

Perspective

THE WORLD WE SHARE



WYNDHAM
VACATION RESORTS
ASIA PACIFIC



Rewarding holidays with Wyndham

Wyndham Sea Pearl Resort Phuket

2016 PERSPECTIVE MAGAZINE AWARD WINNERS ANNOUNCE

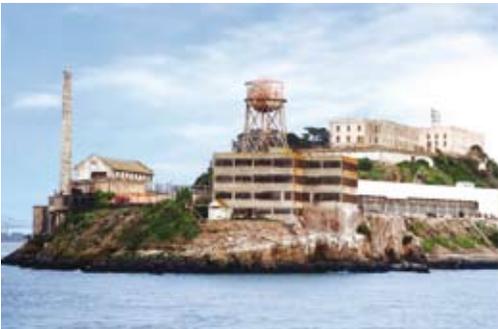
This year's awards Perspective Magazine Award winners were recognized during the GNEX Conference in New Orleans

ENGAGEMENT MEANS STAYING RELEVANT OFF THE RESORT

What happens during the time an owner is on the property is important. What happens during the rest of the year is where loyalty is earned.

JOURNEY TO THE CENTER OF YOUR BRAND

A lack of trust in commercial, social, cultural and, of course, political messages is at an all-time high. making it more difficult for brands to impress.



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April-June 2016



Welcome...

Welcome to the April /June edition of Perspective Magazine.

This issue's cover story looks at the world's most generous hotel loyalty program which has teamed up with Wyndham Vacation Resorts Asia Pacific to give Club owners in the WorldMark South Pacific Club by

Wyndham access to more than 7,500 non-club properties worldwide.

We celebrate the Perspective Magazine awards winners in this edition. The winners were announced officially at the GNEX Conference in New Orleans at a spectacular evening event hosted by DAE, the world's leading privately owned exchange company.

Roger Taylor from Access Development talks about customer engagement and how the basics are no longer enough. What happens during the few weeks an owner is on the property is important. What happens during the rest of the year, however, is where loyalty is truly earned.

James Kleutz from Brand Tango gives us a fascinating insight into brand building in Journey to the Center of Your Brand: A Tale of Customer Obsession. Discussing how a lack of trust in commercial, social, cultural and, of course, political messages is at an all-time high.

Jon Zwickel tells us how CRDA is evolving as Canada's Consumer and Industry Advocacy Association and how it has grown to be the primary association for all forms of Vacation Ownership in Canada.

AMDETUR announced its new Chairman of the Board during the 29th General Ordinary Meeting of the Mexican Tourist Resort Developers' Association. Jorge Herrera Rivadeneyra was elected Chairman of the Board of Directors after meeting the Board Members that would accompany him in his 2016-2017 terms.

RCI hosted the hugely successful Latin American Shared Ownership Summit (LASOS), at the Hard Rock Hotel in Cancun, Mexico on October 21st and 22nd. The theme behind this conference was centered on creativity and innovation.

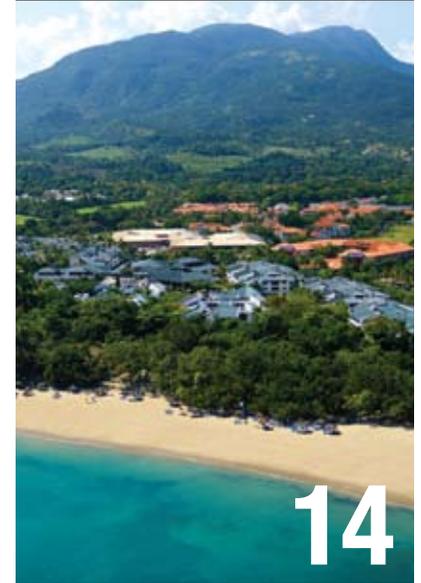
The latest ATHOC update looks at how Ramada fuels Australian growth with the addition of the newest Resort on Queensland's Sunshine Coast as well as giving us a great insight into the local news in that region.

Harry Taylor from TATOC talks about the annual conference and the achievements of the association.

And finally Paul Gardner-Bougaard gives us an insight into why there will be no further EU-wide legislation following the response of the EU Commission.

Enjoy!

Paul Mattimoe
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GLOBAL FEATURES

- 10 Wyndham launches into 2016 with a more rewarding ownership**
The world's most generous hotel loyalty program has teamed up with Wyndham Vacation Resorts Asia Pacific to give Club owners in the WorldMark South Pacific Club by Wyndham access to more than 7,500 non-club properties worldwide.
- 20 2016 Perspective Magazine Award Winners Announce**
This year's awards were announced during the GNEX Conference in New Orleans at a spectacular evening event hosted by DAE, the world's leading privately owned exchange company. Located at the Grand Oaks Mansion inside Mardi Gras World, the awards venue was reminiscent of a beautiful Southern plantation home with extravagant gardens, water features, and pathways, where attendees enjoyed cocktails and dinner along with the sweet sounds of live jazz music.
- 32 Engagement Means Staying Relevant Off the Resort**
Ask a lot of timeshare professionals about what earns owner loyalty, and you'll hear how important a clean property at a great location is. They're not kidding, either. Those are serious aspects of a successful operation. Without the basics, owners will never stick around.
- 40 Journey to the Center of Your Brand, A tale of customer obsession**
Nearly every survey that measures brand authenticity tells us that the public has grown weary of leadership across a wide swath of societal touch-points. A lack of trust in commercial, social, cultural and, of course, political messages is at an all-time high. This makes it more difficult for established brands to impress and even harder for those looking to build their brand to succeed.



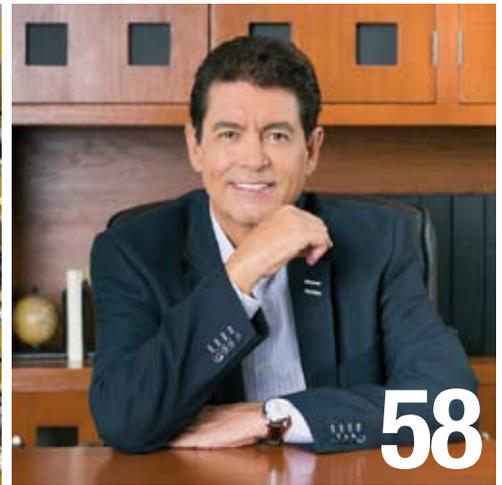
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48



51



58

NORTH AMERICA

48 CRDA: Evolving as Canada’s Consumer and Industry Advocacy Association

More than a quarter century has passed since CRDA (Canadian Resort Development Association) was founded as “The Resort Timesharing Council of Canada.” Over the years the organization has grown to be the primary association for all forms of Vacation Ownership in Canada. Members include Resort Development Companies, Homeowners Associations, Travel Clubs, Timeshare Companies, Fractional Real Estate Developers, Professional Organization and Vendors to the hospitality industry.

LATIN AMERICA

**58 AMDETUR Update
New Chairman of the Board of AMDETUR begins his term**

During the 29th General Ordinary Meeting of the Mexican Tourist Resort Developers’ Association (AMDETUR), Jorge Herrera Rivadeneyra was elected Chairman of the Board of Directors, after meeting the Board Members that would accompany him in his 2016-2017 term.

60 RCI Celebrates The Success Of LASOS 2015

RCI hosted the Latin American Shared Ownership Summit (LASOS), at the Hard Rock Hotel in Cancun, Mexico on October 21st and 22nd. The theme behind this conference was centered on creativity and innovation. With this concept in mind RCI did something that had never been done before, it combined two major events for the first time: the Leisure Real Estate University (LRE) and LASOS.



ASIA PACIFIC

- 65 Ramada Fuels Australian Growth with Addition of Newest Resort on Queensland's Sunshine Coast**
Further building upon its presence in Australia, Wyndham Hotel Group today announced the rebranding of the WorldMark Resort Golden Beach - one of Queensland's most popular vacation ownership resorts - to the new Ramada® Resort Golden Beach.
- 66 ATHOC Foundation Supports Friends with Dignity Back to School Drive**
Friends With Dignity ('FwD') is a not for profit National community based organisation that was founded on 1 September 2015 by Manuela Whitford, former Founder/Director of successful charity Assist A Sista Australia.

EUROPE, MIDDLE EAST & AFRICA

- 72 TATOC: A year of achievement**
Every March the Timeshare Association, known by most as TATOC, hosts its annual conference and, as I sit with my fellow delegates, I can't help but be immensely proud of our achievements. And the reasons why are simple. Find out in the latest article from TATOC.
- 76 RDO Update**
Find out from Paul Gardner-Bougaard why there will be no further EU wide legislation, following the response of the EU Commission to the Report prepared for that august body some two years ago, on the effectiveness of the implementation of the Second Directive.

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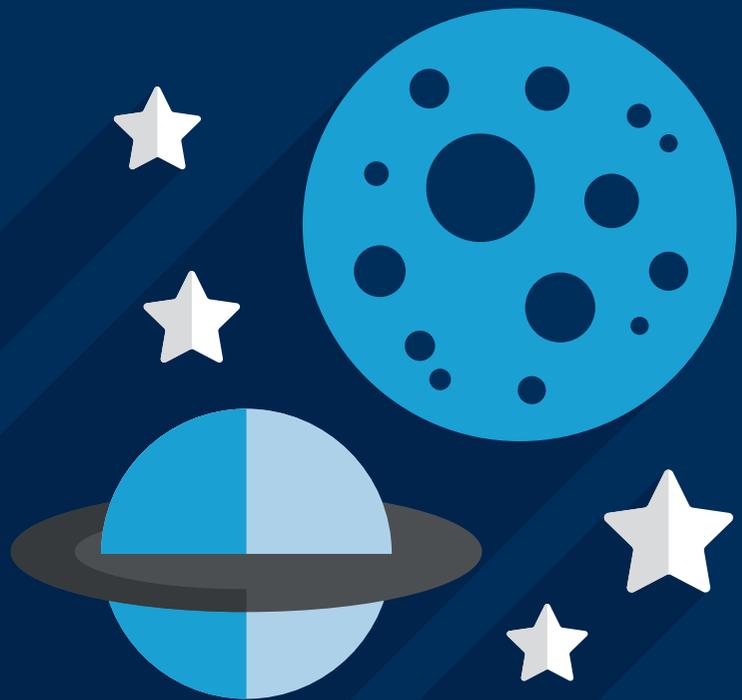
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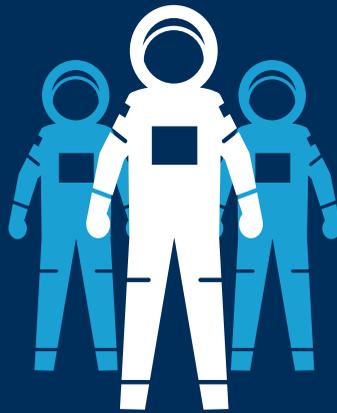


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LET'S | EX
CHANGE | CHANGE

Wyndham launches into 2016 with a more rewarding ownership

By Stacey Grims

A photograph of a modern resort building with a swimming pool and lounge chairs. The building is white with large windows and balconies. The pool is blue and has a wooden deck around it. There are several lounge chairs and umbrellas on the deck. The background shows a lush green hillside under a cloudy sky.

The world's most generous hotel loyalty program has teamed up with Wyndham Vacation Resorts Asia Pacific to give Club owners in the WorldMark South Pacific Club by Wyndham access to more than 7,500 non-club properties worldwide.

In 2015, Wyndham Vacation Resorts Asia Pacific celebrated significant achievements in the South East Asia and Pacific Rim region. The introduction of Wyndham Rewards® as a benefit of the Privileges by Wyndham program was undoubtedly the stand-out initiative of the year.



Wyndham Rewards®, the simple-to-use, revolutionary loyalty program from Wyndham Hotel Group offers members a generous points earning structure along with a flat, free-night redemption rate. WorldMark South Pacific Club owners who are part of the Privileges by Wyndham program can now access the more than 7,500 non-club properties in the Wyndham Hotel Group network by exchanging

By the end of December 2015, owners had made 157 reservations through the hotel group in 62 different locations, which is a total of 602 room nights since the initiative launched.

But the benefits are far greater than this, with owners also able to earn points by referring friends and family to the clubs and attending owner update sessions, to name a few.

Being able to exchange vacation ownership credits for Wyndham Rewards® points is a significant benefit for our Privileges by Wyndham members.

their vacation ownership credits for Wyndham Rewards points through the award-winning loyalty program.

The benefit is also available to members in CLUB WYNDHAM ASIA®, Wyndham's first vacation club in Asia, which was launched last year.

In the WorldMark South Pacific Club, 285 transactions have taken place equating to 22,156,518 Wyndham Rewards® points being issued since the initiative began in September 2015. This has created the opportunity for Privileges by Wyndham members to stay in some of Wyndham Hotel Group's most prestigious hotels across the globe for the first time ever by using their vacation ownership.

"Being able to exchange vacation ownership credits for Wyndham Rewards® points is a significant benefit for our Privileges by Wyndham members, which make up approximately 68 per cent of our WorldMark South Pacific Club," said Barry Robinson, President and Managing Director of Wyndham Vacation Resorts Asia Pacific and Wyndham Hotel Group South East Asia and Pacific Rim.

"This collaboration between Wyndham Hotel Group and Wyndham Vacation Resorts Asia Pacific will result in increased occupancy for many of our properties worldwide and will create a more rewarding and varied holiday experience for our members," Mr Robinson added.



The program also earned Platinum Awards for Best Brand Messaging and Communication in Customer Experience and Best Employee Engagement at the 2015 Loyalty360 CX Awards in the US.



The award-winning Wyndham Rewards® is the world's largest rewards program based on number of participating hotels and was successfully relaunched in late 2015. It is the world's most generous and easy to use loyalty program and dollar for dollar lets more members earn more and redeem faster than any other program in the industry.

It recently placed number one in a comparison of programs offered by 12 leading hotel chains. CardHub.com compared the rewards programs using 21 key metrics, including point expiration policies, the presence of blackout dates, brand exclusions, rewards value and more.

The program also earned Platinum Awards for Best Brand Messaging and Communication in Customer Experience and Best Employee Engagement at the 2015 Loyalty360 CX Awards in the US.

Wyndham Vacation Resorts Asia Pacific's 2015 Highlights

- WorldMark South Pacific Club reached 50,000 owners in its 15th year of operation
 - CLUB WYNDHAM ASIA® was launched – Wyndham's first vacation ownership club in Asia
 - Wyndham Sea Pearl Resort Phuket in Thailand was the first mixed-use property to be opened in Asia
- in a collaboration between CLUB WYNDHAM ASIA® and Wyndham Hotel Group
 - Privileges by Wyndham was relaunched and now includes the benefit of earning and redeeming Wyndham Rewards points
 - A devoted Customer Experience team was created to enhance and streamline service delivery standards across all resorts and sales sites
 - Wyndham opened a corporate office in Singapore
 - Wyndham Vacation Resorts Asia Pacific raised \$66,034 towards Australian children's charities through its philanthropic program, Wishes by Wyndham



Introducing Wyndham Sea Pearl Resort Phuket

Located hilltop, overlooking Patong Beach and the Andaman Sea, Wyndham Sea Pearl Resort Phuket is well positioned to explore everything the vibrant island has to offer.

The five-star resort is Wyndham's first mixed-use property in Asia, available for CLUB WYNDHAM ASIA® members as well as hotel guests. The opening of the resort in April 2015 coincided with the launch of Asia's first vacation ownership club and is also available as an Associate Resort for WorldMark South Pacific Club owners.

The resort features a variety of room types from deluxe one-bedroom suites with a spacious living area and a Jacuzzi, to luxurious pool villas complete with a private pool, spacious terrace and outdoor shower.

An impressive selection of onsite facilities and activities create the ideal resort-style holiday experience with eight swimming pools, restaurants and bars, a fitness centre and 24-hour reception.

For more information about Wyndham Sea Pearl Resort Phuket visit www.wyndhamseapearlphuket.com

Perspective News

FEATURED INDUSTRY HEADLINES

Sunscape® Puerto Plata Dominican Republic Opens its Doors Unlimited Vacation Club members now have access to an additional Unlimited-Fun® property.

On February 15th, AMResorts® opened Sunscape® Puerto Plata Dominican Republic, providing an exciting new resort and destination for Unlimited Vacation Club (UVC) members to travel to.

Ideally situated on the northern coastline with beachfront access and picturesque views of the nearby tropical jungle, Sunscape Puerto Plata is a 585-room, family-friendly resort that treats UVC members to the brand's signature Unlimited-Fun® vacation concept, where everything is included. The property features nine dining options to choose from, seven bars and lounges, a fully equipped spa and fitness center, and so much more.

Sunscape Puerto Plata offers their signature Explorer's Club for Kids (ages 3-12) and Core Zone Teens Club (ages 13-17), which both have fun programming and dedicated facilities when the adults want to have their alone time. Additionally, with the Unlimited-Fun® vacation experience, members with children can enjoy a special check-in with red carpet stairs, welcome treats and resort passports. Members can still luxuriate with their benefits including preferred status and amenities, as well as discounts on select spa treatments, romantic dining, services with Amstar, etc.

This family-friendly resort is located only 20 minutes from Puerto Plata International Airport and surrounded by a signature 18-hole golf course designed by Robert Trent Jones.



