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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

Winterize Your Resort

by Margit Whitlock

Recruit & Retain

by Phillip M. Perry

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Tips Resorts Can Use Immediately

Winter is coming

“Winterize and don’t Demise” – Prepare for the winter season now with must-do checks on these important building systems and then winterize your amenities.

by Margit Whitlock AIA

What do the Girl Scouts, Boy Scouts, and the Lion King all have in common? They all taught us to “**Be Prepared!**” And now is the time to do just that! While your guests are in the throws of enjoying the changing leaves and crisp fall air, it is time to get to work behind the scenes to ensure your resort will weather the winter well. Now is the time to get Clear, Insulate it, and Service all systems at your resort.

LET’S BE CLEAR!!

Roof

Let’s start at the top! If your resort is located anywhere above the 32°F line, which includes most of the United States (with the exception of the Southern parts of Florida, Texas and the most Western parts of California) then freezing temperatures can bring the unexpected. Make sure you know the maximum load for your roof. Knowing how much your roof can hold of fresh snow, packed snow or ice will determine when to jump into action and get to clearing the roof this winter. If you don’t know the load, consult a structural engineer. And while you are at it, get a roof

inspection to be sure everything is in good shape. Fixes are much easier when there isn’t weather to contend with.

Gutters

To ensure your roof performs well with rain and run off, get a good look at your gutters. Make sure anything collected during the dry season is removed so water can run through easily. Perform any necessary maintenance and repair now and avoid an unnecessary downpour on your guests.

Chimney

While you are looking up, get a good look at your chimney. Nothing says “cozy winter” like

a wood burning fireplace. If your resort is lucky enough to have one, get it inspected now, so at the first drop of the temperature, it can be lit care-free.

Landscaping

Now is the time to pay attention to your trees, and not just the ones that are decorated with lights and ornaments in the winter season. All bushes and trees around your buildings and powerlines need to be trimmed back to avoid an unnecessary power outage and damage to your building and roof. Consider your exterior pathways. Make repairs to paths and stairs so ice does not compound the risk at trip hazards and ensure lighting is sufficient on those paths for the longer nights to come.

INSULATE IT

Plumbing

Frozen plumbing is annoying when it won’t flow and disastrous when it explodes. Avoid both, with a professional inspection ahead of time of your freeze protection devices and fire protection sprinkler systems. Then wrap those pipes with good insulation.

Windows & Doors & More

Leaking isn’t only a problem with pipes, cold air leaking into the building and warm air escaping will reveal itself in your wintertime energy expenditure. Save money on the Q4 utility bill now by sealing up cracks and weatherstripping windows and doors. Electrical outlets on exterior walls can be a major source air thoroughfare make sure they are insulated. Then climb into the attic to be sure all openings are insulated.

SERVICE IT

Heating Ventilation and Air Conditioning (HVAC)

Get your HVAC system regular preventative maintenance taken care of before entering the peak season and tend to the air filters and fan coils now. If your property doesn’t already have a go-to HVAC servicer, now is the time to get them on board and negotiate emergency rates in advance.

Generators

See that you have your professionals on board for your generator as well. Generators



Continued on page 6

“As a board member, I’ve been impressed with Vacatia’s operations, sales, and tech expertise. But what I love most is their collaborative approach. I’m always kept informed — no surprises. And that gives me the peace of mind to actually enjoy my vacation at the resort.”

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Gold Point Resort, Breckenridge, CO



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should be on a weekly maintenance plan and tested regularly. But it is always a good idea to have a back up to your back up. In addition to the permanent generator, be sure to have portable ones stored in dry locations and tested regularly as well.

