

Perspective

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WYNDHAM
VACATION RESORTS
ASIA PACIFIC



Wyndham's Industry Game Changer

Wyndham Grand Phuket Kalim Bay

IS YOUR SYSTEM SECURE?

Why current 'monitoring and compliance' focused approaches are insufficient to secure the enterprise.

2017 PERSPECTIVE MAGAZINE AWARD WINNERS ANNOUNCED

This year's Perspective Magazine Award winners were recognized during the GNEX Conference in San Francisco.

THE POSITIVE PRESENCE ALIGNED WITH C.A.R.E.

Q&A with C.A.R.E. President, Linda Mayhugh, on the continual growth of one of the most valuable trade associations in the industry.



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April-June 2017



Welcome...

Welcome to the April/June issue of Perspective Magazine. With the recent passing of the 2017 Global Networking Expo, we are excited to share global predictions from top level industry executives as well as reveal the winners of the Perspective Magazine Awards. In this issue, we will also take a look at strategies and top trends making South East Asia and the South Pacific a leading destination hotspot. Additionally, we'll provide updates on a few of the timeshare industry's renown associations.

In our cover story – Wyndham's Industry Game Changer, discusses the company's fast track to success with growth expected to double over the next 10 years as it continues to expand its hotel network to more than 100 properties across South East Asia and the South Pacific.

In an exclusive interview with the Senior Vice President of root9B, a company ranked #1 on Cybersecurity 500, the article titled Is Your System Secure? takes an in-depth look at some of the major breaches over the past few years that have made it apparent that the traditional methods to cybersecurity are ineffective against today's adversaries.

The article Palmera Vacation Club Invites Members to Become Travel Ambassadors of Hilton Head Island highlights Palmera Vacation Club's is focused on providing a complete vacation experience by cultivating relationships with preferred local vendors to successfully enable members to enjoy a customized vacation, constructed with elements only a local could bring together.

The 2017 Perspective Magazine Award Winners Announced article reveals which companies took home trophies during the GNEX Conference, boasting over 27 categories across various segments of the vacation ownership industry.

The GNEX 2017 Experience recaps the success of the annual event, covering sessions that featured a lineup of relevant and thought-provoking sessions with diverse opinions and new perspectives from more than 40 panelists, as well as spotlighting solo speakers and the events that surrounded the conversation.

In North American News, RTX – Turning Competitors into Colleagues focuses on how RTX compares for owners and partners with benefits that are mutually beneficial. Meanwhile, A Positive Presence Aligned with C.A.R.E. explains how it continues to gain respectable growth as one of the most valuable trade associations in the industry in a Q&A with President Linda Mayhugh.

In Latin American news, The AMDETUR Update points out further progress the most recent calendar events and discussions AMDETUR have been involved in as regular participants in the industry. The story Hilton Announces Signing of Nine Hotels in Mexico discusses the signing of nine properties in Mexico that represent a number of Hilton brands contributing to nearly 1,200 rooms in the hotel's company pipeline.

In Asia Pacific news, the ATHOC Update covers that Star Ratings Australia recently announced their 2017 Gold List of Australian Accommodation and Grand Mercure Basildene Manor was a standout achieving a National rating of 10th for the Best overall guest experience and topped the list in 1st position for the state of West Australia in the category of Best overall guest experience, an amazing achievement. The story on Classic Heroes Awarded Holidays for Volunteering Efforts reviews Classic Holidays on their three Classic Heroes awards at the annual International Volunteer Day celebration.

In Europe, Middle East and Africa news, the TATOC Update shows that there has never been a better time to join TATOC as part of the largest consumer-representative body for timeshare owners in Europe. Additionally, the article Karma Resorts Renew Their Partnership With The Road Safety Western Force & RugbyWA As 'Official Resort Partner' For 2017 covers Karma Resorts renewed partnership in 2017, first established in 2005.

Enjoy!

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4700 Millenia Blvd, Suit 370
Orlando, FL 32839, USA.