There is an array of great water sports including wind surfing, kayaking and snorkeling. If members want to explore the local destination they can enjoy hiking and cycling trails, cultural experiences and site seeing tours in one of the most popular tourist areas on the island.

The Unlimited-Fun® doesn't stop there. This December, Sunscape Bávaro Beach Punta Cana and Sunscape Dominican Beach Punta Cana will open. Perfectly situated in the eastern region of the Dominican Republic on El Cortecito beach, Sunscape Bávaro Beach and Sunscape Dominican Beach are 30 minutes from Punta Cana International Airport and only

45 minutes from La Romana. With these new resorts, there will be 3 great Sunscape Resorts & Spas in the Dominican Republic.

By the end of this year, there will be a total of 9 beachfront properties in this resort brand for UVC members to enjoy in the exciting destinations above, as well as Cozumel, Curaçao, Ixtapa, Montego Bay and Puerto Vallarta.

For more information about Sunscape Resorts & Spas, visit www.unlimitedvacationclub.com/ourresorts.

For information about Unlimited Vacation Club, visit www.unlimitedvacationclub.com.

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FEATURED INDUSTRY HEADLINES

Resort Travel & Xchange Looks Back On A Milestone Year With Exciting Initiatives For 2016

Resort Travel & Xchange (RTX), witnessed record growth in 2015, finishing the year with timeshare exchanges up nearly 14 percent over exchanges booked in 2014. The global exchange provider also saw a 17.5 percent increase in active members to last year. Now approximately 80,000 members strong, RTX is striving to achieve another record breaking year with exciting initiatives planned for 2016.

The number of members taking advantage of discounted travel offerings on the RTX website has also increased, with more than three times the number of offerings booked in 2015 than in 2014. Additionally members acknowledged receiving considerably more savings on these transactions than the previous year.

As a whole, RTX and RTX Voyages members made 3,640 transactions through RTX's discounted travel website in 2015 resulting in nearly \$1.2 million spent. Through the discounted travel site

members saved an average of \$130 per booking. Hotel bookings accounted for 2,430 of the transactions made followed by car rentals with 309 bookings.

From a customer service standpoint, RTX was able to handle over 12,000 more calls in 2015 than in 2014 with similar staffing. In addition, the average wait time to reach a travel consultant was cut by 20 seconds in 2015 and there were several months with average hold times of less than 20 seconds total.

Many factors contributed to these accomplishments including: improvements to existing internal systems and the RTX website, the centralization of work tools and account access within Salesforce, improved customer service solutions and escalation procedures, and improved contact between phone representatives and RTX back-office administrators.

With these implementations, customer service satisfaction levels have sky rocketed to 93% with fewer

representatives taking calls. Members are experiencing prompt service and call times have decreased to roughly two minutes on average. As a result RTX has been able to answer nearly 800 more calls than the year before while reducing total talk times by 150 hours for the year.

Reflecting on the successes of 2015, the exchange provider plans to continue the momentum by expanding its offerings through new strategic partnerships. In doing so RTX will be attending and sponsoring a number of industry related events and conferences in 2016.

"We have started off strong in 2016 and we are excited for the rest of the year. As our presence in the industry grows among our peers, we hear more and more positive feedback from our members and clients," said Justin Hunter, vice president of operations for RTX.

For more information about RTX, visit www.rtx.travel.

RTX Confirmed As Sponsor For Awards Ceremony At C.A.R.E. 2016 Spring Conference

Resort Travel & Xchange (RTX), teamed up with CondoWarehouse to sponsor C.A.R.E.'s Sponsorship Awards Ceremony at the 62nd semi-annual C.A.R.E. conference May 21-24, 2016 at the Crowne Plaza Tennis & Golf Resort in Asheville, NC. This will be the international timeshare exchange company's fifth time in a row sponsoring the conference.

The C.A.R.E. Sponsorship Awards Ceremony will be held on Sunday May 22nd at a premier event venue in downtown

Asheville to recognize and reward C.A.R.E. members for their sponsorship, participation and professionalism.

"After sponsoring events at several previous C.A.R.E. conferences, we are thrilled that the conference is being held in our hometown so that attendees can enjoy all that Asheville has to offer while networking with industry peers. We look forward to hosting the awards ceremony which is sure to be fun and entertaining for everyone," said Corina Violette, director of resort partnerships."

RTX has gained recognition among travelers and industry executives for its ethical practices, philanthropic initiatives, and exceptional services. It offers a risk-free exchange program that allows members to confirm a suitable exchange before giving up access to their own allocated accommodation. In addition, RTX members enjoy low exchange fees, a long deposit life, and special rates on cruise exchanges.

For more information about RTX visit www.rtx.travel.

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Owner Retention

Expanded Exchange

Your Bottom Line

Solutions you can count on. Results you can believe in.

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FEATURED INDUSTRY HEADLINES

staySky® Vacation Clubs Recognized Among the Top 100 Companies For Working Families In Central Florida

staySky® Vacation Clubs was honored by the Orlando Sentinel as one of 2015's Top 100 Companies for Working Families in Central Florida—a prestigious award recognizing family-friendly employers that demonstrate a focused commitment to promoting a healthy work/life balance. A panel of judges composed of industry leaders has reviewed all candidate companies' core benefits, family-related benefits, work environment, and training provided by these companies to determine the award recipients.

staySky® Vacation Clubs considers its team members to be the key component to the organization's success, and as a competitive employer it is committed to continually enhancing its professional environment to support and promote a healthy work/life balance. In doing so, the vacation club offers an extensive benefits package which includes a comprehensive medical care plan for management-level employees and their families, with a 50%



company contribution made towards the base-level plan.

Since opening in 2014, several programs have been implemented to assist team members in cost-effectively meeting their personal and professional goals. The organization highly encourages job growth and development within the company

while providing hands-on training and valuable feedback. Facilitating even greater personal and professional development, tuition reimbursement is offered as an incentive for employees who are looking to further their education.

Always caring for the wellbeing of its staff, staySky® Vacation Clubs offers up to three weeks

of paid vacation to spend with family and loved ones. Additionally, employees receive special perks such as: lower rates on entertainment (movies, theme parks, etc.), retail discounts, travel-related discounts and other fringe benefits. The company culture plays a huge role in the vacation club's healthy work/life balance initiatives. Employees celebrate the holidays together as a team and participate in fun contests such as 'Best Department Decorations' for the company Christmas Tree and the coveted 'Best Decorated Desk'.

"There is a symbiotic relationship between the wellbeing of employees and the success of a company—and we aim to bring them into alignment with benefits that bring added value to their employment," stated Jack Chevrier, President of staySky® Vacation Clubs.

staySky® takes great pride in the practices undertaken to enrich the quality of work life for team members while improving its business and the excellent vacation experiences delivered to its valued customers.

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**FASTER THAN
A SPEEDING
LOCOMOTIVE**

*Howard C. Nusbaum, RRP
President & CEO of ARDA,
American Resort Development Assoc.*

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2016 Perspective Magazine Award Winners Announced



This year's awards were announced during the GNEX Conference in New Orleans at a spectacular evening event hosted by DAE, the world's leading privately owned exchange company. Located at the Grand Oaks Mansion inside Mardi Gras World, the awards venue was reminiscent of a beautiful Southern plantation home with extravagant gardens, water features, and pathways, where attendees enjoyed cocktails and dinner along with the sweet sounds of live jazz music. The party culminated with the announcement of winners before senior-level industry peers from more than 125 companies around the world.

Every year on the final evening of GNEX, the Perspective Magazine Award winners are announced, and they receive their awards in front of an audience of industry peers who are attending the GNEX Conference.

The 2016 Perspective Magazine Awards program boasted 28 categories across various segments of the vacation ownership industry. Winners were decided by a format unique to the Perspective Magazine Awards – four industry veteran judges, who do not know each other until after the voting closes, and an online voting system where industry professionals have their opportunity to influence the outcome. Each judge accounts for 20 percent of the nominee's final score, with online voting accounting for the remaining 20 percent of the score. Online voting for the awards took place during January, with votes cast from industry professionals around the world, while nominees competed



for the coveted awards and the global visibility they provide.

In addition to the fame and recognition that comes along with winning a Perspective Magazine Award, winners also receive a customized Perspective Magazine Awards logo for use in their marketing collateral, website, and brochures.

Of the winners, Wyndham Vacation Resorts Asia Pacific was named Best Industry Leader. The timeshare developer also took home four other coveted accolades: Best Financial Services, Best Best Interior Design, Best Print Media, and Best Sales Professional. DAE took home four awards, winning Best Customer Service, Best Marketing Campaign, Best Online

Media, and Best Overall Company Under 250 Employees. Holiday Systems International (HSI), the popular award-winning hotel vendor, won Best Business Product, Best Membership Program, Best Product Development, and Best Technology. Also winning an award was Karma Royal Group, a global travel and lifestyle brand, which won Entrepreneur of the Year and Best Exterior Design for its stunning luxury villas, The Final Release in Karma Kandara, Bali.

For those who didn't enter the 2016 Perspective Magazine Awards, nomination information on the 2017 Perspective Magazine Awards and GNEX 2016 Conference will be available on the website, at <http://gnexconference.com/>

WINNERS

Best

Business Product Custom Solutions – Holiday Systems International (HSI)

HSI Custom Solutions is the definition of a best business product. Custom Solutions solve problems, enhance performance and impact our partner's bottom line, with customizations that enable seamless integration. This includes member benefits, sales tools, sampler programs, premiums, lead generation, occupancy solutions, admin systems, maintenance fee performance, technology and more.



Best

Customer Service DAE

With an increasing number of members and B2B clients worldwide, DAE has continued to provide the simplest exchange product – resulting in extremely high satisfaction rates and very few complaints across the entire business. It's exchange, made easy. Free and simple membership, a no-obligation approach to exchange and personalized service are what make DAE stand out from the crowd.

Best

Exterior Design Kandara, The Final Release – Karma Royal Group

Designed to be completely harmonious with the naturally rugged hillside, the boutique villa resort features vast villas hidden among tropical gardens, a cliff-hanging Karma Spa, a tree-house gym overlooking rainforest and award-winning gourmet restaurants. Our resort is ever evolving to meet the leading edge of design whilst maintaining the calming and cultural aspects of Bali.

Best

Consumer Product VacayStay Connect

Until now, vacation rentals could not participate in membership redemption programs. We can now do what travel membership clubs would do when travelers pre-purchased their vacations and redeemed them for transportation and accommodations. VacayStay Connect allows these pre-purchased vacations to be redeemed at participating vacation rentals.



Best

Entrepreneur of the Year John Spence – Karma Royal Group

A PREVIOUS TWO TIME WINNER OF THIS AWARD – John Spence continues to set new entrepreneurial standards across the shared ownership industry. A serial innovator, John surprises and inspires us more and more with each passing year. This year, John launched a new 'Retreat' category for members. An example is Karma Mayur, situated in the central hills of the spiritual Ubud.



Best Financial Services
Consumer Finance Team –
Wyndham Vacation Resorts
Asia Pacific

Wyndham Vacation Resorts Asia Pacific is a very dynamic and ever-changing business that maintains a high standard of financial integrity. The Consumer Finance team is required to be the ‘eyes and ears’ of the business, overseeing day-to-day operations, and actively partner with the business on whatever initiatives are being proposed.



Best Marketing Professional
James Kluetz – Brand Tango

James Kluetz, President and Chief Creative Officer of Brand Tango, a South Florida agency that specializes in brand design for digital, environmental and print, is well known for award-winning work. What’s less well known is the level of engagement he brings to each project. This has been true throughout his entire career.



Best Interior Design
Wyndham Hotel Melbourne
Presidential Suites – Wyndham
Vacation Resorts Asia Pacific

The striking interior of the luxurious four-and-a-half star Wyndham Vacation Resorts Asia Pacific Melbourne is a blend of sophisticated hotel style living fused with the eclectic spirit of Melbourne’s laneway culture. The stylish and spacious Presidential Suites, that measure 137 square metres are a luxurious escape in the heart of Melbourne’s bustling CBD, comfortably sleeping six people.

Best Industry Leader
Kieran McKenna – Wyndham
Vacation Resorts Asia Pacific

Kieran McKenna began his role as the Vice President of Sales for Wyndham Vacation Resorts Asia Pacific in 2013. In this role, Kieran leads a team of more than 530 sales employees located at Wyndham Corporate Centre on the Gold Coast, and 18 sales sites across Australia, New Zealand and Fiji.

Best Management Company
Classic Holidays

Classic Holidays manages 32 resorts and clubs within Australia and New Zealand, employing almost 1,000 staff to service its active membership base of more than 65,000 member families. The management company has been operating in Australia for over 35 years, and is now the largest Resort and Club Management company in Australasia, expanding to New Zealand in 2014.

Best Membership Program
Advantage Program® –
Holiday Systems International
(HSI) -Vendor

The Advantage Program is a membership program that provides unrivaled flexibility, measurable value, and generosity; a comprehensive selection of white-labeled travel benefits and specialized Vacation Ownership benefits that have a profound positive impact on sales, sales efficiency, sales rescission, customer satisfaction, customer retention, and our partner’s bottom line.

Best Marketing Campaign
DAE – ‘Let’s Change Exchange’
Marketing Campaign

Assisted by Brand Tango, a South Florida-based marketing, technology and design firm known for its groundbreaking creativity, DAE unveiled a revolutionary new brand identity campaign. The unifying theme, Let’s Change ExCHANGE emphasizes DAE’s unique position as a consumer advocate, one that brandishes a simplified, accessible approach to vacation ownership.

Best Membership Program
staySky Vacation Clubs -
Developer

Challenging existing perceptions about a business can carve a path to opportunity and the enhancement of customers’ experiences. For over a decade the staySky® brand has been an active participant of the hospitality industry in Orlando, building a following based on value and quality for families seeking to experience our theme park wonderland.

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Best Newcomer
Resort Management Services

Resort Management Services customizes sales programs designed to reinvigorate membership usage, reduce delinquencies and increase maintenance fees for resort developers and HOAs. Our company specializes in meeting with owners and members in their communities. While targeting users and non-users, RMS develops innovative new benefits tailored to enhance specific member benefits.



Best Overall Company (over 250 employees)
Grand Pacific Resorts

Grand Pacific Resorts is “Enriching Lives by Creating Experiences Worth Sharing” for more than 70,000 owner families and associates. Based in Southern California, the company has established itself as “The Best in the West” with its BE EPIC Values and commitment to vacation ownership. Grand Pacific Resorts continues to grow as associations look for a long-term strategic plan.



Best Philanthropist Of The Year
David Siegel – Westgate Resorts

David is widely regarded as the “King of Timeshare” because of his immense contributions to the timeshare and hospitality industry. His business, now in its 44th year, is growing at a record pace and supports over 10,000 dedicated team members and their families. And while meaningful and deeply important to many lives, all of this pales in comparison to his latest goal.



Best Online Media
DAE All-Inclusive Campaign

In 2015, DAE worked with Brand Tango, a South Florida-based marketing, technology and design firm known for its ground-breaking creative, to create a branded digital campaign which would a) explain the value and benefits of all-inclusive vacationing to Members and b) position access to all-inclusive vacations as a DAE benefit.

Best Place to Work
Hilton Grand Vacations

There’s something truly unique about Hilton Grand Vacations (HGV). For more than 20 years, Conrad Hilton’s timeless vision to fill the earth with the light and warmth of hospitality has been the foundation of our culture. HGV serves guests on a global scale, with varied backgrounds and lifestyles, and has developed strategies that cultivate an inclusive work environment.

Best Print Media - President’s Club
2015 Booklet – Wyndham
Vacation Resorts Asia Pacific

Wyndham Vacation Resorts Asia Pacific develops, markets and sells vacation ownership interests in a network of 26 vacation ownership resorts in the Asia Pacific region and serves more than 50,000 vacation owners throughout Australia, New Zealand and Fiji in its WorldMark South Pacific Club by Wyndham. President’s Club is the company’s highest accolade.

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Best Overall Company (under 250 employees) DAE

Every customer, every day, at every DAE of office around the globe is treated to the same level of customer care DAE has been known for since the day they opened their doors. No matter the request, DAE will do everything in their power to make it happen. As they say – less no, more go.

Best Product Development Hotel Super Search™ – Holiday Systems International (HSI)

The Hotel Super Search™ is an exciting enhancement to online booking technology adding new types of accommodations, new search options and new search result filters. Now, in addition to searching and booking hotels online, customers can search & book castles, bed & breakfasts, apartments, vacation homes, and more, within the same system.

Best Strategic Partnership TrackResults

Given the firm trust to provide workable prototypes and solutions to business intelligence problems, TrackResults and Vida Vacations strengthened their partnership. With the financial and creative resources of these two companies, TrackResults developed at least four new software modules that have allowed Vida to reorganize and revamp their sales and marketing efforts, furthering the growth of both companies.



Best Technology LMS (Lodging Management System) – Holiday Systems International (HSI)

Not all resort capabilities are the same, that's why the LMS offers services ranging from extranet loading systems, to the most sophisticated API data services, and full service support. The LMS provides an impressive array of room occupancy management tools and new, and exclusive, distribution options, both of which are vital to room and revenue management.