Do it for your Guests and Owners

Don't forget to winterize the amenities for your guests! Nothing says "We Love You" more than a cozy blanky. Add warm winter throws to the bedding or sofas in the guestrooms. Stock the room with extra cocoa and marshmallows, pumpkin spice coffee and other seasonal favorites relevant to your location. Make your guests stay warm by winterizing your resort merchandise. Custom design and order branded sweaters, jackets, beanies, and scarves; a fun way to show ownership pride! Sometimes the smallest gestures make the biggest impact. Remember it is about the "Guest Experience" and even though winterizing is an unseen and often unappreciated task, being prepared frees up staff to tend to your guests with the peace of mind that your resort is in tip top shape.

preparing, think about disaster preparedness for our property as well. The basics are covered in this Resort Trades article: *Are You Prepared if Mother Nature Comes Calling?* (resorttrades.com)

For more enjoyable reading about this exciting topic: Insurance Institute for Business & Home Safety (IIBHS) *Nine budget friendly ways to prepare your commercial building BEFORE the winter season – DISASTERSAFETY.ORG*

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.



Of course, there are always more ways to be prepared. While you are winterizing your resort and in the flow of

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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

Send Me on Vacation's mission is

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

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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.

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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.

**There is no
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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

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.

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

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Travel + Leisure Co. Offers New Ways to Vacation

Extends travel services beyond vacation ownership and exchange

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 brands. 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 travel 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



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CALIFORNIA POOL HOME,
PHOTO COURTESY OF LOVE
HOME SWAP

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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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 signature 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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CINDY THOMAS,
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Be An Enabler

Serving Travelers with Disabilities Means Going Beyond ADA Requirements

by Judy Kenninger

On her travel blog, Sylvia Longmore, who has visited more than 48 countries as a wheelchair user, recently documented her struggles with hotel showers. These included a lack of fold-down benches, improperly placed grab bars, and shower controls that are placed on the wrong wall or too far to reach from the shower bench. She's not alone.

According to a new survey, *Portrait of Travelers with Disabilities™: Mobility and*

Accessibility from MMGY Global, nearly all respondents (96%) say they have faced an accommodation problem while traveling. More than half (54%) have been given a room at check-in that did not match the room they booked, 81% have dealt with inaccessible showers or tubs, and 52% have encountered beds that were too high for them to access. The challenges for this group are very real and are found at every step of the travel-planning process and journey,

Lodging and transportation accessibility are cited as the two biggest barriers to travel for those with mobility issues, according to respondents who included 2,789 Americans with mobility disabilities and their caregivers and companions.

The ability to have access to the same experiences as travelers without disabilities should be a priority across the hospitality industry, as people with mobility disabilities spend \$58.2 billion

per year on travel. They go on leisure trips with nearly the same frequency as those without mobility issues, taking an average of 3.4 trips in the past 12 months and spending an average of \$3,546 on leisure travel during that period.

It's not just a small group. According to the U.S. Census Bureau's most recent data, about 56.7 million people—one in five—has a disability, and half of adults 65 and over have a disability. "Because people with disabilities skew older, they tend to have more time to travel," said Chelsea Bachman, a research account manager at MMGY.

Going the Extra Mile

The Americans with Disabilities Act was passed in 1990 to ensure that people with disabilities have the same rights and opportunities as everyone else. If you live in the United States and have a disability or a family member or friend with a disability, the ADA has had a profound effect on your life. From access to restaurants and public restrooms to easy entry into historic sites and tourist attractions, people with disabilities can participate in more activities, find more jobs, and travel more easily.

In an online seminar to discuss the study's findings, Ian Ruder,

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

Continued from page 14

editor of New Mobility magazine, said that while the Americans with Disabilities Act provides standards and guidelines, we can always do better. "Many of the accommodations that have been made in recent years, such as curb cuts, end up helping a wider swath of the population than initially expected," he said. "Anyone who has pushed a stroller or rolled a suitcase has found them useful."

He, along with Alvaro Silberstein, founder and CEO of Wheel the World, stressed the importance of being able to see multiple pictures of the exact room they are booking and taking virtual tours of places they plan to visit to determine if there are any obstacles that could make it difficult or impossible to move around with their mobility device. "Remember that not everyone in a wheelchair is the same," Silberstein said. "Some will want a higher bed and others one that's lower."

