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## ***Operation Reboot!***

**“Tips for Battling Rising Costs for Resorts in Times of High Inflation” by Lena Combs**

**“Travel + Leisure Co. expanding leisure travel offerings” by Marge Lennon**

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# Tips for Battling Rising Costs for Resorts in Times of High Inflation

by *Lena Combs, CPA, CGMA, RRP, Partner Withum*

Last year, inflation rates in the U.S. appeared to be a staggering 7%. Fast forward to this year, and June 2022 rates have risen to a 40-year high of 9.1% inflation year-over-year. Although there are signs that inflation is starting to ease somewhat due to declines in gas and energy costs, shelter and food costs continue to rise. July was slightly lower at 8.5% year-over-year inflation, and hopefully that trend continues, but it makes it difficult for resorts to keep up with rising costs on somewhat fixed budgets. As we enter the last half of the year with the expectation that interest rates will continue to increase to curb inflationary pressures, there is still uncertainty and the need to take whatever measures possible to assist in curtailing costs for resorts.

The first line of defense to combat increasing costs is to increase prices. This works for rentals, food and beverage, and other service-type fees that have direct costs of occupancy and usage. However, this is a once-a-year opportunity for fixed budget items such as maintenance fees and the like and is not as fluid as other

revenue streams. Boosting productivity and cutting costs is the only way for fixed budget type items to combat the effects of inflation, which requires action. Boards and management must be proactive at this time and be prepared to make changes to ensure the sustainability of their resorts and minimize the impact of the current economic situation.

## MEASURES TO TAKE

There is no “one size fits all” approach to cutting costs as each resort is unique and has its own operational challenges. The following are some general ideas to consider that can help combat the effects of rising costs.

### Accountability and Visibility

Spending visibility allows management to see and understand where funds are spent and for what purpose. This visibility allows a spending analysis by cost, vendor, function, etc. and fuels accountability and the ability for collaboration to find solutions for cost reductions. This visibility can also assist with determining how spending aligns with strategy.

### Establish Formal Vendor Programs

Establishing a formal preferred vendor program can increase purchasing power and possibly facilitate something closer to just-in-time inventory purchasing, which in higher cost times could allow some hedge against rising prices. Also, it increases purchasing visibility, as discussed above, to help ensure spending aligns with strategy. It is important, however, to make sure the vendor list is diversified so that competitive advantages can be obtained.

**Boosting productivity and cutting costs is the only way for fixed budget type items to combat the effects of inflation....**

### Align with Strategy

Often, cost cutting is done as a reaction without considering the longer-term strategy in place. Be cautious when making spending cuts so that they don't jeopardize the long-term goals of the resort. There are places where perhaps cutting costs does not have any material effect on operations, and other places where severe cost cutting can have damaging effects on the owner and guest experience.

### Determine Where Consumption can be Reduced

For most resorts, payroll alone is 30% to 40% of expenses. Determining ways to increase productivity can have big results on employee costs as long as owner and guest satisfaction stays at the core of decision making. Also, evaluate if there are tasks that can be eliminated altogether or services that can be performed less often with no critical impact. Take a hard look at what tasks are performed, how often they are performed and how they are performed to help identify where some cost savings might be available.

## Innovation and Automation

Consider implementing an innovation reward program. Ask employees to identify areas where they believe process or cost savings can be achieved for repetitive tasks or cumbersome reporting, for example. The low hanging fruit from this exercise are tasks that could be easily automated to save time and money. Ideas implanted that generate cost savings earn a reward of some type or the originator of the idea, which would be insignificant to the resort in comparison to the cost savings to be achieved.

## Evaluate Programs and Offerings

It is time to take a look at the lines of business and offerings to owners and guests to determine if any items cost more than the value they provide. Food and beverage offerings can be streamlined to focus on those items that are more popular and generate more profit. Activities can be centered around lower-cost programs with possibly less frequency. Charges for these services could be increased to ensure that they are not operating at a loss.

In times of economic uncertainty, Boards and management must be engaged and involved in the strategy for reducing costs so that resorts can continue to

thrive. The goal is to implement measures that cut costs or recover more revenue without negatively impacting owner and guest satisfaction and to be nimble to make changes to the plan as necessary through constant review and reevaluation. Also, it is important in the budgeting process to

**There is no “one size fits all” approach to cutting costs as each resort is unique and has its own operational challenges.**

adequately raise maintenance fees to cover the rising costs of operations. The answer will differ for each resort, but with good communication, visibility, planning and timely execution, the impacts will be felt quickly and will be significant.