Best Resort Development Westgate Park City Resort & Spa – Westgate Resorts

For those who enjoy the majesty of beautiful snow-capped mountains and the exhilaration of hitting the ski slopes, Westgate Park City Resort & Spa is the ultimate destination. Conveniently located at the base of the nation's largest ski resort, Westgate Park City is the perfect holiday getaway for families looking to experience the thrill of this winter wonderland.

Best Sales Professional Tullika Deswal – Wyndham Vacation Resorts Asia Pacific

Tullika has been with Wyndham Vacation Resorts Asia Pacific for 14 years, working in various phone-based sales roles before transferring to a face-to-face position in Corporate Upgrades in 2014. Tullika has remained one of the company's top earners, with a current Average per Guest (APG) of \$13,000 from 470 tours and 137 deals.

Best Ambassador of the Year Greg Crist, NTOA

This award was given to Gregory Crist, CEO, National Timeshare Owners Association for working tirelessly to promote the GNEX Conferences. He encouraged a number of people to attend GNEX 2016, more than any other Ambassador. For nearly 20 years, National Timeshare Owners Association has worked to foster a better understanding of the benefits, value and usage of timeshare ownership through information and educational programs. They are dedicated to working with consumers and the timeshare community to educate the public on the benefits and responsibilities of timeshare ownership, advocate on behalf of the timeshare owner and insure a better timeshare experience for everyone.



Best Team Vacation Services Team – Grand Pacific Resorts

In 2015, the team built upon its previous success by enhancing service levels and nurturing an engaged corporate culture. Grand Pacific Vacation Services is the owner services team for Grand Pacific Resorts. Previously, Grand Pacific Resorts had three siloed customer service teams—one for owner use weeks, one for rentals, and one for exchanges.

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Joke of the Day
A man goes into the pharmacy and asks for some viagra.
'Have you got a prescription,' the pharmacist asks him.
And the man says, 'No, but will a picture of my wife do?'
-Unknown Author

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FEATURED INDUSTRY HEADLINES

National Timeshare Owners Association Adds Angela Ward to Advisory Board Largest Timeshare Owners Association Adds Attorney with Developer Experience

The National Timeshare Owners Association (NTOA), North America's premier association dedicated to educating and preserving the rights of timeshare owners, today announced the appointment of Angela Ward to their Advisory Board.

Ward, an independent attorney and business owner serving the timeshare industry with focus on the secondary market, resales and operations, has been in the timeshare industry since 1999.

"I am delighted to join the NTOA's Advisory Board as together we look forward to tackling serious issues in the coming year", said Angela. "The Executive Team and the other Advisory Board members represent all that is good about timesharing and I'm confident in our combined ability to do the most good for both the timeshare owner and the larger timeshare community."

Prior to opening her firm, Ward worked with Hilton Grand Vacations as well as Bluegreen.

"We are very pleased to have Angela joining our team. Her experience and knowledge of the timeshare industry as well as the secondary market will help us better identify and address some of the opportunities and challenges related to vacation ownership. We welcome her leadership and support of owner education, advocacy and promotion of our organization", said Gregory Crist, CEO of NTOA



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FEATURED INDUSTRY HEADLINES

Advance Sports Technology to Launch 'Mental Edge Training', AST Academy at Next Level Sports Complex in Garden Grove, California

Advance Sports Technology (AST) announced that it will be opening the AST Academy inside the Next Level Sports Complex in Garden Grove, California. "It has been a goal of mine to find the right venue to open our AST Academy, and the Next Level Sports Complex was perfect for our Mental Edge training center," Madrid said.

AST will open for training sessions some time in May 2016. The Academy is specifically tailored to athletes age 13-18, in addition to coaches, parents, and officials. Classes are currently being scheduled and dates will be released in just two weeks.

"We are very excited to bring Madrid's AST program to our complex and to be a part of AST's vision to impact the culture of youth sports," said Jason Brennan, CEO of Next Level. "I have not only been a fan, but a student of AST's program for over 15 years. The quality of AST's programs will bring an added value to our customers, the student athletes," Brennan went on to say.

AST's Mental Edge programs have increased individual and team performances for more than three years, with teams that include the Seattle



Sounders' FC professional and academy soccer teams, Cal State University Fullerton, Seattle University, Long Beach State University soccer teams, and many youth soccer and volleyball clubs.

For more information about classes and dates, be sure to check out the Next Level and Advance Sports Technology websites.

Advance Sports Technology, Inc. is a global management development firm with mental edge training solutions for athletic and corporate teams. AST programs are based on current research in the field of cognitive and neuroscience of performance and positive psychology: the study of how our brain controls performance. AST has been in the business

of assisting individuals, corporate organizations, and sports organizations to achieve higher levels of success. Companies as diverse as Nordstrom, Lexus, Paramount Studios, Caterpillar and Oakley, as well as sports organizations such as the Seattle Sounders FC, Cal State University – Fullerton, University of Cal – Irvine, UCLA, Seattle U., and Georgia Tech have all benefited from AST's expertise. From the boardroom to the sports courts, Jim Madrid and AST have developed a process that transforms teams to achieve unprecedented, record-breaking results.

Next Level Sport Complex is located in Garden Grove, CA. Next Level offers the premier multi-sport experience in an innovative, championship-level sports complex. We offer a broad range of programs for athletes, coaches, and families committed to next level performance. We're dedicated to creating a positive team environment for our business, athletes, coaches, and community.

For more information: Advance Sports Technology, Inc.: moreinfor@astmentaltraining.com advancesportstechnology.com

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By joining the NTOA, you become part of a community dedicated to supporting timeshare owners. As the premier organization giving a united voice to the nearly 8 million timeshare owners in the United States and Canada, the NTOA proactively seeks opportunities to promote the timeshare industry's continued growth and positive public image. Members gain access to some of the most powerful information and educational tools available to timeshare owners today. The members-only area of our website offers travel-related discounts, special rate VO financing/refinancing, an online education center, an one-stop news source, and so much more!

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FEATURED INDUSTRY HEADLINES

Karma Royal Group Announces Acquisition Of Twickenham-Based Rugby Pub And Club, Stokes And Moncrieff

In a recent letter to members, staff and friends, John Spence, chairman of Karma Royal Group, announced their latest acquisition:

"I am delighted to announce the latest acquisition of the Karma Group – the Twickenham-based rugby pub and club, Stokes and Moncrieff.

<http://www.stokesandmoncrieff.com/>

Under the recently completed agreement, we have purchased a majority equity interest in the venture (60%) alongside Simon Shaw (ex-England and British Lions rugby international and our European Marketing Manager) and Ian Styles (Simon's commercial manager).

As you know, we have long had both a passion and commercial involvement with the sport of rugby and we believe that it perfectly fits our target demographic, for both current and potential clients.

Stokes and Moncrieff (soon to be co-branded A Karma Clubhouse) has established itself as not only the premier rugby venue in Twickenham, whether gameday or not, but also the home base for many players and people involved in the sport.

Twickenham Stadium is not only the home of English rugby, but with a capacity of almost 80,000 spectators is also the venue for a large range of international sporting and entertainment events.

Our intention is to retain its current popularity and invest heavily in the property by developing a members' floor and private bedrooms upstairs, as well as further enhancing the rugby theme and 'ownership' of the property.

In our opinion there is a huge gap in the market for more boutique and personal before and after-game corporate hospitality than is currently available.

We have many existing members who we believe will welcome the opportunity to have a base for all England home games (as well as games by Harlequins and other London clubs) and to have a private enclave close to the ground. Karma membership will give them priority access to the property, club and exclusive benefits.

We also believe that it is a perfect marketing platform to introduce new clients to Karma and our range of products.

In addition we are convinced it will be profitable and cash flow generative in its own right, especially as rugby becomes increasingly popular with its inclusion in the Rio Olympic Games.

Finally, as you may know we have many ex and current players as Karma Ambassadors and having our own presence in Twickenham will provide a great opportunity for us to work closely with them both physically and remotely.



It is our intention with Karma Club to provide a host of leisure and hospitality experiences outside the usual vanilla hotel accommodation and I think this Karma Clubhouse is a great example of just that.

As I constantly say...we are not in the lodging business – we are in the entertainment business.

I hope to see many of you at the bar for a beer (or better still, some great wine!) before an English victory of course!!!

Many Regards,
John Spence
www.karmagroup.com"



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Engagement Means Staying Relevant Off the Resort

By Roger Taylor, Access Development



Ask a lot of timeshare professionals about what earns owner loyalty, and you'll hear how important a clean property at a great location is. They're not kidding, either. Those are serious aspects of a successful operation. Without the basics, owners will never stick around.

The basics aren't enough to earn owner loyalty year after year.

What happens during the few weeks an owner is on the property is important. What happens during the rest of the year, however, is where loyalty is truly earned.

Resort owners need to take a broad view of customer relationships. As we're learning, "a great place to spend a few weeks during the year" isn't enough to keep someone as an owner for long

periods of time. When a person rarely sees the fruits of their investment, it's easy to walk away from it.

Building better, long-term owner relationships begins by adding more value to the experience. It's earned through constant positive engagement. The on-property weeks is where loyalty is sealed - not where it's earned.



So how do you captivate your owners while they're off the property? Consider these three basic elements:

Increase the Value

Customer loyalty most often occurs when a brand consistently exceeds the customer's expectations.

The longer a customer is away from your property, the more they're going to ask themselves if their investment is worth it. That means you need to find ways to increase engagement opportunities with them year-round. And you need to exceed their expectations every time.

Consider your owners to be more like subscribers. In a subscription model, such as Netflix or even a museum membership, the subscriber's business is earned on a monthly basis. There's

a constant need to show people what they're getting for their money by increasing the level of service and value.

Consider Netflix. The company spends billions on creating their own content, as well as acquiring TV shows and movies

Don't rely on your resort alone to build loyalty. Owners aren't going to be there very often.

from other studios. It's designed to keep people logging in and engaging. If the subscriber isn't logging in, then Netflix will lose the business.

Timeshares should take the same approach. The longer you go without

positive owner touchpoints, the more likely you are to lose them.

Create an owner benefits package that includes a discount program with local offers in their communities that they can use every day. Offer a live webcam of

the property that owners can view for temporary vacations from their homes. Use social media to share new additions to the property (more on that below).

The point is to help people get more out of their investment than just a place to

spend a few weeks in every year. The more positive touchpoints you can earn with customers, the more likely they are to find a greater personal return on investment.

Mirror your Owners

Recent studies show that consumers are judging brands based on emotional rather than rational factors. Price isn't as important as a company that mirrors their values. This means really getting to know your owners and what drives them, then shaping your business - not just your resort - to meet their needs.

For example, Millennials have shown a strong preference to do business with companies that support good causes. You

The point is to help people get more out of their investment than just a place to spend a few weeks in every year.

can reflect this by donating a portion of proceeds to a local charity, or even by doing something special to reward on-site staff.

Perhaps your clientele share a common interest in physical fitness. Include some workout gear in a welcome package. Offer an on-site fitness center, free yoga classes, or construct a running trail. Constantly keep owners in the loop every step of the way to generate enthusiasm for their next visit.

Some owners simply want the finest amenities, while others want no frills. The important aspect is that you know what they want in a vacation property, and deliver it to them.

One positive to this approach is it opens opportunities for on-property upsells. For example, a private chef experience or personal trainer for the health conscious.

If you do choose to take the upsell route, keep in mind what we discussed earlier: the value the customer receives should exceed their expectations. Ridiculous profitability comes from a sustained ownership base, not by nickel and diming people to the point of churn.

Increase Communication

We live in a society where the typical consumer sees thousands of brand messages a day. It's hard to cut through the clutter to reach your audience, but open communication is a critical aspect of earning loyalty.

You have a leg up on the competition in this regard because you already have a customer signed on the dotted line. Now, you just need to constantly remind them why.

Start with email, which still drives more consumer engagement than any other communication medium. Create a regular newsletter, featuring the latest

developments at the property, new member benefits, owner profiles, offers, and anything else your customers might value.

Over two-thirds of email opens now occur on a mobile device, so be sure anything you create can be digested on a tiny screen.

Always seek feedback and responses. If someone has an issue or problem, you want to hear about it so you can solve it. Find and respond to every piece of feedback you can find online.

Especially in public forums like Facebook, Twitter and Yelp. You may not be able to win back every disgruntled owner, but you can show the rest of the internet that you care enough to reply and attempt to remedy the issue.

Speaking of Facebook, it's essential that you have a page there. But Facebook isn't the only game in town. Consider new, visually-oriented networks such as Instagram and Snapchat. Photos and videos are far more powerful than words, and seeing an image or video of their property will generate a positive feeling in your owners.

Finally, another communication option to consider is creating a community of your owners. Chances are they have a great deal in common, and encouraging them to connect on an online forum (or even a Facebook group) will strengthen their connections to your brand.

Plus, this is where you're most passionate owners will emerge. You need to have someone on staff prepared to respond to any complaints or issues aired at all times. But you may find a super owner stepping in to solve the issue long before your team can.

It's Not All About the Property

If you'll notice, very little of what I mentioned above is about your property itself. Loyalty doesn't necessarily emerge from a product. Loyalty is about relationships and feelings.

Getting an owner to that second, third and fourth contract now requires more than a great resort in a great location. It's takes a commitment to creating a valuable experience and building a constant relationship.

Don't rely on your resort alone to build loyalty. Owners aren't going to be there very often.

Instead, create a relationship experience for your owners that will add value to their lives and keep them engaged year-round. The more return on investment you can give them, the more likely they are to become owners for life.

Roger Taylor is a sales director for Access Development. Access has served the timeshare industry for over 30 years, helping resorts build owner acquisition retention and loyalty.

For more information email Roger.Taylor@accessdevelopment.com



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Coral Resorts Family of Properties Awarded Highest Distinction by Worldwide Leader in Vacation Exchange

RCI Awards “Gold Crown” to Properties Based on Top-Tier Assessments

Four premium Hilton Head Island resorts—Coral Reef Resort, Coral Sands Resort, Island Links Resort and Port O’Call—collectively referred to as the Coral Resorts family of properties, have received the “Gold Crown” award from RCI, the largest vacation timeshare exchange-network in the world.

As the highest designation presented by RCI, the Gold Crown award is based upon a 12-month compilation of guest assessments. The Coral Resorts

properties exceeded Gold Crown qualifications in every category that the guest survey tracks, maintaining high levels of excellence in resort accommodations, hospitality and member experience ratings. This marks the 12th consecutive year the Coral Resorts family of properties has received this prestigious distinction.

“For our properties – and our people – to be recognized by RCI as ‘Gold Crown’ means a lot,” stated Dean Pierce,

president of the Coral Resorts family of properties. “Every day, we strive to be best-in-class, so it’s very gratifying when the leading vacation- exchange network in the world honors our work. I applaud the entire Coral Resorts team’s efforts.”

The Coral Resorts family of properties has received RCI’s highest rating every year since the rating system was developed, and has served more than 30,000 satisfied customers since developing the brand’s first resort more than 25 years ago.

C.A.R.E. Announces 2016 Spring Conference Agenda

C.A.R.E. (Cooperative Association of Resort Exchangers) has announced the agenda for its 62nd conference to be held at the Crowne Plaza Tennis and Golf Resort, Asheville, NC from May 21-24, 2016.

Asheville, NC, known as the “City of Discovery, Inside and Out” will provide the perfect venue for conference attendees representing Resort Developers, Travel Clubs, Management and Exchange Companies, and industry Service Providers to benefit from valuable educational sessions and networking opportunities designed to foster beneficial business relationships.

The keynote session, “How to Stay Fired Up, Pumped Up and Inspired”, sponsored by Endless Vacation Rentals and presented

by Matt Jones, founder of R.E.A.L. Leadership Academy, was inspired by Mr. Jones’ battle to conquer cancer. He will share how he progressed from relearning how to walk to completing seven marathons on seven continents and the three unique choices that can be used to overcome adversity and achieve greater victory in business, leadership and life. Additionally, there will be a panel discussion, “Corporate Responsibility and Practices”, moderated by Melanie Gring, Vice President Strategic Alliances and Public Relations, Global Connections, Inc. and an “Industry Update” presented by Pam Cordell, Director of Member Services for ARDA.

Networking opportunities include “A Magical Evening of Recognition”,

sponsored by CondoWarehouse.com and RTX-Resort Travel and Xchange, during which conference sponsor awards, “The Richard Gallardo Award” and “The Rookie of the Year Award” will be presented. Asheville’s famous “LaZoom Citywide Tour” will be available for all conference attendees to enjoy courtesy of sponsor Global Connections, Inc. and Reservation Services International will host their sponsored event “Betting It All on C.A.R.E.” The conference will end with a “C.A.R.E. Gives Back” volunteer event at the Veteran’s Restoration Quarters, a comprehensive residential program that addresses every area of restoration in the lives of homeless veterans.

For more information on C.A.R.E. and its 62nd Annual Conference, visit www.care-online.org.

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TimeshareProPlus.com now offering DocuSign to obtain electronic signatures on legal documents

TimeshareProPlus.com – creators of the only timeshare-specific, online title and related services software–announced their modules are now fully integrated with DocuSign, Inc. (DocuSign®), the leading provider of electronic signature and Digital Transaction Management solutions.

“We are excited to announce that our software has been fully integrated with DocuSign and we can now offer their

electronic signature solution and Digital Transaction Management platform to help our clients send, sign and manage contracts from anywhere, anytime, on any device,” says Timeshare Pro Plus President Dave Heine.