Cover Design

Brand Tango

Printed and distributed from the United States covering the world. Also available online at <http://perspectivemagazine.com>

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Karma Resorts have renewed their partnership with the Road Safety Western Force & RugbyWA as 'Official Resort Partner' for 2017, continuing the excellent relationship forged at the club's inception in 2005.



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Wyndham's Industry Game Changer



Wyndham Grand Phuket
Kalim Bay in Thailand

Wyndham's expansion into South East Asia and the South Pacific gained pace in 2016 and is showing no signs of slowing down – but there is much more to the hospitality giant's growth strategy than simply putting dots on the map.



Asia and the South Pacific, while carefully selecting its new properties based on an understanding that today's travellers are looking for value, coupled with unique experiences.

Unique Positioning

"There is no one else like us," said Barry Robinson, President and Managing Director of Wyndham's operations in the Asia Pacific Region.

Expected to more than double from 2 billion to 4.9 billion over the next 10 years, the global middle-class continues to grow and with it the propensity to travel. By 2030 it is anticipated that Asia will represent 66% of the global middle-class. Wyndham has been responding to this market shift by creating a more diverse range of travel experiences than ever before, and by broadening the scope of its accommodation offerings in the region.

Over the past 18 months Wyndham has opened its first Asian vacation club – CLUB WYNDHAM ASIA®. It has also expanded its hotel network to more than 100 properties across South East

"Wyndham Worldwide's three business arms – Wyndham Vacation Ownership, Wyndham Hotel Group and Wyndham Destination Network – span every sector of the travel accommodation industry. Each supports the other, thereby creating more choice for our guests and vacation owners, while the blue thread that connects them together is our unmatched loyalty program, Wyndham Rewards."

Late last year, Wyndham Rewards unveiled plans to expand its award-winning program across all three arms of Wyndham Worldwide, starting with the addition of more than 17,000



Ramada Resort Dinner Plain,
Mt Hotham in Australia

condos and homes to the program's already-impressive 8,000 hotel redemption portfolio.

The move is an industry-first in terms of scale and global impact. With more than 120,000 properties across 100 countries spanning hotels, vacation ownership and professionally-

managed vacation rentals, Wyndham Worldwide offers travellers something no other provider can – the opportunity to experience travel the way they want to, regardless of location or type of accommodation.

from 25,000 hotels, condos and homes around the world to redeem points for a free night by simply visiting www.WyndhamRewards.com/Redeem.

“Hotel guests have long been rewarded for their loyalty, and now Wyndham’s vacation owners and vacation rentals guests are also being rewarded.”

A free night at any Wyndham Rewards hotel can be redeemed for just 15,000 points, while a free night across the newly included condos and

homes can be redeemed for just 15,000 points per bedroom, per night.

managed vacation rentals, Wyndham Worldwide offers travellers something no other provider can – the opportunity to experience travel the way they want to, regardless of location or type of accommodation.

Now Wyndham Rewards members, vacation owners and hotel guests alike can enjoy the unique and authentic vacation experience that comes from staying in private accommodation – from a stone cottage nestled near Bordeaux and Toulouse in France; to a slope-side retreat in Park City, Utah; to an architectural dream home in Palm Springs, California.

“Hotel guests have long been rewarded for their loyalty, and now Wyndham’s vacation owners and vacation rentals guests are also being rewarded.” said Barry Robinson.

Wyndham Rewards members are also able to choose

Over the course of the next two years, Wyndham Rewards will continue adding



Ramada Resort Dinner Plain, Mt Hotham in Australia

properties from the Wyndham Worldwide portfolio while also allowing members to earn points on condo and home stays. The ability to earn points on stays is expected to be available as early as mid-2017/18 on the initial condos and homes, and new options will be gradually added as new properties come online. The program is anticipated to be integrated across the majority of Wyndham Worldwide's hotel, vacation ownership and vacation rental portfolio by the end of 2018.

A Focus on Experiences

"There are hundreds of hospitality brands out there, but what defines one hotel or resort stay from the next is experiences," said Barry Robinson.