Rolling Out the Welcome Mat

Cindy Thomas, general manager of Stoneridge Resort in Blanchard, Idaho, says her resort strives to provide appropriate accommodations for all guests. "It's really a passion for me," she said. A \$4 million renovation in 2016 was driven by the need to add elevators to the resort and included the construction of three purpose-built ADA units. The investment has been proven valuable to Stoneridge's owners and guests.

"Although the purpose-built ADA units are just 2% of our total units, they account for 4.7% of all bookings," she said. "Additionally, because we typically have a reservation for every ADA unit, we often make outbound calls to accommodate people in our deeded timeshare units that are not owned by the association but individually

owned. We can, if needed, book those with disabilities into those units when they owners agree to switch." (The resort has a fixed-week, fixed-unit ownership plan.)

To facilitate the moves, Thomas asks her exchange company to assign the ADA units last, allowing for maximum flexibility. Once a reservation has been made, the resort's staff will reach contact the guest to determine which room best suits their needs. One of the studio rooms, for example, has two recliners instead of a hide-a-bed, which some people prefer. The kitchen has a roll-under sink that's a bit lower than a standard sink. Another unit includes a bathtub with a transfer bench, a handheld shower and a fixed shower. "The roll-in shower is the number one request," she said. The rooms were designed based on requests Thomas had heard from owners over the years as well as in consultation with an ADA specialist.

As Ruder predicted, the addition of elevators at Stoneridge Resort has proved useful to all the resort's guests. "The elevators have helped so tremendously," Thomas said. "People bring a lot of stuff on vacation, and the luggage carts are always full!" The study is available at <https://mmgyintel.com/north-american-services-3/studies-in-diversity-equity-inclusion-research/>. To create the study, MMGY consulted with the United Spinal Association, which will receive 100% of the proceeds from the study's sale.

Judy Kenninger, principal of Kenninger Communications, has been covering the shared-ownership real estate industry for nearly two decades.



BEST PRACTICES

BEST PRACTICES FOR RESORTS

- Have a designated person on your staff with the responsibility of ensuring great vacations for guests with disabilities. This person should be involved in resort design, procedures and communications activities.
- Hold units with ADA features for guests who request them.
- Call guests before arrival to offer assistance and ensure that expected accommodations will be available. Make a note of requested accommodations so reservation agents will be promoted to ask when making booking future travel.
- Add a page to your website specifically for guests with disabilities. Include information on accommodations that are available at your resorts as well as information on area attractions and restaurants that are particularly suitable for guests with disabilities. Here is an example from Tampa Bay, Florida's destination website www.visittampabay.com/accessible-travel/
- Train staff on how to identify and respond to guests who require accommodations.
- Remember that disabilities are not limited to mobility issues, some guests have sensory issues, which include anything affecting the five senses, such as blindness or deafness, autism, and hypersensitivity or sensory processing disorders. These conditions can all create difficulties when travelling.
- Don't guess. If a guest calls to ask about accessibility issues, it's better to say "I don't know" than to provide inaccurate information. It can be frustrating, and in some cases, even dangerous for a guest with a disability. Providing customer service representatives with details such as measurements, the presence of barriers, and layouts can go a long way toward answering questions about accessibility.
- Do your research. A great place to start is <https://travelability.net/>



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Recruit and Retain: Winning the War for Workers in a Candidate-driven Market

by Phillip M. Perry

How do you find good workers? And how do you keep them once they're hired?

Those questions have become top of mind for employers everywhere. Job candidates are scarce on the ground. The few who entertain offers end up turning them down. And too many of the ones actually hired go AWOL the first day of work. It's all part and parcel of a tight labor market that shows no sign of loosening any time soon.

The root problem lies in today's fastest growing workplace demographic. People under the age of 25—the so-called Gen Zers—differ substantially from previous generations. “The candidate pool has changed dramatically from the past,” said Mel Kleiman, director of Houston-based Humetrics, an employment consulting firm (humetrics.com). “They differ in their job expectations and in how they communicate with employers.”

Cast your net

Approach Gen Zers the right way, goes the reasoning, and you'll boost the odds of good hires sticking around. The first

thing to understand is the young generation's high level of trust and devotion to the Internet. “Employers really have to spend their biggest recruiting dollars on social media,” said Don Phin, a management consultant in Coronado, CA (donphin.com). “That's where Gen Zers hang out.”