Timeshare Pro Plus resort clients will now be able to offer their customers an automated method of signing contracts and other documents. “This altogether eliminates the hassles, costs and lack of

security from printing, faxing, scanning and overnighting paper documents transact business,” says Heine. “What once took days and even weeks of mailing or faxing back and forth, now takes minutes. This will go far to help resorts save on postage and staff hours, reduce inaccuracies and errors and provide a secure, safe way to maintain records – all while delighting end users with the ease, speed and convenience of DocuSign.”

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Journey to the Center of Your Brand

A tale of customer obsession



Nearly every survey that measures brand authenticity tells us that the public has grown weary of leadership across a wide swath of societal touch-points. A lack of trust in commercial, social, cultural and, of course, political messages is at an all-time high. This makes it more difficult for established brands to impress and even harder for those looking to build their brand to succeed. Conversely, companies that take the time to obsess over their customers can find themselves standing in stark contrast to this trend and that means huge interest in their products, much stronger sales and legendary loyalty.

Branding has changed so fundamentally. Many brand experiences are now consumed digitally, in context, on a mobile device (which is quickly becoming an "extension of self"). Because mobile is such a personal experience and the gateway to our lives, it has become the platform of meaningful brand interactions. Traditional marketing is now all about the plan, the goal, the numbers, whereas branding is the connection, the glue, the context in which offers, services and products are considered. Branding now extends past image, voice and essence, and into creative product and service design, new usage options and into far flung departments (usually off limits for creative types) like accounting and IT.

So how do you leverage branding to build trust, engage new Owners/ Members and drive loyalty in the Timeshare/Vacation Ownership industry?

Obsess over the customer.

From the 1900s to the 1960s we were in the manufacturing age and from the 1990s to 2000s, the information age. Now, according to Forrester Research, we are in the Age of the Customer (which officially began in 2010). Simply put, customer-obsessed companies are working tirelessly to build positive brand interactions

(mostly digital) around the customer journey. The pay-off? According to Bain & Company, a 5% increase in customer retention can increase profits by 25%-95%. So how can you get in on the action?

By mapping out each customer journey through every conceivable path, successful companies are using behavioral data, focus groups and surveys to identify the brand interactions that cause friction or negative experiences. Once these areas are identified, a combination of marketing, operational, technological and communication strategies are put into place to smooth the edges, relieve friction and improve the overall experience.

While there are several ways to map a customer journey, there is a general framework that can be followed and there are plenty of examples online

A 5% increase in customer retention can increase profits by 25%-95%

to use for reference. You can start by building your own customer journeys for the timeshare sales and marketing funnel. They might include: customer acquisition, pre-arrival (or in-house conversion), tour conversion, tour check-in, sales environment, sales format, closing, onboarding, post-sale and, of course, the ownership experience itself.

Journeys can drive innovation, break down old thinking and provide a crucial bridging of gaps in the way a brand experience is delivered. Oftentimes, customer journey mapping can help identify and eliminate:

- Gaps between devices, when a user moves from one device to another
- Gaps between departments, where the user might get frustrated

- Gaps between channels (for example, where the experience of going from social media to the website could be better)

Once you have one or more journeys completed, it's time to turn those friction points into opportunities for customer obsession. After all, at the center of every great brand is an engaged and emotionally connected consumer.

Here's an example. Maybe your sales process journey map reveals a negative experience for new Owners as they wait for their contracts to be completed. Surveys show that the new Owner becomes bored or frustrated, even changing their minds about buying. A non-customer-obsessed company addresses this friction by tasking the sales organization to find ways to entertain the new Owner while contracts are being completed. In contrast, a customer-obsessed

company decides to create a fun and engaging digital onboarding experience that helps new Members set up travel preferences and other data points that helps them get better service. The result: a wait time is now transformed into a fun experience for the new Owner and ultimately powerful data that can be used to anticipate the new Owner's likes and desires. Do this a hundred times across the organization and watch your reputation, loyalty and sales grow.

Other areas of friction for Timeshare/ Vacation Ownership may include:

1. Sales process, length, environment, content, pricing structure
2. Marketing channels and tactics
3. Finding and booking available inventory or exchange



4. Points, usage and maintenance fees
5. Billing, fees and payments
6. Absence of traditional hotel services
7. Little mobile-first technology
8. Lack of communication

If we look at timeshare from the consumer's perspective, it's a viable leisure lodging format that is now sharing the consideration set with peer-to-peer brands like Airbnb, legacy hotel brands, suite hotels and hotel clubs. Interestingly, hotels

instead chasing regional or local brands that display novelty and personalization. Another example statistic for how the Millennial customer journey is informing the hotel business is that 36% prefer to do work in the lobby rather than in their room.

Branding is an exciting and evolving medium that can touch nearly every aspect of your organization. In fact, in a recent issue of Fast Company, great focus was given to an organizational

Branding is an exciting and evolving medium that can touch nearly every aspect of your organization.

are already adapting to trends that are highly disruptive to their model (like Airbnb). Instead of fighting the inevitable, the hotel industry is rebranding themselves so that they may better align with the customer journey through a re-casting of their brand value.

For instance, unlike the previous generation, Millennial consumers prefer to use a travel agent and place a high value on paying for expert advice. They also care less about the legacy hotel,

trend sweeping through the largest companies in the world. Designers are being hired to work in departments like legal, IT and accounting so that they can obsess over the customer's needs and create brand engagement across the whole organization.

There's no doubt about it, branding is shifting to an experience design discipline where traditional advertising and marketing has given way to mobile connectedness and self-service. Now all you have to do is harness it.

James Kluetz, a Brand Tango co-founder and the agency's President and CCO, is a classically trained graphic designer and field-tested business strategist with a Magna Cum Laude BFA from NYC's Fashion Institute of Technology. Inspired by brands that differentiate through disruptive technology and consumer-centric digital experiences, James is the visionary behind Brand Tango's best-in-class products. Prior to starting the agency in 2004, James served as VP of Creative Services for Bluegreen Corporation and Island One Resorts.

Whether it's a website, mobile app, lead-generation program, sales environment or Member services technology, James brings a rare mix of marketing savvy, creative skill and digital expertise to create products that speak to a new generation of consumers. James was named Best Marketing Professional at the 2016 Perspective Magazine Awards, and has won more than 125 ARDY awards from ARDA and over 150 local, district and national awards from the American Advertising Federation.





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Caribbean Palm Village Resort In Aruba Presented With Interval International Select Resort Designation

Interval International, a leading global provider of vacation services, awarded Caribbean Palm Village Resort in Aruba the Interval International Select Resort® designation for 2016. Tucked into a quiet corner on the southwest end of the island, the property is a lushly landscaped oasis with seven two- and three-story buildings clustered around freshwater and saltwater swimming pools.

“The Caribbean Palm Village Resort’s cooperative association executives have worked extremely hard to implement a long-term plan to enhance all aspects of the guest experience. Most recently, they completed a renovation of all unit interiors and the restaurant,” said Neil Kolton, Interval’s director of resort sales and service for the Caribbean and Florida. “We’re

delighted to present them with this well-deserved award.”

Interval’s multitiered Resort Recognition program offers expanded qualitative information on its affiliated properties. Resorts designated as Interval International Select Resorts provide a great vacation experience, and are distinguished by a comfortable and homelike atmosphere.

“As part of our commitment to offering owners and guests high-quality vacations, we have allocated several million dollars over the past five years to making improvements throughout the resort,” remarked Dan Maloof, vice president of Caribbean Palm Village Resort. “Also integral to our success is the exceptional service provided by our staff and we are very appreciative of their

efforts. This award would not be possible without their dedication.”

Among other on-site amenities and services are a recently refurbished fitness center, floodlit outdoor tennis court, two hot tubs, renovated barbecue areas, and a complimentary round-trip beach shuttle. The property is just a short distance from Palm Beach providing guests with easy access to shopping, dining, and other attractions.

Aruba is known for its rich cultural heritage and architecture reminiscent of 17th and 18th century Dutch colonial buildings in Amsterdam. The seven-mile strip of beach along the west coast of the island is a mecca for water sports lovers, offering world-class snorkeling, scuba diving, deep-sea fishing, jet skiing, and parasailing.

Hyatt Vacation Ownership Expands Sales And Marketing Capabilities With Talented New Team Members

Hyatt Vacation Ownership (HVO), operator of Hyatt Residence Club, announced the appointments of Rod Godoy as national director of sales training and Gabe Armstrong as national director of local marketing. Based at HVO’s headquarters in St. Petersburg, Florida, Godoy and Armstrong report to Jim Hansen, the company’s senior vice president of sales and local marketing.

“These executives are an invaluable addition to a growing team that is dedicated to promoting HVO and its 16 exceptional properties in some of the world’s most sought-after destinations,” said Hansen. “Rod and Gabe will help market our iconic luxury brand using innovative collateral

materials, sales galleries, social media, and cutting-edge technology. In this period of expansion, we welcome these talented professionals.”

A well-respected timeshare industry executive with more than 18 years’ experience, Godoy is responsible for developing and overseeing sales training programs at Hyatt Residence Club sites in Carmel, California; Sedona, Arizona; Aspen, Colorado; San Antonio, Texas; and Key West and Bonita Springs, Florida. Prior to joining HVO, he held different roles at Marriott Vacation Club for nearly 15 years. Godoy holds a bachelor’s degree in marketing and a master’s in business administration from the University of Tennessee.

“I’m thrilled to join the HVO team. They respect and appreciate their talent and are passionate about delivering excellence in everything they do,” Godoy said.

With more than 14 years of experience in timeshare marketing and sales, Armstrong oversees local marketing efforts at all mainland Hyatt Residence Club sales centers. Over the years, he has held positions of increasing responsibility, including a senior role with Hilton Grand Vacations. Armstrong graduated from Missouri State University with a degree in marketing.

“This is a very exciting time at HVO and I’m really pleased to be a part of it,” added Armstrong.

Tammy's Story of SURVIVAL

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is the April-June sponsor for Send Me On Vacation

Please share this program with others so they to can blossom again after battling cancer.

I attended the Send Me On Vacation -Mermaid's Journey Group Empowerment Vacation Retreat in Mexico in February of 2015.

It is incredibly surprising to me the amount of change that has occurred in my life in such a short amount of time. The greatest of transformations have come from practices that I learned throughout the week.

Through continued inner meditation, it has enabled me to grow in areas of my life that I wouldn't have had the courage to do so. It is so exciting to go beyond the confines of my fears to connect with things that are far greater than "I" or "me", greater than my small story, and my small self! I have added facets into my life that I never dreamt of before. I've exercised talents and gifts I've always wanted to pursue. I've made



successful changes in my life that have saved my soul.

Please share this program with others so they to can blossom again after battling cancer.

Tammy



Send Me On Vacation provides healing vacations to breast cancer survivors who have recently completed treatment. The organization believes that the vacation experience has the power to heal the body, mind and spirit and is a critical first step in recovering from the devastating effects of cancer. SMOV combines the resources of the vacation ownership industry with fundraising efforts to send survivors from the U.S., Mexico and Canada on vacations around the world. The organization affiliates with hospitals, cancer centers and other non-profit organizations to change the lives of survivors, one vacation at a time.

Every **3 minutes** a breast cancer diagnosis is made

2.8 million breast cancer survivors in the U.S.

Breast cancer **#1 cause** of cancer in women worldwide

20-30% of women with invasive breast cancer to have reoccurrence



Changing Lives
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David Siegel Shares Vision For Victoria's Voice Foundation At GNEX 2016

In June of 2015, David Siegel lost his beloved daughter Victoria to a drug overdose at the young age of 18. This tragic, immense loss inspired him to devote himself to a very important cause: shining a bright light on the pandemic of drug addiction plaguing the United States and the resources needed to course correct the devastating direction in which too many teens are headed.

In fact, there are over 24 million people currently using illegal drugs in America and over 50,000 people are dying from drug overdoses each year. This is more than the number of people that die each year from car accidents. In addition, there were 7,800 new users of illicit drugs per day in 2013, and over half were under 18. Frighteningly, that means more than 3,600 kids a day try an illicit drug for the first time.

Through his new Victoria's Voice Foundation, David and his family will bring this pressing issue to the national stage, championing specific initiatives directed at reducing experimentation, addiction and overdose deaths. This includes:

- 1 Legislation and a campaign to encourage locking up prescription medications.
- Legislation and a campaign for the co-prescription of naloxone every time an opiate pain killer is prescribed. Naloxone is a completely safe opiate reversal drug that can instantly pull someone out of an overdose state – even on the verge of death – into an immediate withdrawal. It is lifesaving and non-addictive. Every first responder should carry it and every university and college should have it available.
- A policy platform for voluntary



drug testing in partnership with educational institutions.

This year, the Victoria's Voice Foundation was selected as the charity of choice for the GNEX 2016 Timeshare Leaders Conference in New Orleans, La. A live auction raised a total of \$20,885 for the Foundation.

David Siegel delivered a heartfelt speech citing the alarming statistics of teen drug use and the efforts the Foundation supports to stem this crisis. He informed the audience that an estimated 24.6 million Americans ages 12 or older, or 9.4 percent of the population, have used an illicit drug in the past month. He also mentioned that drug overdoses were the leading cause of injury death in 2013, greater than car accidents and homicides.

"I have built a very successful company, but now my only mission in life is to save lives and hopefully prevent other

parents from going through what our family has experienced from the death of our beloved Victoria", said David Siegel President and Chairman of the Board of Westgate Resorts.

More than 30 products and services were auctioned to senior-level executives from across the globe, including vacation getaways, signed sports memorabilia, furniture, cookware and some of the latest mobile technology gadgets.

"We were honored to have David Siegel share his vision for Victoria's Voice with our attendees, and grateful to all that were so generous in providing and purchasing auction items in support of the Foundation's work," said Paul Mattimoe, President and CEO of Perspective Group."

For more information about the Victoria's Voice Foundation, visit <http://victoriasiegelfoundation.org>

North America

North America is Evolving

More than a quarter century has passed since CRDA (Canadian Resort Development Association) was founded as “The Resort Timesharing Council of Canada.” Over the years the organization has grown to be the primary association for all forms of Vacation Ownership in Canada. Members include Resort Development Companies, Homeowners Associations, Travel Clubs, Timeshare Companies, Fractional Real Estate Developers, Professional Organization and Vendors to the hospitality industry.



CRDA: Evolving as Canada’s Consumer and Industry Advocacy Association



NTOA Announces The Winner Of Their 2015 Community Service Award

CRDA Member News



CRDA: Evolving as Canada's Consumer and Industry Advocacy Association

By Georgi Bohrod, RRP

More than a quarter century has passed since CRDA (Canadian Resort Development Association) was founded as "The Resort Timesharing Council of Canada." Over the years the organization has grown to be the primary association for all forms of Vacation Ownership in Canada. Members include Resort Development Companies, Homeowners Associations, Travel Clubs, Timeshare Companies, Fractional Real Estate Developers, Professional Organization and Vendors to the hospitality industry.

Governed by an elected Board of Directors, CRDA is perhaps best known for its yearly conference which alternates popular Canadian locations from the west to the east coast every other year. For years referencing "CRDA" meant the annual conference where attendees have the opportunity to network, build B2B relationships and attend educational sessions to improve knowledge of the industry and learn about new developments. The official name of the conference is now CRC, the Canadian Resort Conference.

CRDA offers conferences and much more. Not only does the organization promote high standards of ethical conduct and professionalism throughout the industry, but it also—in conjunction with the NTOA (National Timeshare Owners Association)—is dedicated to resolving consumer complaints that involve CRDA members. The ASK CRDA program is powered by both email and a toll-free phone line.



Although as a trade association CRDA cannot mediate, arbitrate or otherwise resolve individual disputes between a consumer and a CRDA Member, it makes every effort to review situations and facilitate discussions between companies and/or individuals who are CRDA Members.

According to CRDA's President and CEO, Jon Zwickel, "while ethics enforcement is important to us, our primary commitment is to supporting and growing our members' businesses. In addition to promoting our members' news and core competencies in this regular Perspective Magazine feature, we also offer communication through our CRDA Insider Newsletter. The Resort Shared Ownership News & Updates publication is delivered

weekly to 1,110 professionals and offers advertising campaigns and well as earned-news features."

To further provide visibility for CRDA members the organization also gives members a presence in its Industry Buyers Guide.

As the Canadian advocate of the Vacation Ownership Industry CRDA also consults with all levels of Canadian government to ensure fair and equitable operations, taxation and industry advancement policies that govern both CRDA Members and consumers. However, not all Members of CRDA are Canadian companies. The value presented to the shared resort industry ranges from the credibility of displaying the CRDA logo as a stamp of approval sales centers, on promotional materials, exhibit booths and websites to perks at CRC, the annual conference.

Zwickel says "our members tell us that their direct access to industry decision makers helps them find a competitive edge. Whether they are an HOA at a single, legacy resort, a management company, an exchange company or a major resort developer, CRDA provides a platform for professional growth.

"We have aggressive, but realistic goals for the coming year, and even more aspirations for the next five years," continues Zwickel. "With 46 members in our organization, we have a strong core of committed professionals and organizations. By next year we look to add about 15 more to our roster."