"We're opening a world of new offerings for guests and vacation owners giving them the ability to travel where and how they would like to, based on their individual needs. It is about unlocking the full potential of Wyndham Rewards while providing unparalleled value to our members, hotel owners and partners alike," he added.

Wyndham Worldwide announced last year that it will offer discounted and/or complimentary activities for its loyalty members in select destinations. The kind of destination immersions being offered by Wyndham include a street food tour in Mexico City, a desert safari in Dubai, a pizza walking tour of New York City, a cooking class in Shanghai, and an indoor skydiving experience in Orlando, each being conducted by a local tour operator.

"Lifestyle experiences and experiential design are common place in the luxury space, but not so common in the midscale and economy space, and that is where the hospitality industry is growing," said Mr Robinson.

How Hoteliers are Benefiting

Wyndham's holistic approach is not just giving Wyndham Worldwide's guests and vacation owners a wider range of options when they travel, it is benefiting hotel owners too.

Over the past eight years, Barry Robinson has spearheaded a mixed-use model under the Wyndham and Ramada brands in the Asia Pacific region. The model combines timeshare and

hotel accommodation within one property – a model that benefits hotel owners in the form of shared costs and multiple revenue streams and has helped secure strategic locations across the region. It has bolstered the growth of both Wyndham Vacation Ownership and Wyndham Hotel Group in the South East Asia and Pacific Rim region. Wyndham also manage these mixed-use properties, which gives them more control over the customer experiences they deliver.

New Brands and More Destinations

During 2016, Wyndham signed 28 new properties across South East Asia and the Pacific Rim, which took the regional portfolio to over 100 hotels and resorts. The 100th milestone resort was Wyndham

In the South Pacific, the Wyndham Garden brand launched in New Zealand with the announcement of Wyndham Garden Hobson Street Auckland, to be completed in 2018. Ramada Hotel & Suites Queenstown Remarkables Park became the snow destination's first new hotel in five years.

Wyndham also opened its 16th mixed-use property in Australia. It acquired Peppers Rundells Alpine Lodge at Dinner Plain in Victoria along with 30 chalets, and began operating them as one resort called Ramada Resort Dinner Plain, Mt Hotham –Wyndham's first property in the Australian ski fields which opened its doors in December 2016.

Over the past eight years, Barry Robinson has spearheaded a mixed-use model under the Wyndham and Ramada brands in the South Pacific

Tamansari Jivva Resort Bali, a property with 214 rooms and eight villas located on Lembang Beach.

Wyndham entered Japan in 2016 with the opening of the 300-room Ramada Hotel Niigata. It also debuted in Vietnam with Wyndham Legend Halong Bay, a 217-room resort that is the first five-star resort from a global hospitality chain in Halong Bay.

The company has hit the ground running in 2017 with the launch of its most prestigious brand, Wyndham Grand, in the South East Asia region. Wyndham Grand Phuket Kalim Bay, a 214-room resort with the largest number of pool villas in the Kalim-Patong area, opened in January.

The resort is designed to provide hotel guests

Ramada Resort Dinner Plain, Mt Hotham

Ramada Dinner Plain is situated in Victoria's high country, which offers a wide variety of activities and sights to see all year around.

During winter, snow turns the village into a winter wonderland and guests can learn tobogganing, snow tubing or skiing at Dinner Plain's Snow Park. Cross country skiing and snowshoeing trails are close to the village, while guests can also ride a sled pulled by a team of excited huskies.

In the warmer months, the region thaws and local trails are suitable for mountain biking, hiking, trout fishing and four wheel driving.

To find out more about Ramada Dinner Plain, visit www.ramadadinnerplain.com



and timeshare owners with privacy and seclusion, as well as the ultimate in relaxation. CLUB WYNDHAM ASIA®, a part of Wyndham Vacation Ownership, will be able to give its members access to a selection of apartments.

Wyndham has long been committed to growing its vacation ownership portfolio in South East Asia and the Pacific Rim, and with these two new stand-out additions to both its vacation ownership clubs in the region – WorldMark South Pacific Club by Wyndham and CLUB WYNDHAM ASIA membership numbers continue to grow.