But which social media, exactly? Turns out it makes a difference. “Gen Zers generally are not on Facebook like some of their older peers,” said Toronto-based management consultant Randall Craig (randallcraig.com). “They tend to consume more of their content on TikTok and Instagram. So that's where companies need to make their presence known.”

Posting on such media carries risks and complications of its own. The #1 problem is setting the right tone. Just duplicating the stuff sent to traditional media outlets won't cut it. Instead, posts have to reach the younger crowd through a flavor of irreverence—something normally at odds with the corporate image.

Asking an employers' current crop of Gen Zers to help post is a good idea. So is establishing

a presence on a number of platforms, respecting the milieu of each. “Posts on LinkedIn or your corporate website need to be more traditional, while posts on Instagram, Twitter, or TikTok may be more playful,” said Craig.

Current workers can also perform a recruiting function on other vehicles. “Encourage employees to share open positions on messaging apps such as WhatsApp, Facebook Messenger, and through texting,” said Craig. “Private shares of such information come with implicit third-party endorsements.”

Finally, employee referral programs can play a vital role in attracting quality people. “Employers need to make it easy for everyone to recruit, and give them enough reward to incentivize them,” said Phin. Leader boards can foster a spirit of competition while bonuses can reward success.

Draw them in

Social media posts must include the right bait to make prospects bite. That means including information they want to see. “The top three things employers can put in their postings to attract Gen Zers are salary, benefits, and scheduling flexibility,” said Jason Dorsey, President of The Center for Generational Kinetics, Austin, TX (jasondorsey.com).

The salary part might seem surprising, given the reputation the youngest working generation has for social concerns. “Gen Zers value salary not because they're greedy, but because

of their life experience,” said Dorsey. “They went through the Great Recession with their parents, then they entered the workforce and lost their jobs because of the pandemic. Now they're trying to make up for lost time—a impetus all the more urgent with inflation going through the roof.”

Training for
Gen Zers
must be done
in a
specific way.

Putting information in the right place is also important: The above three elements must appear at the top of each job posting, because Gen Zers read only the first paragraph of posts on their mobile devices. “You need to put all the sizzle that’s normally at the bottom of your job postings all the way at the top,” said Dorsey.

One more factor to include in your job postings: stability. Again, this is not a characteristic many people would associate as important to young people. But it is—because of their experiences with job losses resulting from the Great Recession and the pandemic. “Stability is a hidden behavioral driver for Gen Zers that employers need to be talking about,” said Dorsey.

Looking good

Once Gen Z candidates arrive at the workplace, they must be impressed by what they see. “The picture today is less about candidates selling themselves to employers, and more about employers selling themselves to candidates,” said Craig. Given the mobility of the current workforce, people today want to make sure they move to a place they want to stay.

How to? “Each business must have a unique employment proposition,” said Kleiman. “It’s the flipside of the old ‘unique selling proposition’ which told why customers should patronize a company. Today employers need workers more than customers. So they have to answer the question ‘Why should prospects come work for me?’”

The answer can be a detailed array of qualities, or it can be simple, noted Kleiman. “One company boiled it down to two key words: ‘The reason you come to work for us is because we care. We care about our employees, we care about our customers, we care about the

community, we care about our environment.”

Part of a unique employment proposition is a company culture which is attractive to Gen Zers. “Every organization must look inward and ask, ‘Are there things we need to change in how we work with our employees and in our culture?’” said John Dyer, a consultant in team-based process improvement. “Do we need to reexamine the values we demonstrate day in and day out to develop an environment that attracts the best people?”

Inclusion is a vital part of that environment for a generation deeply concerned about social issues. “Gen Zers are the most diverse generation we’ve ever had,” said Dorsey. “They celebrate diversity and expect it everywhere.”

Burnish the image

Creating an attractive work environment is one thing; getting the word out to the public is another. “Every business needs to be concerned about its employment branding,” said William J. Rothwell, Professor of Workforce Education and Development at Pennsylvania State University. “What do people in the community say about working at the company?”