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# Travel + Leisure Co. expanding leisure travel offerings

by Marge Lennon

In January 2021, Travel + Leisure became the new global brand identity of former Wyndham Destinations, leveraging its extensive vacation expertise to bring the pages of the world's most influential travel magazine to life, while also tapping into its global reach and brand recognition. The acquisition marked the establishment of Travel + Leisure Co. as the world's leading vacation ownership and travel membership company.

## Putting the world on vacation

The iconic brand amplifies the company's mission to "put the world on vacation" through their

diverse portfolio of leisure travel products and services. This strategic decision enables the company's ongoing growth and continued expansion of leisure travel products and programs.

While the company's vacation ownership business continues to drive most of the company's sales and revenue, Travel + Leisure Co. boasts a growing variety of other travel and membership offerings through its membership and subscription travel club businesses. The company offers a suite of consumer products and services inspired by the iconic Travel + Leisure brand, including a subscription travel club, Travel + Leisure GO. In

addition, the Panorama business line is working to diversify and expand far beyond the vacation ownership and exchange businesses, delivering a broader perspective to the world of travel.

While this may seem like an ambitious goal, Olivier Chavy, President of Panorama and Travel + Leisure Clubs, confirmed, "Yes, we do intend to put the world on vacation, beyond our successful vacation ownership world. As we strive to achieve this objective, we will continue to explore opportunities within the global leisure travel industry. Through our expanded travel and membership offerings, we're helping serve travelers in every aspect of their vacation needs, from vacation ownership and exchange to discount travel clubs and home swapping."

Panorama has three areas of focus: **timeshare exchange companies** – including RCI, 7Across (formerly DAE), and the Registry Collection – as well as **leisure businesses**, and a **travel technology** platform. RCI remains the industry's leading vacation exchange platform with 3.7 million members around the world.

## Panorama enhances RCI membership

Shares Chavy, "RCI members can now travel with RCI all year, not just during their vacation exchange. Members can choose a traditional timeshare exchange at 4,200+ affiliate resorts, in more than 110 countries. Or they can apply their exchange to a selection of more than 600,000 hotels and resorts around the world. We reported nearly 2 million RCI transactions in our travel and membership business last year, which includes exchange revenue and travel club purchases."

Within the company's ecosystem, travelers have access to exclusive discounts at hotels and resorts around the world – including Mexico, Australia, Europe, and beyond. While this type of offering may be a departure from the traditional timeshare stay, this benefits travelers by providing more opportunities and options when planning vacations.

## Love Home Swap

According to Chavy, "The exciting thing about the leisure travel







space right now is that there is so much innovation happening. That's why we're so enthusiastic about expanding our leisure travel offerings. It broadens our participation in the marketplace and allows us to put people on vacations in new and different ways."

He adds, "Our Love Home Swap brand, for example, allows members to literally swap homes for an agreed upon time, providing a truly authentic and immersive travel experience you can't get with an Airbnb or VRBO."

Love Home Swap has continued to accelerate growth beyond its original European market. Membership costs between \$11 and \$15 per month, and members can swap with thousands of beautiful and unique homes in over 100 countries.

### Community Travel Clubs

The company's membership travel business also includes several community travel clubs like Heroes Vacation Club, a convenient platform that invites front-line heroes to book affordable vacations from start to finish. Club membership is free to essential workers such as first responders, medical providers, police, and firefighters, and provides access to hotel discounts, plus one-stop booking for resorts, car rentals, cruise, flights and more than 345,000 vacation activities. Members who upgrade to a premium membership (\$99 annually) are

eligible for enhanced benefits including deeper discounts on hotels.

### Technology

Alliance Reservations Network (ARN) provides Travel + Leisure Co. with private-label travel booking engine technology services that enable the company's expansion into the subscription travel space. This has created affiliate travel sites to service individual leisure, corporate, association, and group and event clients across the globe.

### Looking Ahead

Chavy shared his vision for the continued growth of the timeshare industry. "Millennials and Gen-Z are taking vacations more than any generation that has come before – and that mentality aligns perfectly with the basic pillars of timeshare. What makes these generations different is the way they seek out vacations. They want flexibility, experiences, and exciting, new destinations. We've already seen timeshare evolve from the fixed week model to points-based systems that allow for flexibility in location, time, and style of accommodation.

