it IS what you are and have been paying for towel service, period.

With this perspective, if there were a proven way to greatly minimize or even eradicate your TOWEL SPEND, would you be interested in investigating it? Furthermore, what if this solution not only eradicated recurring TOWEL SPEND, but also gave you **the ability to generate TOWEL REVENUE?**

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- **Reduced Towel Theft** – TOWEL SPEND goes toward your guest's comfort at your resort, not at their home.
- **Poolside Cleanliness** – Guests clean up after themselves, leaving your poolside and public areas attractive and tidy. This also

reduces potential ambiguity of whether a pool recliner is still in-use vs. merely occupied by an abandoned used towel.

- **Hygiene** – Self-serve towels are minimally handled aside from kiosk supply replenishing.
- **Towel Longevity** – Towels achieve the full “natural lifespan” at your resort, not at your guest's home.
- **Staffing** – Redundancies and/or shortages are now a thing of the past because Towel Trackers run 24/7 (or whatever custom hours you determine). Your staff can focus instead on things that REALLY matter like customer care, instead of mundane poolside tasks.
- **Data Analytics, Automation, & Alerts** – Towel Trackers accumulate historical data over time that are unique to your business/site.
 - o **Time Trending:** Know your usage patterns (daily, weekly, monthly, seasonal, etc.) to always be prepared.
 - o **Comprehensive Custody Tracking:** Uncover potential “backend losses” with any entity handling your towels (E.g. external laundry, delivery, etc.).
 - o **Auto-Alerts:** Staff is proactively notified when kiosks need refills and/or emptying to keep guests happy.

- o **Auto-Charging:** Guest invoices are seamlessly updated with charges (you specify the charge) for non-returns.
- o **Auto-Discerning:** At most hotels, 1% of the guests account for 67% of missing towels. Our system can be configured to charge only those who show specific patterns (you specify the criteria) of undesirable behavior.

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Our data and experience show that guests appreciate the ability to self-serve towels at their convenience. Additionally, they appreciate the improved clean and hygienic guest pool experience.

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The Supply Chain Challenge

Businesses Bolster Inventories, Woo Suppliers to Keep Customers Happy

by Phillip Perry

Abstract: The increasing demands of a rebounding economy and the breakdown in shipping patterns caused by the Russia-Ukraine war are further stressing supply chains long disrupted by the COVID-19 pandemic. Rising inflation is making matters worse, as companies place orders for more goods than usual to increase inventories before price hikes take effect. Dealing effectively with the resulting delivery delays requires better coordination with suppliers, locating of back up sources, bolstering of inventories, and boosting automation. Businesses must evaluate the risks attendant with an uncertain recovery path while dealing effectively with increases in the costs of raw materials, labor, and inventory.

Businesses are grappling with recurring supply chain issues in the wake of a rebounding American economy, shipping disruptions caused by the Russia-Ukraine war, and inflation. Faced with robust consumer and commercial demand, companies are beefing up costly inventories and wooing second level suppliers to help close the gaps when shortages arise.

Product shortages and delays—and associated price hikes—have been no strangers to companies in recent years, thanks to international tariffs. What had been an exercise in efficient materials distribution, though, morphed into a full-scale crisis with the arrival of COVID-19 and its effect on labor shortages, bottlenecked ports, and shuttered production facilities. The return of a vigorous economy only increased pressure on an already thinly stretched delivery structure as businesses and consumers accelerated their purchasing. The arrival of inflation caused businesses to increase their buying of goods even more, in a move to beef up inventories before anticipated price hikes kicked in. Finally, in early 2022 the Russia-Ukraine war created shipping disruptions that fractured vital sections of the global supply chain.

All of these forces have come together to create a challenging environment for businesses looking to balance the dependable delivery of raw materials with the need to keep inventory at manageable levels. “Everyone in manufacturing and

wholesale distribution seems to be dealing with supply chain disruptions,” says Bill Conerly, Principal of his own consulting firm in Lake Oswego, Oregon (conerlyconsulting.com). “Many companies are telling me the problem seems to be getting worse as pent-up demand creates additional pressures.”

Broad effects

The supply chain imbroglio has engaged a broad spectrum of industries. “For a number of years our member companies have been dealing with disruptions caused by factors such as tariffs and higher energy costs,” says Tom Palisin, Executive Director of The Manufacturers’ Association, a York, Pa.,-based regional employers’ group with more than 370 member companies (mascpa.org). With its diverse membership in food processing, defense, fabrication, and machinery building, Palisin’s association can be viewed as a proxy for American industry. “Companies in just about all sectors have experienced pauses and shutdowns. Some have even gone out of business.”