The obvious place to start a public campaign is a company’s own website. The most important section is the page with jobsite listings. “It’s surprising how few employers have built great career sections on their websites,” said Craig. “And by that I mean not just position descriptions, but content that uniquely helps potential candidates understand an organization’s culture and opportunities.” And don’t make it difficult for people to find your career page—they shouldn’t have to use the site map.

One required element: video. “Gen Zers don’t read,” said



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GHOST BUSTERS: HOW TO SOLVE THE NO-SHOW PROBLEM

You hire a bright prospect. They sound enthused. You schedule their first day on the company calendar. And they don't show up. You've been ghosted. It's a common phenomenon in this tight labor market, where people can apply for a job with the click of a button—and counteroffers can lure away the best of the best. "When people accept a job today, we have been given permission to sell them on showing up for their first day of work," said Jason Dorsey, President of The Center for Generational Kinetics, Austin, TX (genhq.com). "So we need to take the right steps before their first scheduled day to keep them engaged and excited."

Hiring managers can muffle the siren call of competing job offers by doing two things:

1) Placing a call to the candidate to establish a personal relationship, and to emphasize why the new hire is perfect for the company.

2) Following up with a series of texts providing details about the new position, useful information about perks and benefits, and invitations to call or text back with questions. Faced with a one-to-one approach such as this, the flattered candidate will feel they are not going to work for some anonymous company, but for an individual with whom they have established rapport.

Phin. "They watch." He said that employers should post three videos. In the first, the CEO should say who the company is and where it's going. In the second, a narrator should describe a 'Day in the Life' of a typical employee of the business. In the third, employees themselves should give testimonials on how attractive the company is as a place to work.

Businesses should also take steps to improve their images on Glassdoor.com—the website prospects use to assess prospective employers. Any negative reviews can highlight needed systemic or cultural changes.

Make it easy

Given all of the above, the employer who lands the interest of an attractive Gen Z candidate must strike while the iron is hot. Doing so requires a streamlined hiring process. "Reduce the hoops you require candidates to jump through by judging the necessity of every hiring step," said Rebecca Mazin, a cofounder of the Tarrytown, NY,-based human resources firm Recruit Right (recruitright.net). "If you find a candidate through social networking, for example, don't demand a resume before you talk to them. They might not have one."

And don't demand they fill out a job application, either. That's making them jump through another hoop that a competing employer may not require. Mazin suggested having the candidate fill out the application as part of the onboarding process after the hire takes place.

Applications should be fully completable on mobile devices. "Gen Zers have a different natural relationship with technology than other generations," said Dorsey. "When they apply for a job they expect to be able to complete

the entire application on their phone. And it must be easy to do."

Unfortunately, more than 50% of phone applications are never finished, added Dorsey. That's why it's important to collect an email address or cell phone number early, allowing the employer to send an email or text a day or two later inviting the candidate to finish the job. The app should save the previously entered information so the candidate is spared any unnecessary work.

The follow-up invitation should be heavily personalized with phrases such as "we think you might be a great fit" and "we would love for you to finish your application." Those messages can make all the difference when it comes to completed applications, said Dorsey.

Keeping them aboard

The hiring manager's job isn't done when the Gen Z candidate becomes an employee. "What gets somebody to apply is different from what will get someone to stay," said Dorsey. Employers must work on retention from Day One.

A personalized introduction to the business can make a tremendous impression. So can an entrance interview designed to discover what makes a new hire tick. "Find out why the person came to your organization," suggested Phin. "Did they chose your company for the pay? The type of work? The location? Because their friends are there? Their answers will help you design a program that encouraged them and their friends to stay aboard."

New employees must also be trained properly. Many Gen Zers are older than previous generations when first entering the workforce and they are new to the business environment. They need to learn the right

behavior and attitudes.

Training for Gen Zers must be done a specific way. "We often tend to think of training in terms of linear steps," said Dorsey. "But the younger people are not like that. They are more outcome driven, so they need to see the end scene first." Show newcomers what success looks like, then walk them through while they have the end game in mind. Provide specific examples of expected performance. Employers can ensure successful onboardings through frequent check ins during probation periods.