In 2017, Wyndham plans to significantly expand its diverse collection of brands throughout

and will stand 57 storeys at its highest point. It will be a mixed-use property, combining hotel and residential accommodation and retail space.

Already in 2017, Wyndham has expanded into the emerging market of Myanmar, with the opening of TRYP Yangon Hotel, the debut property for the TRYP by Wyndham brand in South East Asia. The group is also bolstering its presence in Pacific Island nations, with the addition of Ramada Resort Port Vila in March and the anticipated opening of Ramada Wailoaloa Beach in July.

“Additionally, we are aiming to secure management contracts in key Asian gateway cities,” Mr Robinson said. “We currently

“In 2017, travellers can expect us to continue broadening our range of destinations and improving their accessibility, with our staff creating memorable and personalised experiences for our guests.”

South East Asia and the Pacific Rim. More than 70 hotels representing close to 20,000 rooms are in the development pipeline – and over 80 per cent of these hotels are new builds.

The flagship development of a 3,200 room condotel complex, Wyndham Soleil Danang, in central Vietnam is the group’s largest to date in the region. Worth US\$446 million dollars, the development will be the tallest building in Danang

manage properties in Singapore, Melaka, Phuket, Bali, New Zealand, Fiji and Australia and are looking for mixed-use opportunities in destinations like Bangkok and Kuala Lumpur.

“In 2017, travellers can expect us to continue broadening our range of destinations and improving their accessibility, with our staff creating memorable and personalised experiences for our guests.”

Wyndham Grand Phuket Kalim Bay

Wyndham Grand Phuket Kalim Bay features extensive leisure facilities including a panoramic rooftop pool with pool bar, a lap swimming pool, complimentary Wi-Fi, a spa with wellness centre, gym and a picturesque ballroom.

Rooms come with furnished balconies, air conditioning and LED televisions. The Private Pool Suites each include a six-metre private pool, while each of the Grand Private Pool Villas has a nine-metre private pool.

For more about Wyndham Grand Phuket Kalim Bay, visit www.wyndhamgrandphuket.com



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FEATURED INDUSTRY HEADLINES

AMRewards Breaks Records with 2016 Milestones and Announces Upcoming Initiatives AMResorts focuses on innovations to amplify travel agent program

AMResorts®, a subsidiary of Apple Leisure Group, celebrated prolific results and new milestones in 2016 for AMRewards, the hotel company's travel agent loyalty program. The U.S. and Canada markets experienced an 82% increase in the number of group bookings and a 78% increase in total bookings 2015. Additionally, AMRewards' registered agent portfolio grew 33% in 2016.

"In two short years, we have created a program that has awarded more than \$11 million worth of redeemable rewards for our travel agents," said Jan LaPointe, Senior Director of Sales & Marketing, Canada and AMRewards. "Our promise is to continue supporting our invaluable travel agents by cultivating new resources and incentives to better their business efforts."

Travel agents can benefit from more efficient booking options and privileges through the AMRewards platform including:

- Bookings are validated and points are earned faster by allowing the collection of names for each room within a group entry.
- Using points for travel agents to bring children along on a family-friendly vacation.
- Coming this spring, agents can book their own stays directly through AMRewards using a new, online booking engine designed to provide faster confirmation times.
- Coming soon, agents will receive a



new, complimentary AMRewards Visa® prepaid card with a 5% cash back program when shopping at select retailers. Expected to be released soon, the card will be valid for two years.

AMRewards studies the needs and requests from the field before developing any enhancements to ensure continued growth and overall satisfaction. Additions to the program, as well as personnel expansion within the AMRewards call center, were based off results from research conducted semiannually by a team of travel agents and industry executives.