Labor shortages are one of the most persistent causes of distribution slowdowns. “One banker told me that his four manufacturing customers could each hire 50 additional workers if enough applicants were to show up,” says Conerly. “When a company I work with in Portland was awaiting a shipment of brass from Los Angeles, it turned out there was no driver for the truck.”

The reasons for labor shortages are varied. “Part of the problem is that people are not yet willing to come back to work,” says Conerly. “But the fact is that there were not as many pandemic-related layoffs in manufacturing as in, say, food service. A larger issue is demographics: Older people are retiring, and younger people don’t want to go into dirty, noisy factories. And then you have government cash payments for people who get laid off. And finally, there are childcare issues.”

The labor shortage has caused an increase in automation as a way to produce goods with fewer man hours. “In recent months there’s been a surge of business orders for capital equipment,”

says Conerly. “The fact that manufacturing production has not reached all-time highs, though, indicates that the new equipment is not intended to boost capacity. So I think a lot of the business capital spending is intended to replace empty positions with machines. The idea is ‘If I can’t hire somebody to assemble this product, maybe I can hire a robot to do it.’ And I think that’s a good strategy.”

A decline in the cost of automation has helped fuel this trend. “The cost of labor has gone up while the cost of electronic equipment has gone down,” says Conerly. “Something that did not pencil out a few years ago may well do so today.”

New strategies

Companies are responding to the supply chain challenge by doing more with less, running machinery beyond its prime and collaborating with

vendors to predict shipping delays. Such moves strike a familiar chord with Palisin at the manufacturer’s association. “The pandemic has really highlighted the need to develop strategies to mitigate potential disruptions in the flow of critical components,” says Palisin. “That means doing a deep dive into the supply chain, mapping the geographical locations of the first tier of suppliers and learning about the reliance of second tier as well.”

Pandemic-related shortages have affirmed the need for backup vendors even for lower volume items. “Instead of relying on one supplier, a company might have three to manage risks,” says Jim Hannan, Practice Leader of Manufacturing, Distribution and Logistics service group at consulting firm Withum

(withum.com). “We expect this trend to continue with the advent of environmental, social governance (ESG) standards at larger companies.”

When deliveries are spotty, companies are tempted to keep more stock on hand. “Companies should no longer rely on just-in-time inventory strategies, which too often have become just-too-late failures, and stockpile more supplies both in the United States and abroad,” says John Manzella, a consultant on global business and economic

trends, East Amherst, NY (JohnManzella.com). “This approach reduces efficiencies but favors risk reduction.”

Companies are willing to turn upside down the traditional views of inventory control, given

the increased risk of shortages and customer goodwill. “Many companies are investing more cash in inventories, and banks seem content with lending against that,” says Hannan.

While businesses must pay the price for bolstering inventory levels, such costs must be balanced against operational expenses such as the need to pay higher prices for goods when a company scrambles to fill customer orders—or lost revenues when an unhappy customer jumps ship for a competitor. As they balance such costs, many companies are viewing higher cashflow on the shelf as acceptable. “Risk mitigation has become more important than efficiency gains,” says Manzella.

Furthermore, three historic costs of inventories—interest, obsolescence, and shrinkage—no longer universally apply. “The interest rate you get for having cash in the bank now

“Risk mitigation has become more important than efficiency gains”



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is approximately diddly squat,” says Conerly. And obsolescence would only be an issue if something were expected to go out of fashion. “Many products in short supply today are the same products as last year’s model and they are not going to go obsolete.” Shrinkage, he adds, is not an issue in some industries and in others can be controlled with requisite security steps.

Cheap or not, inventory storage must be allocated selectively. “Companies need to be thinking, ‘what might be in short supply when we try to ramp up our production?’” says Conerly. “They may well buy a year’s supply of a relatively cheap item that is a small part of what a company uses but is vital to producing a finished product.”

Despite the inventory mind shift, business owners feel that a return to the days of warehouses bulging with expensive inventory is not in the cards. “Everybody has become accustomed to reducing costs by minimizing touch points, moving goods from the ship straight to the

distribution facility and on to the customer,” says one operator. Indeed, cooperative efforts with suppliers and customers may well help bring back a greater emphasis on JIT. “I believe that the economy will eventually get back to that just in time concept as market disruptions lapse and the continued collaborative partnerships with vendors and suppliers remain a priority,” says Hannan.