All aboard

Go where the prospects are. Give them the data they need. Then onboard new hires in a way that makes them stay. Employers can win the modern war for talent by combining those three elements into a powerful recruitment and retention package.

"If you want to get the most out of Gen Zers, you've got to support them on every dimension," said Craig. "If you do that, they will perform, and tell their friends to come work at your shop. And when they do leave they'll post good things about your company on [Glassdoor](http://Glassdoor.com)."

Above all, employers must create a dynamic workplace that catches the eye of Gen Zers. "It's easy for people in business to get caught up in what they do," said Phin. "But it's who they are that makes the difference. Employers who are attractive don't have to worry about finding anybody."

About the author. Phillip M. Perry is an award-winning freelance writer based in New York City. His byline has appeared over 3,000 times in the nation's business press. He can be reached at <https://www.linkedin.com/in/phillippmerry/>

QUIZ: HOW GOOD ARE YOUR HIRING AND RETENTION PRACTICES?

Are you taking the right steps to hire and maintain Gen Zers? Find out by taking this quiz. Score 10 points for each “yes” answer. Then total your score and check your rating at the bottom of the chart.

Have you instituted the following practices?

1. Placed job listings on appropriate social media
2. Asked employees to post openings on their own accounts
3. Initiated an employee referral program
4. Included salary, benefits and scheduling flexibilities in job postings
5. Emphasized stability in the hiring message
6. Positioned vital information at the top of postings
7. Created a workplace attractive to Gen Zers
8. Burnished and tracked the company’s public image
9. Streamlined the application process
10. Established training programs designed for Gen Zers

What’s your score? 80 or more: Congratulations. You have gone a long way toward recruiting and retaining Gen Zers. Between 60 and 80: It’s time to fine tune your strategy. Below 60: Your business is at risk. Take action on the suggestions in the accompanying story.



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Adding Name Pronunciation to Your Profile

by Sheryl Cattell

Welcome to today's LinkedIn minute. Today we will explore the pronunciation voice recording available only on the LinkedIn mobile app. To implement this feature, you'll need to download the mobile app onto your iPhone or Android. When you visit my profile page (bit.ly/scattell) on your mobile app, you will see a speaker icon, and this is where the recording of my name pronunciation resides. If your

name is easy to pronounce, you can choose to record a 10-second commercial instead.

Below is a great example of a name that is difficult to pronounce correctly. When you click the speaker icon on Chris Roehm's public profile, you will hear a great example of how to pronounce his name correctly and remember it. He associates his name with a familiar city