CRDA Member News

CRDA Announces Four New Members

The Canadian Resort Development Association (CRDA) announced that it recently welcomed four new members: RTX, Trade Up Travel, Cyria Group and Capital Resorts.

RTX is a timeshare exchange company that works with resorts and developers throughout the world to provide the best exchange options possible. In addition to exchange, RTX offers numerous travel benefits to members, such as discounts on hotels, car rentals, attractions and more. Members can accumulate rewards when they utilize RTX's travel services.

Trade Up Travel is a travel club that provides luxury vacation packages at affordable rates. The company offers thousands of upscale accommodations in many of the world's most desirable destinations. Whether members are looking for a relaxing retreat, a fun family get-a-way, or a golf play and stay, Trade Up Travel offers excellent savings and a world of options.

Cyria Group is an organization that is committed to finding viable timeshare exit strategies that work for the entire industry, especially for the consumers that support it. The company provides assistance to timeshare owners who are in difficult situations such as those who are unable to use their timeshare, owners who are struggling to sell through a listing company, and owners who are worried about their loved ones inheriting their timeshare liabilities.

Capital Resorts Management is a company that possesses all the resources, expertise and experience required to effectively, successfully and professionally manage and operate timeshare resorts and owners associations. This elite vacation property management company provides a full menu of services that include: Resort Operations, Owner Services, Financial Services and more.

These companies have undergone a rigorous review process and have joined the association with a commitment to uphold a structured Code of Ethics that all members pledge to abide by. In doing so, they each received an official CRDA membership certificate to display on their websites and marketing collateral to demonstrate their credibility within the industry.

"By becoming CRDA members, these industry leaders are demonstrating to their Canadian members and clients that they support CRDA's advocacy platform, as well as the timeshare and vacation ownership industry as a whole. I am thrilled to welcome them to CRDA" said Jon Zwickel, CRDA's President and CEO.

CRDA is a renowned trade association dedicated to enhancing the overall interests of the resort industry in Canada and beyond. The association and its 46 members are committed to promoting high standards of ethical conduct and professionalism throughout the industry.

For more information about CRDA, visit www.CRDA.com



Magic Development to use SPI Software Enterprise Suite

Orlando, FL based Magic Development has selected SPI Software's Enterprise Suite for its luxurious new project on the steps of Disney. Magic's Orlando project brings together a powerful intersection of style, design and location.

"We are excited to bring SPI's shared ownership solution to our rapidly growing project," says James Mincy, Magic Place Project Director. "The strong velocity of sales in our multiphase project requires maximum efficiency in the daily operations. With SPI's software solutions we can dedicate all of our time and attention to satisfying our growing owner base."

"SPI is very proud to partner with the Magic Development team," says Richard Corso, SPI's CEO. "We're looking forward to assisting their already successful organization with technology solutions that support Magic's vision and mission."



CRDA Member News

Interval International Turns 40!

Renowned collage artist Erika King puts the finishing touches on one of her latest creations commissioned by Miami-based Interval International in celebration of its 40th anniversary.

The colorful canvas is the second installment in the series, depicting the company's history as a leader in the vacation ownership market, with a mix of photographs and news articles. Today, Interval is part of a publicly traded company and about 2 million families are enrolled in its membership programs.

Crelogix Exec Appointed to CRDA Board of Directors

Burnaby, BC – March 2016 / Newsmaker Alert / Crelogix Acceptance Corporation, a leading Canadian consumer finance provider, announced that their Director of Sales for the Vacation Ownership division, Guillermo Martinez, has agreed to serve on the board of the Canadian Resort Development Association (CRDA).

Crelogix Vice President & General Manager, Sean Zaichick says, "As the only Canadian-based finance lender in the vacation ownership industry, we have been glad to participate in CRDA events and support the association's activities for many years."

"I am very gratified to have been

selected to serve on the CRDA board," says Crelogix Director of Sales, Vacation Ownership, Guillermo Martinez. "It's an entirely worthwhile cause and I plan to contribute to it to the best of my ability."

"We very much appreciate Guillermo's willingness to serve and look forward to having his participation," says Jon Zwickel, President and CEO, CRDA. "Crelogix has an excellent reputation in the industry and we are proud to welcome him."



The National Timeshare Owners Association Announces The Winner Of Their 2015 Community Service Award

The National Timeshare Owners Association today announced the winner of their 2015 Community Service Award.

Exploria Resorts and Summer Bay Orlando were chosen by the NTOA for their generous donation of 11 acres to South Lake Hospital.

"The NTOA's Executive Team was moved by this donation and the fact that Exploria's team cared deeply about the health and well-being of the community. This land donation will allow South Lake Hospital to broaden the scope and reach of their good work", said Gregory Crist, NTOA's CEO.

Paul Caldwell, Summer Bay Orlando's President said, "On behalf of the Scott



family and the entire Exploria Resorts One Team, we are honored to accept this community service award in recognition of the generosity of our founders, Joe and Loretta Scott. Part of our Mission Statement is "to be a positive influence

in the communities in which we do business." It is gratifying to receive recognition directly related to our goals."

This is the second time that Summer Bay Resort has been recognized for their community service. The NTOA's first presentation came about after the resort's staff went over and above the call of duty in response to a natural disaster. The 2014 Community Service Award was given to Raintree Resorts.

Official presentation of the award was held at the 6th Annual Timeshare Owners Regional Summit held on Sunday, February 21st in front of 150 timeshare owners and representatives from several companies in the timeshare community.

CRDA Member News

El Cid Vacations Club recognizing increased sales to Canadian timeshare purchasers thanks to Crelogix

Toronto, ON; February 2016 – Crelogix Acceptance Corporation, a leading Canadian consumer finance provider, announced that their recent relationship with El Cid Vacations Club, headquartered in Mazatlan, Mexico, has successfully met projected number of sales of vacation ownership club memberships.

“Since we entered into the relationship with Crelogix, we’ve definitely seen an uptick in sales to Canadians,” says Curtis Knipe, Sales & Marketing Director, for El Cid Vacations Club. “Previously, we were under the impression that Canadians were simply averse to assuming loan obligations for this type of purchase. But we see now that if they



can interact with a lender in their own currency – from making their down payments to monthly installments – they are much more comfortable.”

Crelogix Vice President & General Manager, Sean Zaichick says, “We are

excited and pleased the program has taken off so quickly. We are particularly gratified to hear what good results Curtis and his team at El Cid are getting. They are a wonderful group to work with and we are looking forward to growing a long and mutually successful relationship.”

“We are very pleased to provide financing for ever more resort developers in Mexico,” says Crelogix Director of Sales, Vacation Ownership, Guillermo Martinez. “El Cid has an excellent reputation, having been a well-regarded vacation club membership provider in the industry since 1972. They’ve had members whose children have literally grown up vacationing in Mexico and who, themselves, have become members!”

DAE Appoints New US Member Services and Sales Manager

Worldwide vacation exchange provider, DAE, has welcomed the newly appointed Member Services & Sales Manager, Tom Corbett, to their US office.

Commencing in the role at the end of 2015, Mr Corbett has 15 years’ experience in Sales Management and Contact Center management.

He hails from Phoenix, AZ, where DAE’s US office is based, and is a US Air Force Veteran with a BA in Behavioral Science and an MBA in Management.

CEO of DAE, Francis Taylor, said Mr Corbett’s addition to DAE would further strengthen their exceptional customer service provision to members and industry partners.



“We’re thrilled to welcome Tom to our team at DAE,” Mr Taylor said. “Tom brings a wealth of experience to the role and a fantastic track record in the service industries.

“Having been voted as the timeshare industry’s Best Customer Service for six years in a row, our core philosophy

at DAE is to ensure we look after our members, every time.

“As a community-minded individual, Tom volunteers with local organizations and is always willing to help those in need – a valuable trait he brings to his role with us here at DAE.”

Mr Corbett said he was looking forward to further promoting DAE’s award-winning service, and developing new ways to enhance the customer experience for DAE members.

Now the largest independent vacation exchange provider, DAE provides exchange services to over 1.5 million timeshare owners around the world, with offices in 10 locations across the globe.

CRDA Member News

Diamond Resorts International Completes Acquisition Of Intrawest Resort Club Group



Addition of Club Intrawest adds nine new resorts to Diamond Resorts portfolio

Diamond Resorts International, Inc. (NYSE:DRIL), announced January 29th that it has completed the previously disclosed acquisition of the vacation ownership business of Intrawest Resort Club Group from Intrawest Resort Holdings, Inc.

David Palmer, President and Chief Executive Officer, Diamond Resorts International, said, "We are pleased to have completed this acquisition. We welcome Club Intrawest members to the Diamond Resorts family and are committed to providing them with the best vacation experiences possible. We are confident that this

acquisition provides significant value to our members and is an effective allocation of capital to generate superior shareholder returns."

"With the completion of the acquisition, we are excited to enter a new chapter for Club Intrawest as part of the portfolio of resorts managed by Diamond Resorts", said Trevor Bruno, President of Intrawest Resort Club Group. "We believe that this transition will enhance our members' vacation experience and add even more value to their membership."

The transaction includes the management contracts with Club

Intrawest, the current balance of notes receivable, approximately four acres of undeveloped land, and the current balance of points available for sale. Club Intrawest consists of nine resorts across North America and more than 22,000 members. Resort locations include:

- Vancouver, British Columbia
- Ucluelet, British Columbia
- Whistler, British Columbia
- Panorama, British Columbia
- Blue Mountain, Ontario
- Tremblant, Quebec
- Palm Desert, California
- Sandestin, Florida
- Zihuatanejo, Mexico

LaTour Hotels & Resorts Takes Over Management of Banff Gate Mountain Resort

LaTour Hotels & Resorts, a leader in the hospitality property management industry, is pleased to announce that it recently entered into an agreement to manage Banff Gate Mountain Resort, a Canada based resort, on January 1, 2016.

LaTour Hotels & Resorts is working very closely with the Banff Gate Mountain Resort board of directors to deliver an exceptional vacation experience. During the transition process the management company will seamlessly integrate a new customer service platform while handling daily operations, reservations, rentals and marketing for the resort. LaTour Hotels & Resorts will also have direct oversight of all financial and accounting aspects of the business

which include budgeting, planning and forecasting.

"We are very excited to welcome Banff Gate Mountain Resort into our family of hotels and resorts. This resort represents the best of a true Canadian experience: Private and spacious chalets perched in the Rocky Mountains surrounded on all sides by the most picturesque terrain in Canada. Visitors will discover and enjoy all this year round destination has to offer," said Richard Cassara, president of LaTour Hotels & Resorts.

Additionally, LaTour Hotels & Resorts offers a full complement of services including market data, business set up and planning as well as financial

guidance. LaTour's project management team assists with planning, design guidance and other resources for resort properties looking to enhance their business development.





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Perspective News North America

Marriott Vacation Club – Now in Historic, Happening San Diego

Marriott Vacation Club, a global leader in vacation ownership and brand segment of Marriott Vacations Worldwide(NYSE:VAC), announced today that Owners and guests can make reservations at its newest property, Marriott Vacation Club, San Diego, through the Marriott Vacation Club Destinations™ Exchange Program for arrivals beginning July 1.

Marriott Vacation Club, San Diego will soon be newly renovated and a totally reimagined vacation escape that greets Owners and guests with a perfect blend of historic ambiance and contemporary design. Inspired by San Diego's renowned Gaslamp Quarter, the 264 well-appointed king, double and connecting two-room suites feature refined wood, metal finishes, sofa beds and stunning San Diego views. The property also has a fitness center, activity and play room and an indoor pool. Renovation of the

kids club, indoor pool and fitness area, all common areas and 54 rooms is anticipated to be finished by July 1.

It's a unique, sophisticated setting to unwind from a day of exploration at the museums of Balboa Park or visiting the legendary San Diego Zoo. It's a place to recharge before venturing out to experience San Diego's amazing nightlife.

The famous Gaslamp Quarter, just a short stroll away, transforms at night into a sophisticated cosmopolitan playground where locals and visitors alike take advantage of fine dining, craft cocktails, live theater, music, and dancing. Later, guests kick back California-style at the property's Shake lounge, located on the 12th floor. Shake is the central hub of the property and offers a full-service bar, signature cocktails, and light fare. It's the ideal location to finish one day and plan the next.

With world-class attractions, arts, culture, cuisine and nightlife at your doorstep, Owners and guests will never run out of things to do while visiting one of California's most celebrated coastal cities. Whatever the desire while in San Diego, let curiosity be the guide, discovery be the agenda, and Marriott Vacation Club be the host.

The Marriott Vacation Club, San Diego joins new Marriott Vacation Club locations in New York City and Miami's South Beach, each available through the Marriott Vacations Club Destinations Exchange Program and Interval International as an exchange option.

To make reservations and get more information, go to MarriottVacationClub.com.

Concord Appoints Charles Friedman as Corporate Counsel

Scottsdale, Arizona based Concord has appointed Charles Friedman as Corporate Counsel, responsible for key legal activities in the areas of compliance, negotiations, regulatory guidance, and litigation.

Friedman previously worked as a lead contract negotiator in the Aerospace Division of Honeywell International Inc., and also has experience in the areas of commercial law, anti-trust and intellectual property. He is a graduate of the University of Maryland School of Law and is Six Sigma certified.

"We are excited to have Charlie onboard with us at Concord. With his outstanding background and experience, he adds a terrific element to our team dynamics,"

said Concord President & CEO, Robert "Bob" Bertrand.

Since 1988, Scottsdale, Arizona based Concord has been a driving force in developing highly flexible receivables servicing solutions for the timeshare industry and also began designing and implementing primary and master servicing solutions in 2010 for the growing energy financing marketplace. The company offers exceptional services, robust technology, an experienced and tenured workforce, and a variable cost model that affords scalability and operational efficiency.

In the timeshare sector, Concord works with developers, vacation clubs, homeowners associations, travel

clubs and campground memberships with a specialized house of branded tools including Blackwell Recovery®, a highly refined, default collections service; Qualify®, a mobile-friendly application that identifies in real time an individual's FICO® credit score range; C2 – Command and Control®, a workflow solution that empowers users to manage collection strategies; DOCKit®, a tactical task scheduling and tracking tool; and Interlink®, an award-winning software platform which allows the user full control of consumer touch points. The company's capabilities in servicing energy efficiency portfolios spans On-Bill Financing (OBF), On-Bill Repayment (OBR) and Residential Direct Bill including Solar, Multifamily, Small Business and Commercial projects.



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For more information about joining ARDA, please contact (202) 371-6700 or membership@arda.org.



ARDA WORLD

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American Resort Development Association • 1201 15th Street, NW, Suite 400, Washington, DC 20005 • Phone (202) 371-6700 • Fax (202) 289-8544

Partial list of Global Timeshare Developers in attendance, 2010-2015 ARDA World Convention

Perspective News North America

Hilton and Uber Expand Partnership, Unveil App Integration for Simplified Travel

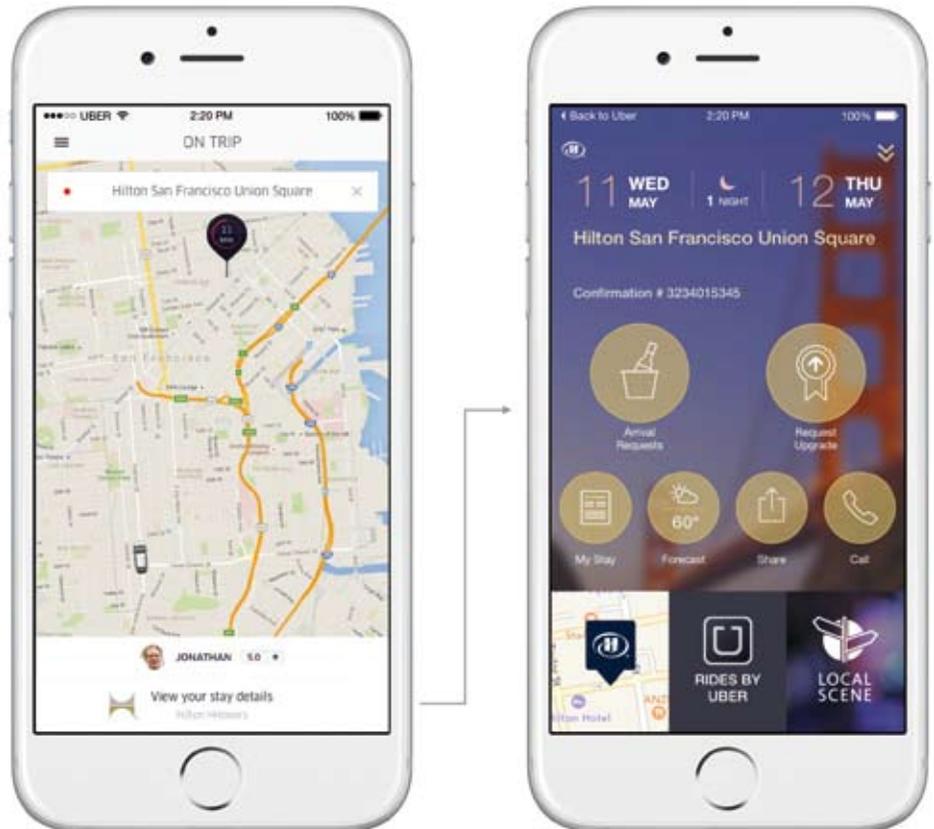
Users can seamlessly access their hotel and ground transportation reservations through the Hilton HHonors and Uber apps.