The road ahead

Businesses face a conundrum as the world emerges from the pandemic: How quickly will demand increase for products and services, and will the increase be steady or erratic? The wrong answers can result in a pile up of inventory or lost revenues and customers. “The risk is especially great for consumer and business goods requiring long lead times where businesses can’t easily turn the supply chain spigot on and off,” says Hannan.

The solution, says Hannan, is to develop a playbook to

address possible disruptions and evaluate risks up and down the supply chain, then develop a plan to address those risks. And management must grapple with other unknowns such as whether the recent surge in the price of manufactured goods can be passed along to the consumer.

All this may soften profits until everything shakes out. “Revenues will probably hold up or even increase because of higher demand, but margins will likely be hit because of increases in the costs of raw materials, labor, and inventory,” says Palisin. “It’s a very unusual situation where all of these cost increases are happening at once—and at a time when tariffs are still in place. Companies just can’t pass along everything to customers.”

As for the road ahead, Conerly anticipates a gradual improvement in the operating environment. “Now that people are able to travel, they may well return to spending on vacations instead of home

improvements as they did in 2020 when demand for household furnishings and building materials challenged the whole supply chain,” he says. “Consumers who have already completed their projects will be spending their money elsewhere.”

Indeed, many operators feel that with the pandemic coming to an end, now is the right time for businesses delivering quality service to gain market share. Says one: “We’re assuming the worst and hoping for the best. Our overriding goal is to protect the health of our people and service our customers. Those things haven’t changed a bit. And we’ll do what it takes to get it done.”

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.

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The Rise of the Secondary Timeshare Market

Major, reputable resale companies add legitimacy to timeshare industry

by Marge Lennon

For many years, timeshare exit companies have given our industry a bad name, greatly tarnishing the reputation of the timeshare resale market by promising a “legal” means for owners to exit their timeshare contracts ... after payments of huge up-front fees. These Bad Guys then fade away into the sunset, leaving owners angry and frustrated. Many are now in jail.

What we haven’t heard much about, however, are the Good Guys who have a long history of helping timeshare owners sell their no longer wanted/used product. They have remained quietly under the radar. Among the businesses that are true specialists in the secondary timeshare market, seven companies are generally recognized as the main players in the field. These include SellMyTimeshareNow.com, Timeshares Only, Vacatia, BuyATimeshare.com, RedWeek.com, DVC Resale Market, and Timeshare User’s Group (TUG).

PhocusWire has published a 24-page document White Paper entitled The Rise of the Secondary Market that tracks the emergence of the resale

market from a historical viewpoint and shares stats about organic search engine traffic among the industry’s leading companies. It is an extremely well researched and written document, available without charge.

According to this publication, “the sale of a timeshare directly from one owner to another, with no involvement from the developer, has existed informally since the earliest days of the industry. The secondary (or resale) timeshare market came into its own in the 1990s, when the internet boom exploded, and people were actively searching online for a way to sell their timeshare.” That’s when several reputable companies emerged.

How we got there. Many owners who purchased timeshares in the first few decades of the industry, later found the product was no longer a good fit. But developers had no viable return system in place. They knew there was

a growing issue with owners who wanted to transition out of ownership, but understandably did not want to compete with themselves or have a plan to resolve this issue.

Some of the early developers like the Mariner Group in Southwest Florida – which later morphed into Hilton Grand Vacations –

always had on-site sales offices at each resort. (They still do). In those days, the internet did not exist. Mariner offered resales from day one, making a purchaser promise that they would help them exit when the buyer was ready.

Even when they were selling developer and resale weeks, they put a priority on resales to validate their commitment. Allen Ten Broek, former CEO of Mariner Group said this promise added dramatically to their closing percentage on developer sales. They also offered resale financing from the late 70s through 80s, unheard of at the time. But all companies did not see resales the same way.

“Today’s timeshare resale market is an e-commerce industry that exists solely online.”

Added Kim Kreiger, founder of The Kreiger Group, “Imagine if Chevrolet or Ford didn’t take trade-ins, or there were no outlets like Carvana or CarMax that would give you a check for your car so you could buy a new one? The auto industry and other retail products have always had a robust primary and secondary market that does not impact new product sales. It took our industry a long time to recognize this. Some major developers are now offering resale, or buy-back options for owners and growing rental agencies provide a place for owners to rent their unused timeshares.”