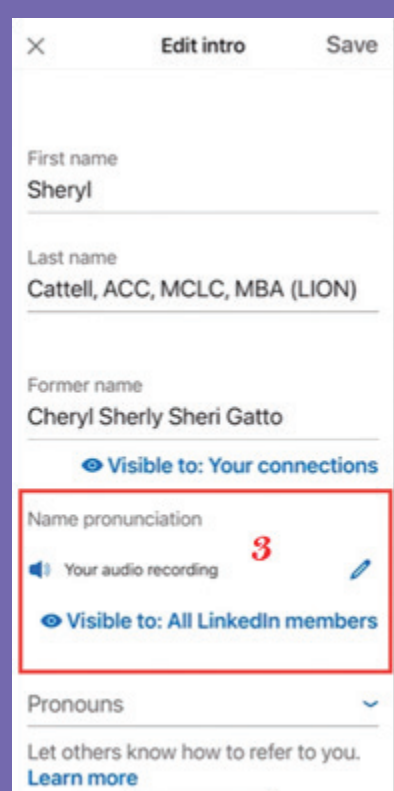
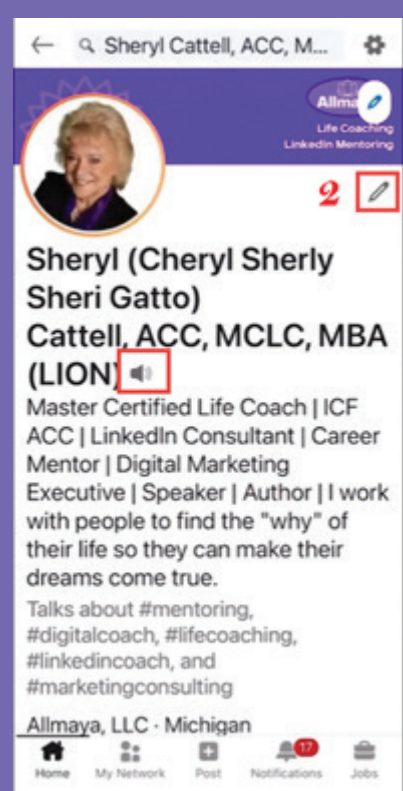
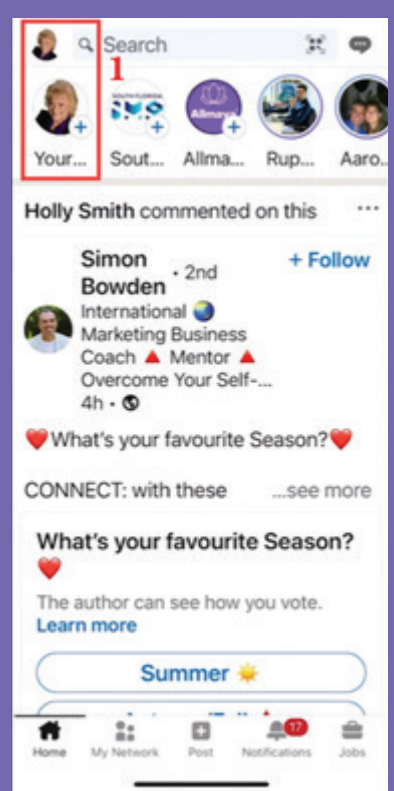
that is spelled and pronounced the same way. When I see his name again, this will help me remember.

Chris Roehm name pronunciation: Chris Roehm (reem). just think of it like Phoenix (phoenix), Arizona.

Below are the steps to add your recording to your profile.

1. Go to your profile on the LinkedIn mobile app (click the mini-me circle at the top left corner)
2. Click on the pencil at the top of your profile to edit
3. Scroll down to the name pronunciation section and then click the pencil to add or edit

Well that's it for today's LinkedIn minute. Thanks for stopping by.





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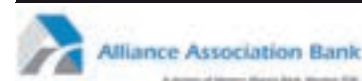
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Specialty: White River Financial provides loans ranging from \$500,000 to \$10,000,000 and beyond. With experienced onsite principals, our focus is providing personalized service, entrepreneurial decision-making processes to efficiently finalize challenging financing deals, and exceptional customer service. Our qualified team is versatile in offering loan servicing as well as alternative finance options. Deals are typically closed within a 3 to 5-week timeframe, after receiving a complete loan package. White River Financial is a great financing resource known for reliability and valuing client needs.

HOA & STAKEHOLDERS
COMMUNICATIONS RESULTS

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

HOUSEWARES, LINENS & ROOM
SUPPLIES

etcetera ... international
820 Lumber St Myrtle Beach, SC, 29577
tel: 843.839.3278
Website: www.etcmb.com
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 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.

LEGACY TIMESHARE SOLUTIONS



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

"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

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 Ryzcek, 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.

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

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

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 RESALE


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 RESALE


**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>

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.

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.

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Contact
Marla Carroll
931-484-8819

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1-800-553-2476
www.kaypark.com



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SINCE 1954!"**

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PING PONG"**



**"RENTAL
DUTY
BOATS"**



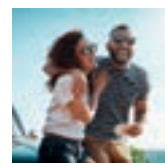
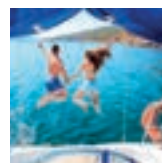
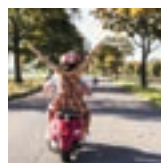
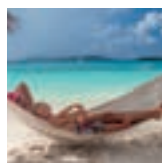
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