Travel logistics just got a whole lot simpler, thanks to an expanded partnership between Hilton Worldwide (NYSE: HLT) and Uber to further bring together their respective mobile apps. In a first for the hospitality industry, Hilton HHonors members can now order an Uber straight from the HHonors app, and Uber riders can now view their hotel stay information and check-in, all accessed via the Uber app en route to their hotel. The expanded partnership builds on the success of the companies' Local Scene and Ride Reminder partnership – digital features more than 250,000 travelers within the U.S. have used to simplify their stay.

“The success of our Uber partnership is rooted in a shared passion for finding new ways to take friction out of travel,” said Rich DiStefano, senior director of Mobile Products at Hilton Worldwide. “By further integrating our mobile apps, we’re simplifying the steps it takes for our Hilton HHonors members to obtain the quick information they seek, ultimately providing them with a better experience.”

When a traveler’s reservation reminder time approaches, the Uber app pre-sets the hotel as the recommended destination. Once in an Uber, the guest can tap the “view stay details” option in the Uber app, which then – via the HHonors integration – guides guests to the HHonors app to check-in, choose their room and request a Digital Key, all while on their way to the hotel.

The integrated apps are the next step in Hilton and Uber’s partnership, which began in September 2015 with Local Scene and Ride Reminder, both of which have seen significant usage. Within four months of



its launch, almost one-fifth of HHonors members who engaged with the app prior to or during their stay explored the Local Scene, a list of the most popular venues in a market based on the destinations of Uber riders in that area. The level of Local Scene usage made the tool one of the top performing features on the Hilton HHonors app. Additionally, over 2,000 Ride Reminders, or notifications that are synced with Hilton hotel bookings to remind travelers to book an Uber to and from their hotel, were set within the first two weeks of launch. Of the guests that have set a reminder, 58 percent of them have set an additional reminder, showing strong repeat engagement.

“We are always looking for ways to make the travel experience better, and are happy

to have found such a strong, inventive partner in Hilton,” said Jonathan DiOrio, head of Travel Partnerships at Uber. “Following the success of Local Scene and Ride Reminder, we are taking an additional step forward in our integration by offering guests access to their stay details while they are in an Uber.”

To receive the benefits of the integrated features, guests must have both the Hilton HHonors and Uber apps, and a current hotel reservation under their HHonors account. Hilton HHonors is free to enroll and available to all guests. HHonors members who book directly with Hilton receive an exclusive discounted rate, free standard Wi-Fi, Points and access to digital tools including digital check-in, Digital Key and Local Scene.

Latin America

Latin America is celebrates success

RCI hosted the Latin American Shared Ownership Summit (LASOS), at the Hard Rock Hotel in Cancun, Mexico on October 21st and 22nd.

The theme behind this conference was centered on creativity and innovation. With this concept in mind RCI did something that had never been done before, it combined two major events for the first time: the Leisure Real Estate University (LRE) and LASOS.

Meanwhile during the 29th General Ordinary Meeting of the Mexican Tourist Resort Developers' Association (AMDETUR), Jorge Herrera Rivadeneyra was elected Chairman of the Board of Directors, after meeting the Board Members that would accompany him in his 2016-2017 term.



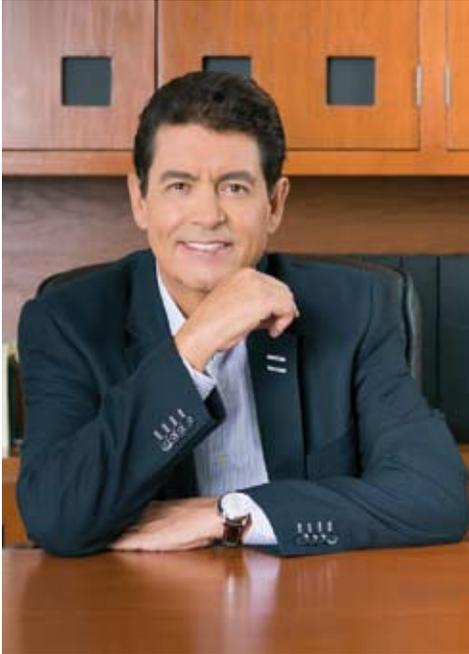
New Chairman of the Board of AMDETUR begins his term



RCI Celebrates The Success Of LASOS 2015

AMDETUR Update

New Chairman of the Board of AMDETUR begins his term



During the 29th General Ordinary Meeting of the Mexican Tourist Resort Developers' Association (AMDETUR), Jorge Herrera Rivadeneyra was elected Chairman of the Board of Directors, after meeting the Board Members that would accompany him in his 2016-2017 term.

Mr. Herrera Rivadeneyra is CEO and Founder of the Unlimited Vacation Club of AM Resorts, one of the companies of the Apple Leisure Group, with more than 30 years of experience in the tourist industry.

The highlights of the actions he will spearhead for AMDETUR, based on his vision and work plan, are:

Represent the industry's interests in legislative matters, to ensure that proposed modifications of the current laws are consistent with the needs of the industry. At the moment he is working together with the National Tourist Business Council (CNET) on reviewing the

"Law on Gaming and Lotteries - Casinos" and is also part of an effort to avoid having changes in the PROFECO Law affect the Timeshare Industry. Finally, he is involved in efforts to ensure that national standards and Agricultural and Natural Resource Ministry ordinances are compatible with two basic factors: development and sustainability.

In order to strengthen representativeness in the industry, we want to be more inclusive and open to other vacation ownership models, while making sure they offer legal certainty and security to the buyers. To do this we will be conducting a highly detailed analysis of the vacation products that are sold in Mexico today--many of which are valid business models developed by prestigious hotel companies.

We must also continue innovating content and improving the quality of the Annual Convention and Expo,

Tourism Promotion Fund (FONATUR), the Mexican Council for Tourist Promotion (CPTM) and Mexico's EximBank (BANCOMEXT), among others, and with various confederations, chambers and associations of private enterprise, to jointly promote the development of tourism in Mexico, and build closer ties to the communications media so that news reports published about the industry are positive and pertinent.

Finally, the activities that Mr. Herrera Rivadeneyra will continue, and which play a specific role in the work plan, are the University Outreach Program, whose aim is to partner with higher educational institutions and create course materials in the area of Timeshare, participating in tourism events with presentations on quality, inviting AMDETUR-affiliated resort developers to approach students as well with programs that encourage them to become more involved in our industry, and above all, offering

In order to strengthen representativeness in the industry, we want to be more inclusive and open to other vacation ownership models, while making sure they offer legal certainty and security to the buyers.

working on moving these events from location to location among Mexico's leading tourist destinations.

We will also strengthen the work of the Educational, Affiliations, Legal, Financial, Outsourcing Companies, and Marketing and Sales Committees.

We will continue to work closely with government agencies like the Ministry of Tourism (SECTUR), the National

the support that universities and their students need for their preparation, and the Training Program, aimed at designing seminars, workshops, courses and specialization programs in areas specific to our industry.

We are grateful to the Board of Directors for its participation and support, and the members of each of the committees responsible for handling issues relating to our industry.

**30th
Annual Convention
& Expo**

 **AMDETUR**

2016

Resilience - Transforming Adversity into Opportunity

Westin Santa Fe Hotel

June 29th-30th and July 1st

RCI Celebrates The Success Of LASOS 2015



RCI hosted the Latin American Shared Ownership Summit (LASOS), at the Hard Rock Hotel in Cancun, Mexico on October 21st and 22nd.

The theme behind this conference was centered on creativity and innovation. With this concept in mind RCI did something that had never been done before, it combined two major events for the first time: the Leisure Real Estate University (LRE) and LASOS.

LRE is an academic program developed by RCI specifically for the Vacation Ownership Industry. It specializes in training individuals who are interested in working in the vacation ownership and tourism-oriented real estate industry. The university

opened to the public on October 20th-23rd during the LASOS 2015 conference and featured several discussions which

vacation ownership industry from Mexico, Central and South America to forge new business contacts and witness informative

LASOS 2015 brought together more than 200 leaders in the vacation ownership industry from Mexico, Central and South America to forge new business contacts

covered a number of topics such as “Commercialization Structure” and “Post-sale Services” to name a few. The LRE program also hosted visits to key Resorts in Cancun.

With this new academic program integrated into the conference, LASOS 2015 brought together more than 200 leaders in the

presentations, thorough discussion panels, and dynamic workshops.

The opening ceremony was hosted by Ricardo Montaudon, President and Executive Director for RCI Latin America, who gave an outstanding welcome speech and introduced, Rodolfo López Negrete, Director of the Mexico Tourism



Board; Laura Fernández Piña, Tourism Secretary for the State of Quintana Roo; and Francisco López, Municipal Tourism Director who also gave attendees a warm welcome.

Following the opening speeches, the conference kicked off with the first panel session 'Vacation Ownership Industry Perspectives in Latin America', by Juan Ignacio Rodríguez, Senior Vice president of Business Development for RCI Latin America, followed by 'Amenities: Enhancing Lead Generation' and 'Power of Generational Marketing'.

On the second day, attendees had the opportunity to participate in interactive workshops, which allowed for deeper dialogue. Once they were over, the closing discussions took place followed by the closing ceremony. Keynote speaker Jürgen Klaric, founder of Mindcode International, talked about neuro marketing, and his speech had a clear message –sell to the mind, not to people. He went on to speak more about this method, which brings science and marketing together in one strategy.

Without a doubt, LASOS 2015 lived up to its reputation as the most important vacation ownership related event in Latin America yet again. Having reached its goals and exceeded expectations, RCI's success proves why it is the leader in the tourism industry and is backed by nearly 50 articles published by the most important national and local media in Cancun. The feedback has always been positive, and remains optimistic for the next event, LASOS 2016, which will be held in Punta Cana, Dominican Republic.

Perspective News Latin America

Royal Holiday Vacation Club Named Finalist in Four ARDA Award Categories Popular Multiresort Company Honored in International Industry Competition



MEXICO CITY, MX (April 6, 2016)
--Royal Holiday Vacation Club, which has received numerous awards and recognitions from prestigious hospitality industry organization over the years, has added four more notable honors to its portfolio. The company was named as a finalist in four ARDA (American Resort Development Association) Award Categories in its annual ARDA Award Competition Program. The finalists are selected from hundreds of entries.

Royal Holiday, which was founded in 1983 is a points based vacation club membership operator and resort developer offering its approximately 110,000 members from 52 countries

access to more than 180 destinations around the world. Royal Holiday offers its members more than 180 Luxury Beach Resorts, Hotels around the world, equipped condos as well as more than 3,000 different cruises.

Rosario Rodriguez Rojo, CEO of Royal Holiday said "we are extremely proud of this honor. Our innovative team has worked diligently to position Royal Holiday Vacation Club as one of the premier companies in Latin America. The strides we have made in the last decade has produced exceptional results in our popularity as well this international recognition for our achievements this year."

The company was named as a top contender in the following categories:

1. Sales Training Program: Royal Connect
2. Sales Video: The Royal Holiday Concept
3. Marketing Program: Herencia-Haciendas and Casonas
4. Marketing Project Team: Royal Holiday Team Puerto Vallarta

Winners of the coveted "ARDY" Award will be announced at the industry association's annual gathering, ARDA World 2016 at the Diplomat Hotel in Hollywood, Florida on May 4.

For more information regarding Royal Holiday visit www.royal-holiday.com.

Asia Pacific

Asia Pacific Continues building

Further building upon its presence in Australia, Wyndham Hotel Group today announced the rebranding of the WorldMark Resort Golden Beach - one of Queensland's most popular vacation ownership resorts - to the new Ramada® Resort Golden Beach.

Also Friends With Dignity ('FwD') is a not for profit National community based organisation that was founded on 1 September 2015 by Manuela Whitford, former Founder/Director of successful charity Assist A Sista Australia. Friends with Dignity provide practical assistance to aide individuals and / or families affected by domestic violence through the following tangible streams.



Ramada Fuels Australian Growth with Addition of Newest Resort



**ACCOR'S Basildene Manor Winner in 2016
Tripadvisor Travellers' Choice Awards**

ATHOC Update

ULTIQA Fiji Palms Resort Refurbishments

When you stay at the ULTIQA Fiji Palms Beach Resort in Pacific Harbour, you will be on the beach and convenient to the Arts Village and Pearl South Pacific Championship Golf Course.

Refurbishment of existing units

The first four apartments have recently been refurbished to include new kitchens, completely re-fitted existing shower room plus a new en suite shower room off the main bedroom. It is anticipated the next block of 4 units will be refurbished in the latter part of 2016 and are

currently two bedrooms with one shower room.

Refurbishment of the communal facilities – We have already started a complete refurbishment of the Bar. This will continue into the whole of the Recreation and Dining Area, including an extension to the Dining facility, over the next few months. The concept is for a lighter, brighter look with new floor tiles and lighting offering a comfortable bar area with bar stools, tables and chairs for Happy Hour drinks and snacks, and pre-dinner drinks with an improved guest dining experience.



Regulatory Guide RG160

Timeshare in Australia is regulated by the Australian Securities and Investment Council and has its own regulatory guide 160. This guide is specific in what timeshare past and present can and can not do. The guide has been in place for many years with very few minor changes made over that time. This guide is now reaching what they call sunset and ATHOC is working with ASIC to look at a number of changes within the regulations. It has been very positive as ASIC has consulted with ATHOC prior to sending out the consultation paper giving us a chance to push for suitable changes. The process will take some time and ATHOC will need to also respond to their consultation paper but hope for a positive outcome

Another Win for ICE Vacations

ICE Vacations are toasting their successes again after winning the Scenic Diamond Agency Travel Award – primarily due to our river cruise sales!

“We love to be acknowledged for all the hard work our consultants and support teams do throughout the year,” says Scott Fisher, accepting the award in Sydney, “We put our customers first, of course, so to be able to bring such a vast range of holiday offers to them simply comes back to our relationships with our suppliers. We appreciate the award and CHEERS! to 2016 knowing we will again put our best foot forward.”



Ramada Fuels Australian Growth with Addition of Newest Resort on Queensland's Sunshine Coast

Further building upon its presence in Australia, Wyndham Hotel Group today announced the rebranding of the WorldMark Resort Golden Beach - one of Queensland's most popular vacation ownership resorts - to the new Ramada® Resort Golden Beach.

Located along Queensland's Sunshine Coast, the 130-room resort recently underwent a circa \$1.5 million renovation and will now operate as a mixed-use property, catering to both traditional hotel guests as well vacation owners through WorldMark South Pacific Club by Wyndham. It's the 14th property in Australia to open under the Ramada flag.

"Ramada is a globally recognised brand known not just for the tremendous quality of its offerings, but the unique, global destinations made available through its ever growing portfolio," said Barry Robinson, President and Managing Director, Wyndham Hotel Group South East Asia and Pacific Rim. "Through this rebranding and renovation, we're opening one of the area's best resorts to a whole new set of global travellers and sharing all that Golden Beach and the Ramada brand have to offer them."

Situated just over an hour north of Brisbane and nestled between the pristine waters of Caloundra and Pumicestone

Passage, Ramada Resort Golden Beach boasts one, two and three-bedroom self-contained apartments with private balconies and striking water views. Guests have access to a variety of facilities including a heated pool and spa, children's playground, tennis court, games room, gym, restaurant and bar.

All Ramada resorts in Australia participate in Wyndham Rewards®, the simple-to-use, revolutionary loyalty program from Wyndham Hotel Group that offers members a generous points earning structure along with a flat, free-night redemption rate – the first of its kind for a major hotel rewards program.

Tourism and Hotel Market Outlook

February 2016

Released twice a year, against the backdrop of Deloitte Access Economics' latest economic forecasts, Deloitte's Tourism and Hotel Market Outlook provides projections for domestic and international tourism over the next three years.

<http://www2.deloitte.com/au/en/pages/consumer-business/articles/tourism-hotel-outlook.html>

Accor Hotels Signs Legend Serena Williams for Australian Open 2016

Accor Hotels are the 'Official Partner of the Australian Open' and have unveiled reigning female champion Serena Williams as our Official Ambassador throughout the tournament.

Serena, recognised as the greatest female tennis player of all time, will be the public face of AccorHotels in all consumer advertising including billboards across Melbourne, Sydney and Brisbane.

ATHOC Newest Member

Club Holidays Australia Limited (Marriott Vacation Club) is opening on the Gold Coast in Australia. Having purchased the Marriott Hotel in Surfers Paradise, the club is undergoing a major refurbishment of a number of floors within the hotel for their timeshare. A brand new sales deck is set to open up soon.

ACCOR'S Basildene Manor Winner in 2016 TripAdvisor Travellers' Choice Awards for Hotels

Grand Mercure Basildene Manor has been recognised as the winner of the 2016 TripAdvisor Travellers' Choice™ awards for Hotels, ranking #1 out of 10 for the 14th year, TripAdvisor has highlighted the world's top properties based on the millions of reviews and opinions collected in a single year from travellers around the globe. Winners were identified in the categories of Top Hotels, Bargain, B&Bs and Inns, Luxury, Service and Small Hotels. The hallmarks of Travellers' Choice winners are remarkable service, quality and value.