Metrics Matter. According to this report, the measurement of each company’s ability to attract potential buyers and renters is determined by web traffic and keyword rankings in popular search engines. Search engine traffic is a vital indicator of a healthy marketplace since it represents consumers actively searching for vacation ownership products to purchase.

SellMyTimeshareNow.com appears within the first 10 results (generally the first web page) for 13,100 keywords, according

to data compiled by SEMrush, an online visibility management and content marketing platform. RedWeek ranks second with search engine traffic shown for other timeshare resale websites, which are significantly lower. The publication was printed in 2021.

Shared Bryan Rand, President of Vacation Innovations and SellMyTimeshareNow.com, "Since 2018, we've generated more than half billion dollars in offers to rent or buy timeshare resales and more than 10.1 million unique visitors through our family of websites. We are proud to be a market leader in this space."

The company generates more than five times the organic search engine traffic for timeshare resale as compared to competitors. Post pandemic, they are witnessing some of the highest volume months in the company's history with owners netting substantial proceeds at

the end of the use life of their products. According to SMTN, they've also generated more than \$5 billion in offers to buy or rent timeshares on their platform since they were founded in 2003.

Resale Companies Flourishing. Chad Newbold, CEO of Vacation Innovations and SellMyTimeshareNow.com said his company has handled multiple transactions each year well above \$100,000, representing the entire industry. Their largest transaction was a whopping \$335,000. Resale transactions for most of the major brands are happening at high volumes, with a reasonable balance of supply and demand.

Sam Pontius, President of Timeshares Only said their average sales price in 2021 was \$8,700 with 86% of their inventory selling at an average price of \$10,000 or more; over a third have an average price of almost \$21,000. Bert Blicher

of the same company says that Legacy resorts are not faring as well, sitting at the bottom of the supply-demand equation.

Legitimate and ethical companies described in this publication provide significant value to consumers, developers, and the entire timeshare industry. This is an exceptionally great read for professionals in all facets of our industry. Congratulations to Vacation Innovations and writer Diane Merlino for their fair representation of today's resale market.

Download the full report here. <https://www.phocuswire.com/Timeshare-in-transition-rise-of-the-secondary-market>

Marge Lennon has been writing about the timeshare industry and its resorts since forever. She can be reached at Marge@LennonCommunications.com.



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3 Things a Resort MUST do to Generate Leads in the Digital Age

by Mike Kennedy

Times are a-changing. So are the attention spans and needs of the travel consumer. As such, the tools and methods required to turn those consumers into timeshare owners are also changing — fast. Here, we look at modern, sustainable ways to generate qualified leads in the digital age — leads who are even more qualified than what we've become used to, and may even feel motivated to become an owner *without* the sales pitch.

Introduction

Technology offers better access and transparency to nearly every purchase. Choosing where and when you want to go on vacation — and for how much — has gotten easier, and choices have become more abundant. Fifteen years ago, to find a place to stay on vacation with multiple bedrooms and a kitchen, you either needed to:

1. Own a vacation home
2. Have the budget to book expensive hotel suites
3. Own a timeshare

For most people, the first two were extremely price-prohibitive, setting the stage for the third option and timeshare ownership's true

value proposition. Nowadays, almost anyone, regardless of budget, can book a vacation home online and enjoy the perks of added space and the conveniences of home. At the same time, the price barrier for branded timeshare ownership (and its associated usage costs) has increased significantly. In other words, timeshares are simultaneously becoming *more* expensive and *less* necessary. Regardless, timeshares remain a popular vacation option despite this trend line. That's because there are less tangible (more emotional) elements of timeshare vacationing that still deliver. Developers should lean on core emotional value propositions and learn where they can extract those to generate new leads.

Here are three ways to do that:

1. Digital Marketing

Visually stunning and engaging content drives much of the consumer economy today. It's also the best tool for successful digital marketing campaigns. We always say, "let our users take a vacation before their vacation." We want their experience to be as immersive as possible. Most vacation clubs still do

most of their sales during a live presentation. And if you're curious about ownership, engaging information and content is difficult to find online. To the consumer who does their travel research online — which is to say 99.9% of them — the timeshare industry remains very enigmatic. To others, it's a dinosaur. I think that's a shame, because the resorts and experiences they provide are incredible and should be resonating more with the general public than they are.