"Today, we're seeing timeshare leaders invest in experiential opportunities that make their resorts attractive to owners and guests. We're also seeing timeshares pop up in unique and desirable locations – such as the newest dual-branded Club Wyndham and Margaritaville



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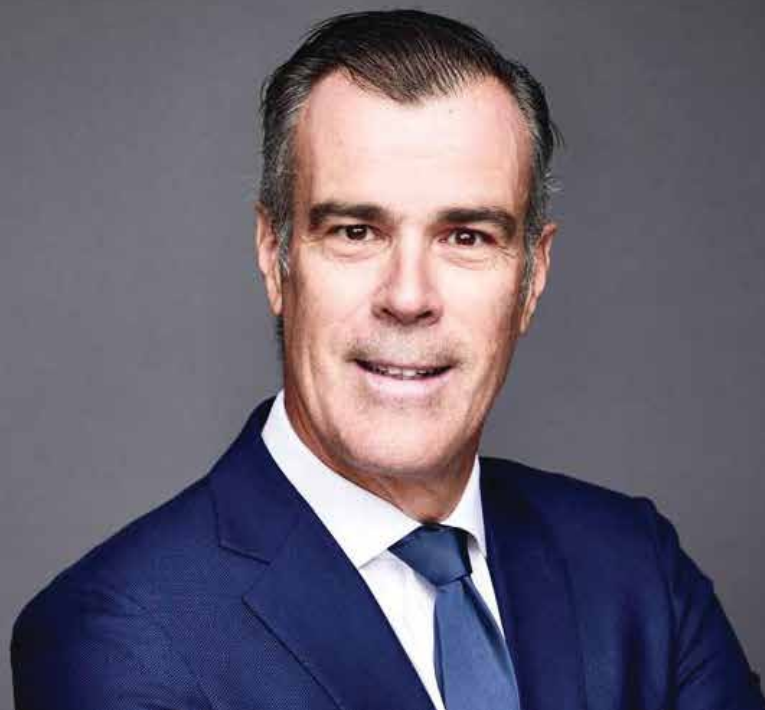
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## Olivier Chavy, President, Panorama and Travel + Leisure Clubs

Olivier Chavy serves as President, Panorama and Travel + Leisure Clubs. With 30 years of experience in international hospitality and executive leadership, Chavy is responsible for the strategic direction, operation, and growth of the Panorama portfolio of businesses, including RCI, the largest exchange network in existence, as well as the company's flagship travel subscription service, Travel + Leisure GO.

Prior to joining RCI in 2019, he served as CEO of Mövenpick Hotels & Resorts where he led the company's expansion through new resort openings, pipeline development and portfolio growth of more than 40 percent.

He's previously held executive roles with Hilton, serving as Senior Vice President, Resort Operations for Hilton Grand Vacations, Area Vice President Hotel Operations for all Hilton brands in the Southeast region and International Head of Luxury & Lifestyle Brand Performance. He has also served as General Manager of renowned luxury hotels including Hilton Arc de Triomphe Paris, France and Hilton Mauritius Resort & Spa, Mauritius Island.

A native of France, Chavy earned an MBA from Cornell University, a

post-graduate diploma from Europe's prestigious ESSEC Business School, and a bachelor's degree in hotel management from St. Quentin en Yvelines Hotel Management School.

On a personal note, Olivier shared this special story with Resort Trades. "During the pandemic, cycling became an important outlet for me. To this day, I bike about 50 miles daily, including weekends. In June, I embarked on a journey to bike more than 250 miles across Italy, climbing almost 17,000 feet, with the goal of raising \$12,000 for Christel House, a non-profit organization established by RCI founder Christel DeHaan in 1998."

"I've been involved with Christel House for three years and am currently part of the marketing and fundraising committee, so I sought a way to use my passion and interests to benefit the organization. I came across this Italy tour and knew that I could apply my long-distance cycling to it as a fundraising challenge. I shared photos and video with my network throughout the journey, encouraging my friends and colleagues to pledge funds in support of Christel House's mission. As a father myself, being able to give back and help kids in need around the world is a mission that's close to my heart."

Vacation Club resort in Atlanta, Georgia, and a Worldmark associate resort in Moab, Utah. In addition to these, I think we'll also continue to see an evolving sales strategy that is digital-focused, aligning with the way younger generations prefer to be marketed to. That evolution is already happening. Nearly 70 percent of the company's vacation ownership sales last quarter were to GenX and Millennial buyers."