ATHOC Foundation Supports Friends with Dignity Back to School Drive

Friends With Dignity ('FwD') is a not for profit National community based organisation that was founded on 1 September 2015 by Manuela Whitford, former Founder/Director of successful charity Assist A Sista Australia. Friends with Dignity provide practical assistance to aide individuals and / or families affected by domestic violence through the following tangible streams:

Sanctuaries:

- when those displaced by domestic violence make the transition from refuge to their own house, Friends with Dignity aims to provide within 7 days all required household items and transform the house into a dignified

new home

- Urgent Requests - when those who have been displaced by domestic violence require urgent (less than 48 hour) critical items, Friends with Dignity will aim to provide specified items (e.g. clothing, underwear, pram, toiletries).

A new initiative is the Back to School Drive which extends throughout Queensland, NSW and Perth to provide Children living in Refuge with necessary items to help them return to school including school bags, pens pencils, and all of those things that one needs for the first day back. With ATHOC support FWD were able to purchase another 180 school bags.

Chris Hemsworth announced as Tourism Australia's new global ambassador

Australian actor Chris Hemsworth has been announced as the global ambassador for Tourism Australia's new campaign, which will focus on the country's world-class aquatic and coastal experiences.

Tourism Australia Managing Director, John O'Sullivan, said that whilst Australia would still be the star of its latest campaign, Chris Hemsworth would provide an authentic Australian voice to help tell the country's story globally.

"Chris truly embodies the Australian way of life and his love of his home country, with all its natural beauty, makes him an ideal ambassador," Mr O'Sullivan said.

"From learning how to surf on Phillip

Island, fishing with his brothers in the Northern Territory and family beach holidays, Chris has grown up in Australia in and around water and his own personal experiences bring a truly authentic and influential Australian voice to our campaign."

"In Australia you're surrounded by the most incredible natural beauty. Being in the water or near to it is a way of life for us," Chris Hemsworth said.

"It wasn't a hard decision to move back to Australia because this part of the world is such a special place. This is the place I want my kids to grow up – that's the world I want them to be part of.

"I'm really looking forward to launching this new campaign in New York and sharing with the rest of the

world just how amazing this country really is," he said.

Tourism Australia's Chief Marketing Officer, Lisa Ronson, said the Hollywood star will launch the country's new campaign focusing on its stunning beaches and coastal experiences, at the global premiere on Australia Day eve in New York.

"Chris is passionate about Australia, with a genuine desire to promote the Australian way of life and therefore makes a great global ambassador for telling the world why there's nothing like Australia," Ms Ronson said.

"This is just the start of a longer-term partnership with Chris and we look forward to further developing our plans after the launch in New York."

ATHOC Annual Conference 2016

**September 5 to 7, 2016
Queenstown, New Zealand
Crowne Plaza Hotel**

Both Australia and New Zealand will come together at this year's conference. Make sure to put the dates in your diary

Get together with Colleagues from around the world and discuss the good, the bad and the ugly, but walk away with a clear insight on how to move your business forward.

The two day/3 night event will involve numerous speakers from both within and external to the industry. Use this as an opportunity to broaden your mind.

Mark the dates in your diary. If you have any speaker, topic or conference suggestions, please send them through

Queenstown sits on the shore of crystal clear Lake Wakatipu among dramatic alpine ranges; it's rumoured that gold prospectors - captivated by the majestic beauty of the surrounding mountains and rivers - gave this now cosmopolitan town its name.

With a smorgasbord of outdoor activities, Queenstown is the home of the ultimate adventure bucket list. There's skiing in the winter and activities such as bungy jumping, sky diving, canyon swinging, jet boating, horse trekking and river rafting all year round. It has also become a renowned cycling destination, providing

everything from easy scenic tracks to backcountry trails, road rides to heli-biking and the Southern Hemisphere's only gondola accessed downhill mountain biking.

A popular holiday spot at any time of the year, Queenstown is renowned for its four distinctive seasons. Winter brings crisp, blue-sky days, spring retains the snow but blooms into longer, warmer days, summer offers sunshine and long twilights, and autumn a burst of brilliant red and gold. Queenstown is rated internationally as one of the world's top holiday destinations and in 2014 was named New Zealand's number one destination in the Travellers' Choice Destinations by TripAdvisor as well as the second best destination in the South Pacific.

Gold Coast Students Leap into Future at Classic Holidays

Australasia's largest Resort and Club Management Company, Classic Holidays, is putting its future in the hands of local high school students.

The Gold Coast-based company, which is responsible for the employment of over 1,000 staff, has commenced a new traineeship program for 2016 called Future Inspiration, appointing students from four different local high schools to participate.

Fourteen Future Inspiration trainees will take part in Head Office and Resort traineeships throughout 2016, providing them with practical skills in areas they are interested in – from reception and pay roll to resort maintenance and activity coordination.

It follows on from a school-based trainee pilot program initiated in 2015 by the employer, and ties in with the highly successful and innovative Work Inspiration program, a national work experience program that Classic Holidays has championed for the past three years.

“The 2015 trainee pilot program gave us some great insight and experience into what worked and what didn’t and we have looked at those areas to enhance the program for 2016 and beyond,” said Classic Holidays’ Chief Commercial Officer, Mark Stephenson.

“This allows us to offer a fantastic opportunity to the students to gain valuable work experience while making a significant contribution to our teams and business needs.”

Students from Benowa, Elanora, Helensvale and Palm Beach Currumbin High School have been appointed to the 2016 Future Inspiration traineeships, along with two past trainee students – including one who has now gained part-time employment at Classic Holidays.

For more information on the Future Inspiration or Work Inspiration program outcomes at Classic Holidays, please contact Penny Angus, Workplace Support Officer on (07) 5595 7540

RCI Adds 170 New Resort Properties to its Global Exchange Network in 2015

RCI, the global leader in vacation exchange and part of the Wyndham Worldwide family of brands (NYSE: WYN), added more than 170 new affiliated resorts to its exchange network in 2015. The additions, which include some resorts currently under construction, span all six populated continents.

“The RCI® exchange network is known for both its breadth and quality of resorts and these 170 new affiliated properties contribute to the variety of vacation options we offer our 3.8 million subscribing members,” said Gordon Gurnik, president, RCI. “Spread throughout the world in amazing destinations, these resorts are run by respected hospitality companies that we are proud to work with as we continue helping send families on incredible vacations.”

The resort additions were highlighted by 19 newly affiliated Iberoclub properties in many popular destinations, including Cancun, Playa del Carmen and Cozumel, Mexico; Montego Bay, Jamaica; and Bayahibe Beach, Dominican Republic. The Iberostar Punta Cana is a recently renovated, all-inclusive resort located along the stunning Bavaro Beach on the island’s northeast coast of the Dominican Republic. Guests are welcome to enjoy an extensive list of activities from sports designed for the whole family to an after dark dance club and casino.

In Asia, the RCI network added more than 25 new affiliated properties to its portfolio, including four resorts with Paxton Vacances Hotel Management Group. The Paxton Vacances Resort Qionghai Bay

Xichang property is especially alluring with its breath-taking sea views and gorgeous room amenities along with a great balance of recreational and spa offerings.

Existing affiliations added many new resorts to the exchange network as well. Sterling Holiday Resorts added six new properties in India, including Dindi by the Godavardi which is located on the lap of the Godavari River, India’s second longest river. Dindi is an undiscovered realm of natural beauty which holds some of nature’s most incredible elements with its serene backwaters, vast lakes and palm-fringed canals.

Additionally, four properties from Bluegreen Vacations Unlimited, Inc. join RCI’s network, including The Club at Big Bear Village in Southern California. Travelers can easily access the San Bernardino Mountains from their three- or four-bedroom villas that provide fully-equipped kitchens as well as balconies where they can take in the gorgeous views and crisp, fresh air.

The Registry Collection® program, RCI’s luxury exchange program, welcomed Elephant Point Estate, a unique property development in South Africa. Offering an appealing juxtaposition of modern luxury and natural beauty, the incredible lodges are set in the African Bush with scenic views of the Sabie River and Kruger National Park, where zebras, elephants and lions can roam. Each villa has its own design, with lavish elements including outdoor showers, large outdoor decks and private plunge pools.

For more information, visit RCI.com or RCIAffiliates.com.

2016

ATHOC Annual Conference 2016

Queenstown sits on the shore of crystal clear Lake Wakatipu among dramatic alpine ranges; it's rumoured that gold prospectors - captivated by the majestic beauty of the surrounding mountains and rivers - gave this now cosmopolitan town its name.

With a smorgasbord of outdoor activities, Queenstown is the home of the ultimate adventure bucket list. There's skiing in the winter and activities such as bungy jumping, sky diving, canyon swinging, jet boating, horse trekking and river rafting all year round. It has also become a renowned cycling destination, providing everything from easy scenic tracks to backcountry trails, road rides to heli-biking and the Southern Hemisphere's only gondola accessed downhill mountain biking.

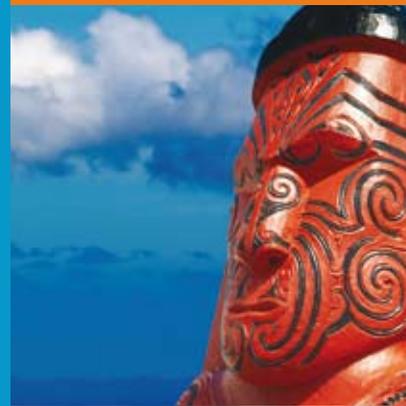
A popular holiday spot at any time of the year, Queenstown is renowned for its four distinctive seasons. Winter brings crisp, blue-sky days, spring retains the snow but blooms into longer, warmer days, summer offers sunshine and long twilights, and autumn a burst of brilliant red and gold. Queenstown is rated internationally as one of the world's top holiday destinations and in 2014 was named New Zealand's number one destination in the Travellers' Choice Destinations by TripAdvisor as well as the second best destination in the South Pacific.

Here is your 2016 opportunity to get together with your colleagues from around the world and delve into what is happening in the Timeshare Industry. Take advantage of the beautiful Queenstown backdrop to reacquaint yourself with old friends and make new, whilst taking the opportunity to pick up some great insights to take home with you.

The two day/3 night event will involve numerous speakers from both within and external to the industry. Use this as an opportunity to broaden your mind.



5 - 7 September 16
Crowne Plaza Hotel
Queenstown,
New Zealand



Ph 61 7 5526 7003
www.athoc.com.au

Perspective News Asia Pacific

Wyndham Welcomes New Director of Development for the Pacific Rim Region

Wyndham Vacation Resorts Asia Pacific has welcomed Matt Holmes to the position of Director of Development, based at Wyndham Corporate Centre on the Gold Coast.

Matt will be responsible for growing the company's rapidly expanding portfolio of managed and franchised hotels and resorts across Australia, New Zealand and the South Pacific under key Wyndham Hotel Group brands including Wyndham Hotels and Resorts, Ramada, TRYP by Wyndham, and Days Inn.

He will also be responsible for building relationships with key industry stakeholders and building on Wyndham's successful mixed-use model, which incorporates traditional hotel offerings with vacation ownership accommodation.

Matt and his family have recently returned to the Gold Coast from London, where he worked in a dual role as Development Manager for both Wyndham Exchange and Rentals and Wyndham Hotel Group. In this role, Matt was responsible for securing mixed-use hotel opportunities across the UK and Europe.

Prior to working in London, Matt was responsible for the development of RCI's vacation exchange product, based on the Gold Coast.

Vice President of Acquisitions and Business Development David Wray said Matt would be an asset to the Wyndham team.

"We are committed to growing our network of properties in the Pacific Rim region and Matt has the product knowledge and business acumen to help make that happen," Mr Wray said.

DAE to Present At China Leisure Real Estate Conference

DAE China executives are gearing up to present the benefits of vacation exchange to Chinese hotel and resort developers at the 2016 China Leisure Real Estate White Paper Conference this month.

In a first for the worldwide vacation exchange provider, the Conference provides an unprecedented opportunity to address the leisure real estate industry in one of the world's fastest growing timeshare markets.

Head of DAE China, Yang Chen, said the Conference would build on DAE's brand presence in Asia and showcase their award-winning global product to potential industry partners in the region.

"DAE China is honored to be part of this exciting industry Conference, representing the success of timeshare and vacation ownership in the Chinese leisure market," said Mr Chen.

Having established DAE China in 2007, the number of members throughout the region has grown steadily over the past



decade, and despite being a newer market for timeshare, DAE already services close to half a million timeshare owners across Asia.

CEO of DAE, Francis Taylor, said the opportunity could lead to further growth of the vacation ownership industry in China.

"The number of people travelling for business and leisure continues to increase

– in particular throughout the Asian region. For the leisure real estate industry in China, the potential of the timeshare marketplace is huge."

The 2016 China Leisure Real Estate White Paper Conference is organized by CRIC Tourism Real Estates & Leisure Insight Magazine and will be held across several major cities in China throughout April.

Europe, Middle East & Africa

TATOC: A year of achievement

Every March the Timeshare Association, known by most as TATOC, hosts its annual conference and Harry Taylor, Chairman and CEO is immensely proud of the achievements. And the reasons why are simple. Find out in the latest article from TATOC

Meanwhile Paul Gardner-Bougaard discusses why there will be no further EU wide legislation, following the response of the EU Commission to the Report prepared for that august body some two years ago, on the effectiveness of the implementation of the Second Directive.



TATOC: A year of achievement



RDO Update

TATOC: A year of achievement



TATOC Chairman and

CEO Harry Taylor

Every March the Timeshare Association, known by most as TATOC, hosts its annual conference and, as I sit with my fellow delegates, I can't help but be immensely proud of our achievements. And the reasons why are simple.

First, because the event is unique in the industry calendar, with an attendee list that includes timeshare owners from our member resorts as well as industry professionals representing exchange, finance, developer, management companies and re-sales companies.

Secondly, because of the calibre of the speakers who join us each year, to share their knowledge and support our endeavours.

This March we were delighted to welcome Howard Nusbaum (ARDA) and Paul Gardner Bougaard (RDO) who represent two of the most important trade organisations in our industry.

Not only is the wisdom and experience they impart of great interest to our delegates, but also their attendance shows how far TATOC has come over the past 27 years.

TATOC is a consumer organisation – and the needs of consumers are paramount in everything that we do. That is our mission and it will never change.

But as I have said before on many occasions – we cannot represent the consumers perspective, or hope to exercise a consumer influence on the industry, from a position of antagonistic outsiders.

(A message that those campaigning for the UK to stay within Europe often argue – but we'll keep that for another day).

Indeed, it is one of our core beliefs that the future of timeshare is vitally dependent on a good understanding and relationship between timeshare consumers and all aspects of the timeshare industry.

And these organisations and other industry players have recognised that they also need to work with the consumer to a much greater degree.

Gone are the days where legitimate business can ride rough-shot over their customers – Facebook, Twitter,

Today, TATOC is not only recognised by UK government departments and bodies such as the Department of Business Innovation and Skills (BIS) and the Competition and Markets Authority (CMA), but also by the European Commission and the European Parliament.

The association is recognised by some of the most important consumer bodies within Europe. This includes the UK European Consumer Centre, Citizens Advice Bureau and the Trading Standards Institute who regularly refer to us for information, knowledge and assistance.

In his annual summation of TATOC's activities and achievements, my fellow director Geoff Chapman provided delegates with an update of key statistics, which I would like to share with you.

Membership

By March 2016, TATOC had 612 individual members with an additional 350 from a third-party association and 95 resorts in membership in 11 countries. Of these resorts, 45 have

The association is recognised by some of the most important consumer bodies within Europe.

TripAdvisor and other platforms have put pay to that. The consumer has more power than ever before and it is no different in the timeshare industry.