The lack of digital content is a missed opportunity to build strong demand *in advance* — or even generate sales. Content that features visually stunning resort videos and images showcases the enviable lifestyle one could have by becoming a member. FOMO (fear of missing out) is everyone's favorite emotionally magnetic, and highly effective form of marketing.

What resorts rely on instead is a sales process that is often high-pressure and always **expensive**. Traditional sales and marketing for timeshare costs developers up to 45% of the sales price, a high operating cost that gets baked into the price

of the ownership. That inflated purchase price then gets quickly slashed by 80% or more on the secondary market, which then makes it harder for its buyer to recoup anything close to their initial investment. This notorious illiquidity creates a lot of friction at the point of sale and this ominous cycle repeats itself. I believe this to be an untenable form of growth, and timeshare developers should look to these new forms of digital marketing to enhance awareness and interest and drive in-person sales and marketing costs down.

Good digital marketing focused on key value propositions (both emotional and logical buying motives) will change the game by offering targeted, high-quality aspirational marketing content that draws potential customers into the product right away. And not just videos of how beautiful the resorts are (they are!) but how you and your family will *feel* as a member. Timeshare companies have yet to adopt these marketing funnels.

In contrast, adjacent newcomers like Inspirato and Pacaso are leaning into these principles, and

Continued on page 18



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seeing tremendous growth as a result, particularly among younger demographics where traditional timeshare is struggling. If traditional timeshare companies don't adopt better digital marketing, they are likely to be outperformed by these newcomers and others like them over time.

2. Virtual Sales

Seriously, the cat's out of the bag. These in-person sales presentations are generally *not* fun for vacationers. That said, it's likely that timeshare developers will still need to do some form of face-to-face sales for the time being because they're very effective. So, if we're going to continue these, let's at least optimize them for the digital age.

One way resorts can reduce friction is to embrace virtual presentations. I believe, as the industry evolves, more people will be willing to do these than the traditional face-to-face. Plus, the world is shifting to remote...*everything*, and there are amazing virtual conference tools available to create a better experience. During the pandemic, many vacation clubs implemented this to great success. They were able to maintain strong

sales throughout the pandemic while others – who did not pivot – saw their sales suffer greatly until they were able to reopen their sales galleries.

What made this form of virtual selling so effective? First, it was done right *after* the stay. People still had the post-trip glow but were not resentful about losing two (ok...four) hours of their vacation. Second, I believe that when prospects are in the comfort of their own home, they're more relaxed and thus more open to hearing an offer. Note: Adaptable closing techniques will be key here, as the traditional day-only sale may be more of a challenge in this format. Developers should understand how to deploy a targeted digital marketing strategy alongside this to increase excitement, organic demand, and most importantly, VPG.

Why now? Timeshare marketing was *already* tricky pre-pandemic. In my sales days, I often saw two cohorts of prospects. The ones who will do them over and over for the **gift or discounts**, and the ones who will **never ever** do them. Many travelers just didn't want to disrupt their vacations with a long sales presentation, which meant we weren't getting in front of very

sensible people who may have been a great fit for membership. The other cohort had seen the offer so many times, there was nothing you could say to motivate them to buy — they just wanted the gift. Virtual presentations could dramatically increase conversions to the first cohort and will reduce wasted costs for the second.

3. Owner Rentals

OK, we knew this part was coming. But aside from this being a shameless plug for my company KOALA (which enables timeshare owners to easily rent to travelers), I also genuinely feel this is an important and effective means of lead gen — and the data supports it. Our internal surveys indicate that current owners are more than 3X more likely to upgrade after they discover KOALA and our timeshare rental community. Further, up to 80% of vacationers booking with us don't own a timeshare — which means there is a lot of opportunity for new owner growth.

While the timeshare industry (mostly) tolerates owner rentals, it certainly doesn't embrace or even endorse it. It generally sees owner rentals as a nuisance instead of a marketing opportunity. On a logistical level this makes sense – rental has been an unregulated and confusing process long plagued with opportunism and scams that the resort operators (or scammed owners) are left to deal with. But the irony is that it continues to remain a black market because it's not blessed by the industry. This lack of endorsement continues to surprise me as it's a clear and powerful way to generate new leads.

I recently wrote a piece on demand driving supply. This is a proven growth loop used by mega-unicorns like Uber, Airbnb, and Shopify. The premise is simple: Someone engages with

the product initially as a buyer (demand) and loves it so much that they elect to participate as a supplier to the marketplace (supply). Uber-rider-becomes-driver, Airbnb-guest-becomes-host, and so on.