"Throughout the social and economic challenges of the past few years, the value proposition of timeshare has continued to shine. When air travel was restricted during COVID, owners could still drive to nearby destinations to utilize their ownership, staying in their own suites with homestyle amenities that allowed them to cook meals privately and relax safely. While leisure travel has resumed, many people still have that desire for privacy and personal space, which you just can't get in a crowded hotel room. With travel demand high and inflation up, the cost of a hotel, home rental or similar accommodation is skyrocketing, creating an even more compelling value proposition for our consumers, knowing that their vacations, and the future vacations of their children's children, are protected from vacation inflation."

"In the coming years," concludes Chavy, "we want to meet people where they are, providing a buffet of leisure travel offerings based on their unique needs. We recognize that these needs continue to change and remain committed to evolving as needed. With that in mind, we're excited by future opportunities to partner with brands and providers to ensure people are not just going on vacation but making memories to last a lifetime."

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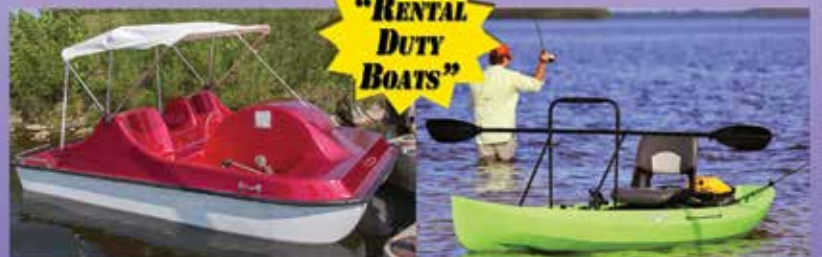
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Specialty: From Housewares, to include small appliances, dinnerware and glasses, bed and bath wares, and other accessories for the lodging and hospitality industry, etcetera ... international is a one-call source for everything to stock and replenish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

## LANDSCAPE AMENITIES



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

## LEGACY TIMESHARE SOLUTIONS



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

## LEGACY TIMESHARE SOLUTIONS



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

## 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.

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ONLINE**

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

## 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.gprgmt.com](http://www.gprgmt.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) & [## PUBLIC RELATIONS](http://TravNow</a></p>
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### GBG & Associates

121 Lakeshore Dr  
Rancho Mirage, California, 92270  
tel: 760.803.4522  
Website: [www.gb gandassociates.com](http://www.gb gandassociates.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 RESALE



### 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.

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Each Company Online  
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## RENTALS AND RESALE



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

## TOWEL SERVICES



### Towel Tracker

950 Vitivity 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.exploreagci.com](http://www.exploreagci.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.

## TRAVEL INCENTIVES



**Creative Marketing Incentive Group Inc**  
 1968 S Coast Hwy #810  
 Laguna Beach, California, 92651  
 tel: 619-777-5577  
 Website:  
[www.creativemarketingincentives.biz](http://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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## Meet Kathryn, October's Survivor



Not all stories are the same. Some are more tragic and traumatic than others, but all are personal to those walking through it.

I was diagnosed with Breast cancer in August of 2019. I was 44. It was an annual screening that ended with "we see something want to take a closer look". This of course segways into ultrasounds, needle biopsies, and mammogram biopsies in quick succession. Meet with this person and that person...so much information, opinion, and decision thrown at you when your mind is stuck at "you have cancer".



I do not live near family so I'm on my own. Long story short, I chose a bilateral mastectomy. My surgeon sold it as a "one and done", which as seemed like the best scenario. Just get it over with and wave the pink flag. Unfortunately, we did not get clean margins. Nor did we after surgery number two six weeks later. My option was to let them hack away at me again until they got a result they were happy or wait and see what happens. I am currently waiting...waiting for the 5 year implant check-up MRI...waiting to feel a lump that might materialize...waiting for cancer to show up somewhere else... just waiting.

So, now I am angry. Angry that I gave up my breasts and still have cancer. Angry that I do not have a good way of checking for further disease. Angry that the providers don't seem to have any accountability for outcomes.

Moving from anger to acceptance and acceptance to empowerment requires re-framing. It's not easy to reframe the past without removing yourself out from your experience. I joined the Phoenix Desert Dragons dragon boat team. They have provided local purpose, challenge, comradery and support when needed. It's was a perfect first step and here where I found "Send Me On Vacation" to give me the opportunity to attend a vacation for my spirit where my body and mind can start to heal from the nightmare of it all. Italy seems like a great place to re-frame, let go of the things I can't change and make peace with my current reality. For once in many years, I feel a twinge of hope and excitement at the chance of being selected to attend.

Kathryn



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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](mailto:backuscathy@gmail.com) [www.sendmeonvacation.org](http://www.sendmeonvacation.org)

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