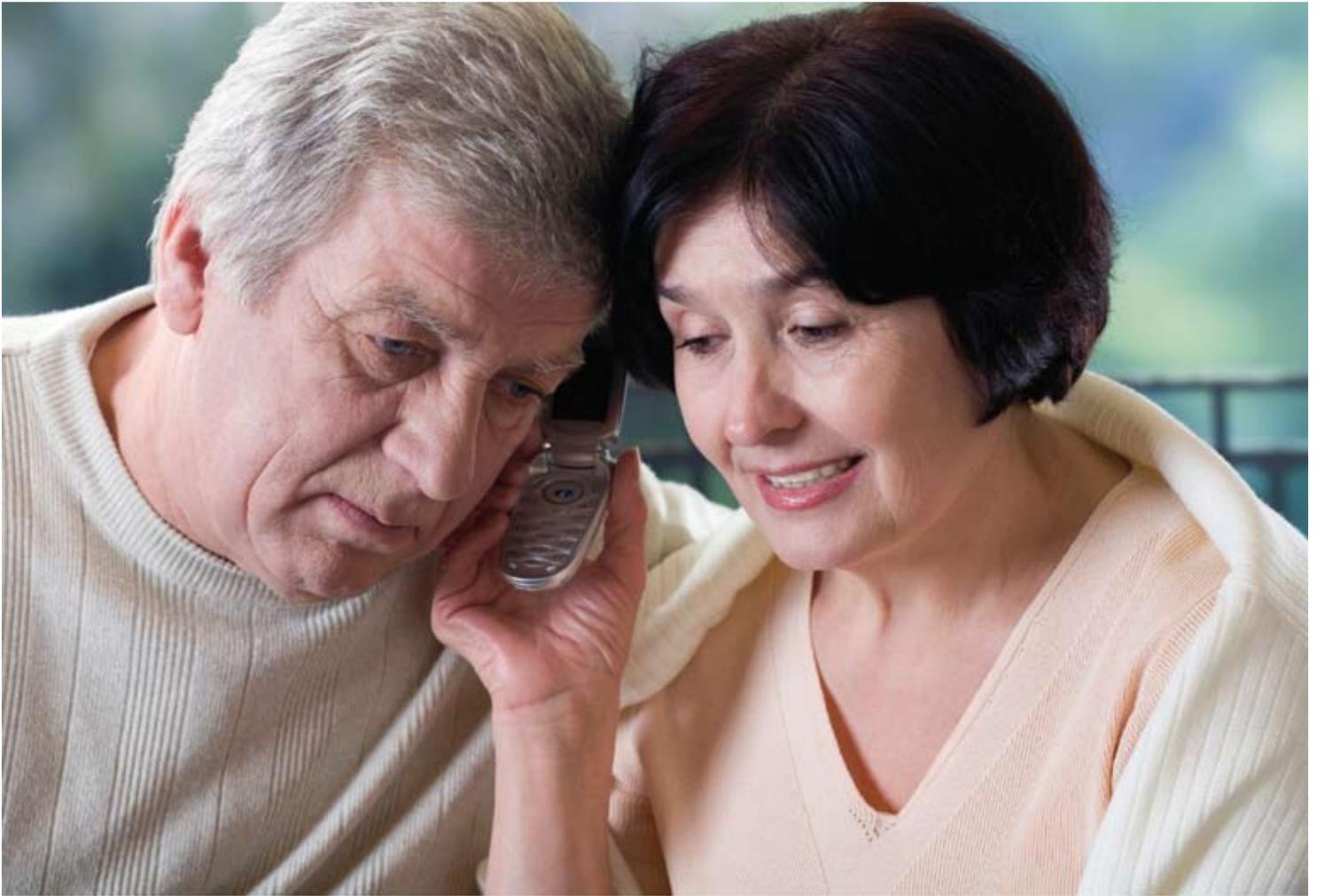
My final reason for feeling proud is that the conference is a time for reflection and a little self-congratulation as we look back at our achievements over the last 12 months.

Within a global industry, TATOC plays just a small part and yet the impact we have is immense – and it continues to increase.

achieved TATOC accreditation with three new resorts already scheduled to undergo accreditation this year – and more expected.

Resort Accreditation

TATOC Resort Accreditation is a tailored programme that assesses the quality of each resort and considers the accommodation, facilities, grounds, maintenance, guest services and owner engagement. It is a recognised consumer 'kitemark' of quality.



Resorts that have achieved TATOC Accreditation have a passion for excellence in customer service and the holidays they provide – and guests can have confidence that the resort is well managed, complies with all necessary legislation and will provide a quality holiday and ownership experience.

Our aim is that all member resorts will undertake TATOC accreditation over the next few years.

TATOC affiliation

The TATOC affiliation programme began several years ago when we realised that the association, consumers and legitimate business all sailed in the same ship – and we all share the same future.

So now we build relationships, based on a shared code of conduct, with reputable timeshare businesses that demonstrate the highest levels of business ethics, principles and practices.

They must have a commitment to the highest standards in their products and

the dis-affiliation of two businesses that were unable to achieve the high standards expected.

Events and activities

2015 was an important year for timeshare legislation – and while our thoughts on aspects of the review process are known

Complaints to the Helpline fell last year by 20 per cent

services – correctly sold, well managed and well maintained, with the consumer as the primary focus.

By March 2016, there were 28 affiliated businesses – all of which follow TATOC's codes of conduct and practice. Unfortunately, we had to announce

(indeed, I have mentioned them in previous articles for Perspective magazine), there are important points that we, as a consumer association, have highlighted:

1. Only 16 per cent of complaints related to the directive were lodged against traditional timeshare providers;

2. The use of the phrase “timeshare related” products continues to have a detrimental effect on the legitimate industry especially regarding withdrawal and deposit payments. Rogue practices in this area are, invariably, not “timeshare related” and we must continue the battle to educate European regulators to differentiate between these and legitimate timeshare products.
3. EU member states are free to establish national laws to ensure appropriate consumer protection for owners wishing to exit; and
4. Overall, complaints recorded by both TATOC and the network of European Consumer Centres (ECC-Net) show a significant decrease in overall numbers.

The overall recommendation of the review of the 2008 Directive was that “At this stage, we believe there is no need to modify either the scope or the provisions of the Directive”. We agree.

TATOC Consumer Helpline

Often referred to as our flagship service, the TATOC Consumer Helpline has continued to provide free, unbiased support and assistance to all consumers, both owners and non-owners.

The good news is that last year, the number of consumer contacts fell

also government agencies, the police, solicitors, banks, credit card companies and the media.

Important trends can be identified from our regular analysis:

1. General enquiries to the Helpline fell last year by 16 per cent;
2. Complaints to the Helpline fell last year by 20 per cent;
3. Enquiries and complaints about sales and marketing, exits and timeshare resorts, points and clubs all recorded an increase;
4. However, although complaints about timeshare resorts and clubs were considerably higher, this was due to a specific incident at one particular resort. Other than this the figures were similar to the previous year.
5. There were only seven complaints received against exchange companies in the whole 12 months
6. Complaints about maintenance fees also rose significantly, but there were still only 18 complaints during the year.
7. Enquiries and complaints about re-sales, bonus weeks and legal firms all recorded a decrease.

If the amount saved by following our general guidance is also included, the TATOC Consumer Helpline team helped consumers save over £2.7million in 2015 (an increase of 26 per cent from 2014 figures).

As I have often mentioned, however, the TATOC Consumer Helpline can only do so much. It is the responsibility of all owner committees, management companies and developers to educate their owners and keep them safe from the scammers.

So while I have taken this opportunity to share our past achievements, let me assure you that TATOC is ready for the coming year – we understand there are new markets, new products and a whole new generation waiting to be introduced to timeshare. And we are working with our resort members and affiliates to support them in their activities.

If TATOC is an association that you would like to be part of then join us and support our work. We’d love to have you – either as an individual member, through your resort owners’ committee/HOA or as an affiliated company. Check out the TATOC website for further information.

Overall, complaints recorded by both TATOC and the network of European Consumer Centres (ECC-Net) show a significant decrease in overall numbers.

substantially from 7,659 in 2014 to 6,337 in 2015 – but this is still higher than we would like at an average of 25 contacts per day.

These contacts come from a range of sources including individual timeshare owners and resort committees but

From the complaints received from consumers, we record how much has been reported lost to scams and cons – and in 2015, this was over £1.24million. We believe that from the information guides provided by the Helpline team, over £840,000 could have been recovered if this advice was followed.



TATOC

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Email: info@tatoc.co.uk

Facebook: www.facebook.com/TheTimeshareAssociationTATOC/

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TATOC Consumer Helpline

Website: www.tatocconsumerhelpline.eu

Phone: 00 44 (0)845 230 2420 / 00 44

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RDO Update

By Paul Gardner-Bougaard



There will be no further EU wide legislation, following the response of the EU Commission to the Report prepared for that august body some two years ago, on the effectiveness of the implementation of the Second Directive.

It was gratifying to see that not only had the consultants preparing the original report, taken on board submissions by RDO, but also the timeshare owners' association – TATOC, that the Second Directive had achieved what it set out to do and no further legislation was needed. The Commission accepted that what was required, was the enforcement of the provisions in that legislation and related consumer laws, against companies that broke the law and defrauded timeshare owners and consumers alike. It regretted the fact that enforcement seemed to have been left to the industry, rather than national consumer bodies and acknowledged that industry self-regulation in the area of timeshare surrenders was to be welcomed.

The enforcement point is one that RDO has been pursuing for some time in both the UK and Spain and there is no intention to let up on the pressure in either country, nor to weaken in its resolve to see rogue companies prosecuted and it is disappointing to continue to see the inability of our consumer bodies to move on this problem, compared with the success Howard Nusbaum and his team at ARDA have had in the USA. This will remain very much a work in progress.

This January, RDO kicked off its digital media strategy - designed to get member and other resorts to engage in and have fun on social media as an effective way to influence the perception of our industry, to build consumer trust and improve our industry's reputation. After all, those who



can make the most effective advocates for timeshare have to be the owners themselves. With the launch of www.rdodigital.com and 3 new hashtags #TimeshareTuesday, "GoTimeshare" and "RDODigital" – we are hoping to generate innovative, fun and positive messages from owners, resorts and industry personnel – so watch this space. Forming part of the research for the 2016 digital media strategy is a report prepared for RDO on social media and how to communicate the timeshare product to "Generation Y", prepared by a team of final year students at Bournemouth University's School of Tourism. This is the third such report produced for RDO by the School (all for free!) and it is refreshing to see how these students approach the timeshare product with enthusiasm and excitement and none of the pre-conceptions of the older generations. Such balm to the soul of those who feel they have been serving on the front line with regard to the industry's reputation in Europe for more years than they care to remember!

The last report on Europe, alluded to the case law being handed down by the Supreme Court in Spain on whether schemes adapted under the First EU Directive as implemented in Spain – complied with the domestic law. The Court made two rulings in 2015 deciding that any contract made under Spanish law and

being of more than 50 years in duration (and being concluded before the 2nd Directive came into force in 2011 in Spain) would potentially be null and void.

To say that this sent shock waves through the industry would be an understatement – albeit the practical effects were of limited application. Those of us brought up on the common law system, were wary of being critical of the Supreme Court, but since then the pictures changed somewhat. Firstly the Ombudsman for the Canaries issued a statement critical of the decisions, stating that they created uncertainty in the industry and amongst timeshare owners who represent around 20% of inbound tourists to the Islands every year. Secondly the office of the Notaries and Registrars also stated that in their view those schemes adapted and registered by them under the Spanish law implementing the First Directive were correctly registered and valid (this included the schemes registered by the developer in question). Lastly, having declared the contracts null and void, the developer took the former owner back to court arguing that as the owner had used the product for a considerable period of time, rental payment was due and it should be equivalent to that for a 5 star hotel as that was commensurate with the quality of the accommodation. The developer won the case at first instance, whether that goes on appeal remains to be seen. To say the position is fluid is somewhat of an understatement.

So as we in the UK shape up to a four month referendum campaign on whether the UK remains in the EU – the RDO Board decided last November that as an industry it supports remaining – so the US prepares for what looks set to be a grueling Presidential Election campaign. We live in interesting times.

Perspective News Europe, Middle East & Africa

Karma Group signs agreement with Atlantic Beach Club owners committee

Karma Group has signed an agreement with the owners committee of the Atlantic Beach Club, on the Spanish island of Gran Canaria.

Under this agreement Karma will be buying or renting all remaining inventory at the resort and taking over all on-site sales and marketing activities.

The resort is expected to be added to the Karma portfolio of resorts. Existing Atlantic Beach Club members and clients will be allowed to upgrade to Karma Club and Karma members will be able to exchange into the resort.

In order to run the Sales and Marketing Program Karma has

appointed John McDonald and Klaus Otten to use their marketing companies for both non-German and German speaking clients respectively.

The Atlantic Beach Club is a beautifully situated resort, directly on the waterfront in one of the nicest parts of the island and Karma is to look at ways that it can improve its inventory at the resort and upgrade facilities and design.

The Canaries are also enjoying record-breaking tourist arrivals, partly driven by the year round sunshine and the proximity to northern Europe and partly by tourist concerns about visiting other destinations that are considered less safe.



RD07 Keynote Speakers Confirmed

RDO is delighted to confirm that Kriss Akabusi will be giving the opening keynote at this year's conference RD07 Taking Ownership, 20-22 September 2016, London.

Kriss is famous for his achievements in athletics where his greatest individual triumph was his gold medal in the 1990 European Championships, beating David Hemery's 22-year-old British record for 400m hurdles which Kriss currently 23 years later still holds. In 1992 as 3 times Olympic medallist, and a World, European and Commonwealth Champion, Kriss was awarded the MBE. Kriss is currently working on a two year MBA (Masters in Business Administration) program at Ashridge Business School, to augment his twenty plus years experience gained through professional speaking, training and facilitating workshops in the corporate arena.

Our 2nd keynote speaker is Simon Hazeldine. Simon is the bestselling author of five business books, has a Masters Degree in Psychology, is a Fellow of the Institute of Sales & Marketing Management, a longstanding member of the Professional Speaking Association and a licensed Prism Neuroscience Brain Mapping Practitioner. His client list includes many Fortune 500 and FTSE 100 companies, and as a highly experienced and in-demand international speaker he has spoken in over 30 countries across six continents.

Completing the keynote speaker line-up will be Caspar Berry. Having studied economics at Cambridge, at 25 Caspar moved to Las Vegas to become a professional poker player! He played poker for much of the next three years before finding himself as

the poker advisor on the James Bond Movie Casino Royale. In 2002 Caspar co-founded Twenty First Century Media and building it into the fastest growing audiovisual media company in the North East of England before selling it in 2008 to Bob Geldof's media giant, Ten Alps. It was while still at the helm of twenty first century media that he began his career as a speaker, and 6 years on he is now the veteran of over 2000 speeches in 30 countries for 400 companies including Visa, Google, McDonalds and IBM.

As well as confirming our keynote speakers, the team has been hard at work giving the dedicated conference website a new look, along with adding plenty of information on this year's conference, so do pop over to www.rdoconference.org and take a peak.



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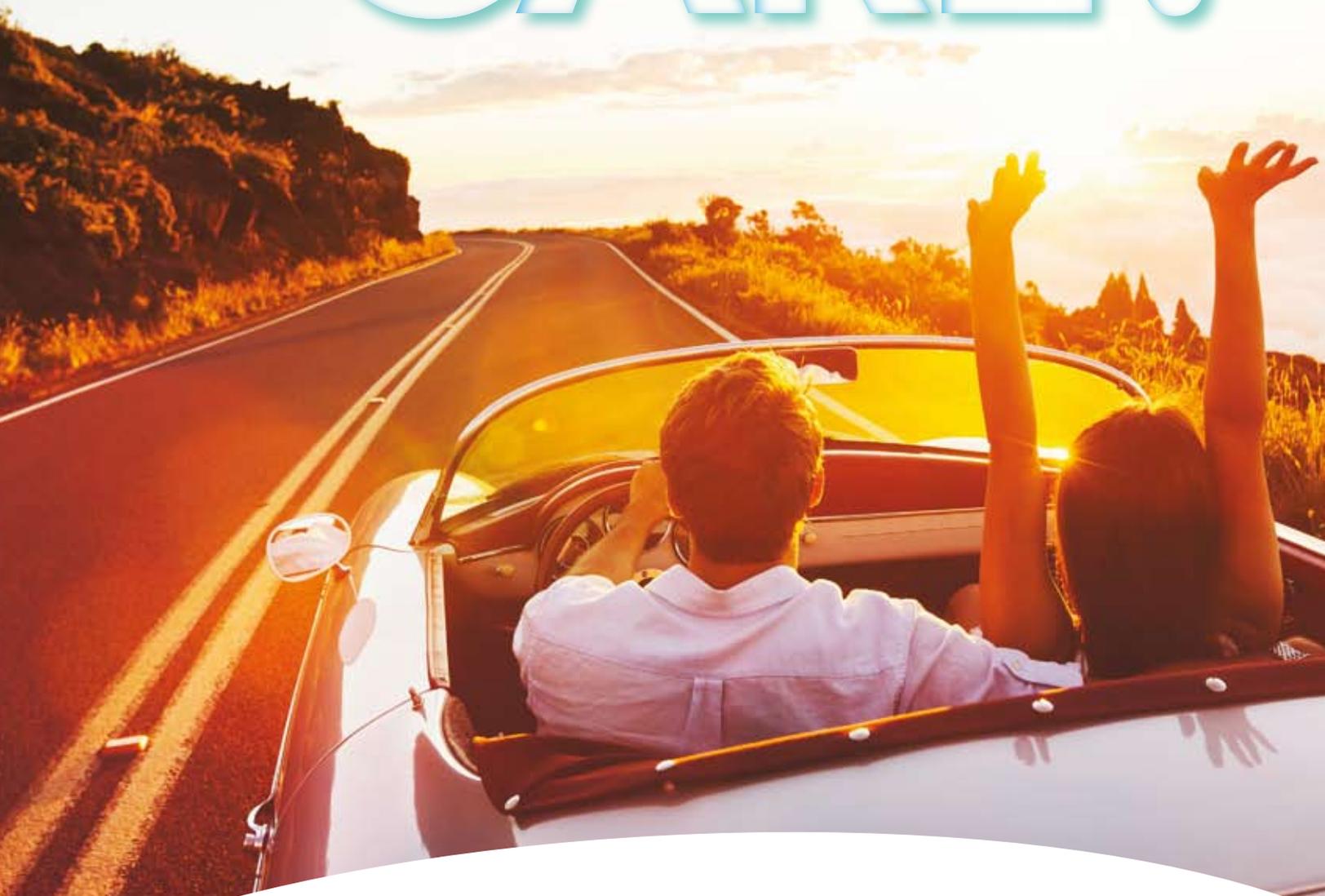
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