Moreover, putting more (and newer) heads in beds leads to more user-generated content showcasing the joys of resort life, which helps the resort sell itself (see Digital Marketing, above). Potential buyers expect to see that kind of content and will be looking for it as part of their purchase journey.

More importantly, the loop drives growth because it's connected directly to user satisfaction. Both sides of the loop find tremendous value **while also putting highly qualified leads in their rooms**. The developers that create partners instead of adversaries from the platforms managing owner rental transactions will benefit greatly. Sounds like a no-brainer, doesn't it?

The digital age is here, and the pandemic only accelerated online buying trends for *everything*, even major purchases like real estate. Adapting some or all of these principles will help the timeshare industry adapt to the way consumers think these days. Getting the timeshare industry on the digital train (the locomotive, not the caboose) is one of the best ways to stay ahead of the emerging market and make the next generation of travelers the best leads.



Mike Kennedy is CEO and co-founder of KOALA, a new timeshare rental marketplace. Before co-founding KOALA, Mike spent over ten years as a top sales executive for Hilton Grand Vacations, where he first envisioned a secure, easy, and ethical way for timeshare owners to rent their unused time. His long-term mission is to transform the way people take vacations.

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Engaging Prospects in a Conversation

by Sheryl Cattell

Welcome to today's LinkedIn minute. I'm so glad you joined. Today, we're going to look at a new feature LinkedIn recently added to the platform that will help you stay in touch and engage with people you would like to convert into new customers, partners, or referrals. Let's say that I decide Rosemary Ravinal is a great person for me to target for life coaching services. Let's start the conversation by visiting her profile.

At the top of the profile, you will see that LinkedIn has added a new bell icon under the banner. Think of this like the bell on a YouTube channel. In this case, I would click on the bell to be notified whenever Rosemary makes a post. You will want to do this for all of your top prospects. And by doing this, you will receive a notification whenever Rosemary makes a post or adds a comment on LinkedIn. You will be notified any time one of your prospects is active on LinkedIn, and you can be one of the first to engage with them.



Use this feature to start the conversation and engage with your target customers. And before you know it, they will see who you are and know that you are involved with the industry making it much more likely that they will agree to a meeting with you. Remember, LinkedIn is about building credibility and

trust, and what better way to do that than by paying attention and engaging with the movers and shakers in the industry? That's it for today's LinkedIn minute. Don't forget to subscribe using the bell icon on the YouTube channel so you will be notified of any new additions; and thanks for stopping by.

Here is a link to the video version of this LinkedIn Minute: https://youtu.be/Prx0b_Kz4Pw

And here is a link to the playlist to see all of 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. Sheryl Cattell, MBA, CSM, MCLC is the founder of the South Florida Interactive Marketing (sfima.com), an adjunct professor at Florida Atlantic University (FAU) and a Master Certified Life Coach for Lyra Health. Sheryl Cattell is not affiliated with or endorsed by LinkedIn® Corporation. For more information, please visit www.allmaya.com or find her on LinkedIn at <https://bit.ly/scattll> or via email at sheryl@allmaya.com.

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Tips Resorts Can Use Immediately

The Powerful Tool of the Model Unit, In Real Life (IRL) and Virtual Reality (VR)

by Margit Whitlock

Tackling the inevitable task of unit renovations at your Resort with success, requires the buy-in and enthusiasm of your owners. The key to achieving this is communication throughout the entire process that creates clear expectations of what is on the other side. The most effective means of communication with owners is to both show and tell. A model unit whether IRL or VR does exactly that. Whether real or virtual, model units show and tell what guests can expect from renovations, while creating the means to collect feedback, and boost sales. Which version of the model unit is best for you? Let's compare.

In Real Life

The long-standing tradition of building a model unit or prototype has very clear benefits. There is nothing that lets you see, feel, and experience like the real thing IRL! Building a model unit provides a means of soliciting very specific feedback from your owners. Tours through a model unit give owners a chance to test out the bed firmness, run their fingers across the fabric on the sofa, hunt for the light switch, and approve the water pressure

provided by the plumbing fixtures. In a built environment, your team can thoughtfully incorporate technology with the best places for charging stations and the ideal TV size for your room layout and furniture.

Collecting valuable information from owner comments, observations, and criticism during model tours helps your design team dial in the final product for your renovations. At the same time, model review produces lessons learned for the builder and design team before they become costly mistakes on a large scale.

Virtually Reality

The Resort and Vacation Ownership industry can take a note on the future of unit tours from Luxury Residential Real Estate. Sales teams are forging a new path with great success by investing in new technology and seeing a real return using Virtual Reality tours and selling properties before they have been built. VR tours are still a relatively new idea, but if the impression made on high-end buyers is enough to sign on the dotted line, it is surely a tool that

will garner the buy-in of your resort owners.

No matter the location of your resort, the power of a VR model is that it can reach every member of ownership. And they won't need to wait through traffic or make a special trip to give their vote of approval on the renovation. Though VR is not site specific, it can portray a specific site. With Drone footage of your resort location, 3D imaging places your viewer at the place they already know and love. And because your resort is

already built with a renovation, the exact rooms you intend to transform can serve as subject for the specialized 3D imaging cameras used in professional real estate photography.

Is There Really Nothing Better Than the Real Thing?

The bonus of accessibility provided by VR makes a real argument for communicating design intent in this way of the future. Additionally, there is a real time and cost savings when it comes to building VR models.



We spoke with a Realtor working to sell 17 luxury condos in Carlsbad, CA that are still under construction. In just 8 weeks, he will have 3 units completely rendered in 3D and ready for virtual tours. In today's market, we are seeing lead times longer than 12 weeks for chairs and 16 weeks for lighting! To say that going with a VR tour is a time-saver is an understatement!

The timeline and cost of building a traditional IRL prototype model:

- Design and specifications: 6-8 weeks
- Procurement and construction: 10-14 weeks
- FFE installation: 1 week
- Total model build out: **17-23 weeks** (this is without permits)
- Cost: **\$55-\$75,000** – inclusive of designer fees

The timeline and cost of developing a Virtual Reality model:

- Design and specifications: 6-8 weeks
- VR development: 6-8 weeks
- Total model VR build out: **12-16 weeks**
- Cost: **\$40-\$55,000** – inclusive of designer fees

In The End

You must decide what it is you hope to gain from producing a model, whether it is Real or Virtual. Are you looking to build excitement and hype? A VR model can easily achieve this. Or, are you concerned with the real user experience? Then the detail of the model unit may be for you. Time and Budget will always be a deciding factor. There is no doubt the Virtual Model beats out the Built model in both regards. When owners are excited for what is to come, they will ride the wave of construction with understanding, despite any inconveniences they might endure while you work to improve their investment and experience.

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

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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.

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.

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COMPANY
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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.com

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 RESELL



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.

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Each Company Online
RESORTTRADES.COM**



RENTALS AND RESELL



Vacatia Partner Services

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.



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.

SOFTWARE



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



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

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.

TRAVEL CLUBS



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

MEMBERS DIRECTORY

TRAVEL CLUBS



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



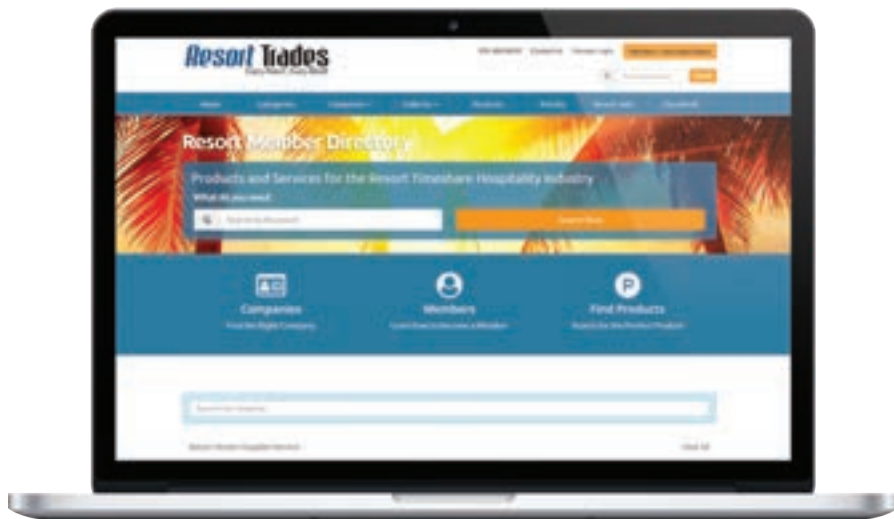
Creative Marketing Incentive Group Inc
1968 S Coast Hwy #810
Laguna Beach, California, 92651
tel: 619-777-5577
Website: www.creativemarketingincentives.biz
Specialty: At Creative Marketing Incentives, we take pride in helping businesses 10X their leads, sales, and brand through leveraging the power of 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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For over 25 years, Global Connections' revitalized travel solutions have continued to expand as the vacation industry evolves. Now more than ever, **the Global experience is your company's power to perform.**

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Vacations Distributor*

*Maximize Excess Inventory
Take advantage of our
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*Revitalize Your Owners
Offer Global's viable
Legacy Resort Solutions*



Connect with Global today to achieve more tomorrow.
Steven M. Grecco | SGrecco@ExploreGCI.com | 877.995.3771

Sponsor: Women's Council of Realtors, Las Vegas



Meet Laura, September's Survivor

I remember that day, it was shocking! 2020 was a bad year for me and America dealing with a pandemic. I had a broken foot, carpal tunnel & spinal issues. I totaled my favorite car when I hit a deer, my husband totaled his motorcycle and by the grace of God we survived. Shortly after this I discovered a small lump.



It was small and insignificant, and I wasn't worried. Once they did the biopsy and found out it was a carcinoma, the world began to spin. How in the heart of a pandemic was I going to fight breast cancer? I was presented with a decision to have a mastectomy so I flipped a coin to make the decision. Yup, that's right, I flipped a coin.

I had my mastectomy on March 1st, 2020, smack in the middle of the pandemic. That meant no visitors, not even my husband. I think that was the worst part. Next I got through the chemo. I'm in recovery mode now and my last chemo was July 1, 2021. My reconstructive surgery took place on November 11th. I feel tired, but free at last because my physical treatment is done. Now the real healing begins, the emotional aftermath of fighting for your life! The search to revive my spirit, the peace to calm my fears and excitement to discover the feeling of joy again.

Facing each new day

I turned to God and his very first miracle was he sent me to Send Me On Vacation...
Where ALL The MAGIC happens!

Laura



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

• Lifestyle Holidays Vacation Resort • Hilton Head Accommodations •

Grand Pacific Resorts • Women's Council of Realtors-Las Vegas • SFX Preferred Resorts

Track Results • JJS Global • Hilltown Tours Italy • Fairmont Hotels • Perspectives • Vacation Innovations



A Customized Approach to **Resort Management**

Over **100,000** Active Vacation Members with **33** Resort Properties



Call Us For A **FREE** Property Management Evaluation
844.482.9297
or visit GetAwaysResorts.com

Our Property Management **Services Include:**



Effective Owner Communication



Programs to Add Value for Members



Inventory Yield & Rental Services



Financial Services



Customized Solutions

www.getawaysresorts.com | info@getawaysresorts.com | 844.482.9297

Think You're at the

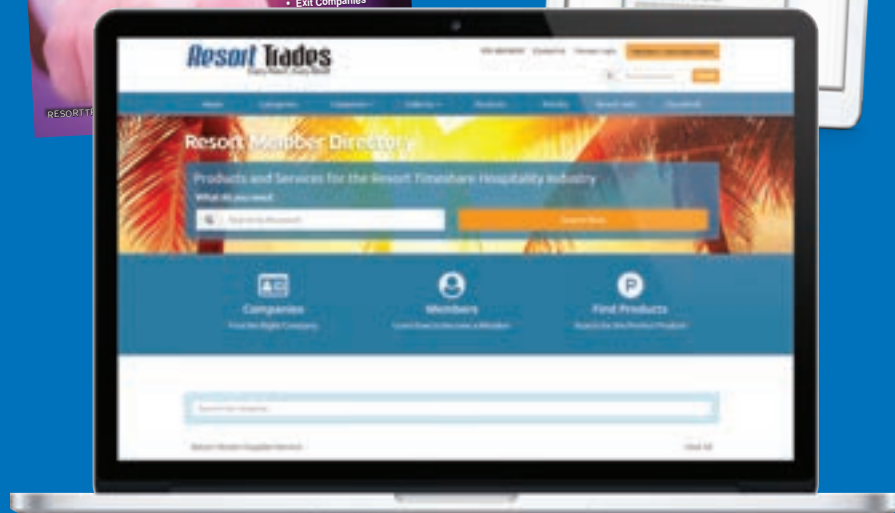
BEST PLACE TO WORK

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 2022!



Contact
Sharon@TheTrades.com
or call (310) 923-1269

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