Launched in 2014, AMRewards enables agents to earn points with each booking that can be used to enhance their selling capabilities. Agents can use points for perks such as spa treatments or romantic dinners. Agents can also redeem points for complimentary nights at AMResorts properties, allowing them to become more familiar with the resorts and in turn sell more effectively. All travel

agents residing and conducting business in the U.S. and Canada with a valid IATA, ARC, TRUE or CLIA number are eligible to participate in the AMRewards program. For more information, visit amrewards.amragents.com/.

For more information about the AMRewards program, visit AMRewards.com.

About AMResorts

AMResorts is the fast-growing provider of sales, marketing and brand management services to six individually unique resort brands. The Philadelphia-based company is continuously raising the all-inclusive concept to a new level of luxury with its signature Endless Privileges®, Unlimited-Luxury® and Unlimited-Fun® programs. Located throughout Mexico, Jamaica, Curacao, Dominican Republic, Costa Rica, and Panama, AMResorts' more than 50 award-winning properties treat every guest to premium accommodations, desirable locations and extraordinary inclusions.

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FEATURED INDUSTRY HEADLINES

Resort Travel & Xchange Triples in Member Transactions

Orlando, Florida, February 17, 2017 (INTUITION) – Resort Travel & Xchange (RTX) saved its members a grand total of \$1,399,572 in travel expenses over 2016 with member benefits, a monumental increase from \$331,341 in 2015.

RTX members experience a flexible exchange program as well as a broad selection of travel and vacation discounts beyond exchange, including reduced prices on car rentals, cruises, hotels, excursions, weekly stays, and much more. Customers can expect an average savings of \$153 per reservation which equates to approximately 60% off retail price, up from \$128 (35%) in the previous year.

More than a demonstration of customer satisfaction, the growth in member usage

since introducing an updated travel benefit program in 2014 continues to give an edge to RTX outside the norm typical exchange companies in the timeshare industry. The advantage of enrolling in RTX ultimately gives members the freedom to reserve discounted rates at anytime, anywhere, whether they are vacationing with their timeshare or just need a quick weekend away.

Resort Travel & Xchange is broadening its target audience by offering members take their vacation dollars further than ever before and give more travelers the opportunity to discover new experiences. The number of total transactions has nearly tripled over the past year, growing to 9,139 member purchases made through the easy-to-use RTX website for extra vacations.

Savings with the discount program continue beyond the transaction. Purchases made through the portal give extended benefits to members with Earned Rewards Credits. The balance accumulated with this system can be used for future transactions, travel, gift cards, and various other reward bonuses.

Resort Travel & Xchange is initiating change away from constricting agreements and refining a process based on the needs of its consumers. Competitive pricing, high standards, and extraordinary service across all levels of membership ensure that the travel experience revolves around the adventure.

For more information visit www.rtx.travel.

RTX Wins 2017 Perspective Magazine Award for Best Print Media

RTX, a leading vacation exchange provider that offers customer-centric solutions for its partner resorts and management companies, was presented the 2017 Perspective Magazine Award for Best Print Media honoring its quarterly magazine, RTX Traveler.

The Perspective Magazine Awards are considered to be one of the highest accolades in the timeshare industry and was launched in 2011 as the only global recognition program of its kind. This year marked the 7th Annual Award Ceremony and was presented at the GNEX Conference in San Francisco on February 1st, 2017.

Winners were decided by a format unique to the one of a kind awards, with four

anonymous veteran industry judges and an online voting portal where industry professionals had their opportunity to influence the outcome, sharing their nominations via marketing material, company websites, and social media. Each individual judge's vote counted for 20 percent of the outcome, with online voting accounting for the remaining 20 percent of the score.

RTX Traveler was formed to offer regular communications to members in the form of a high-quality magazine designed to appeal to timeshare vacationers' aesthetic, with useful and relevant content that not only inspires them to plan vacation and travel with RTX as well as to provide valuable education and updates

about their membership.

RTX Traveler helps members better understand how to use their membership and reminds them of the fantastic benefits RTX offers. Several pages and sections focus specifically on member benefits including reminders about deadlines and reservation windows, information about different levels of membership, and details on how to utilize benefits beyond exchange such as booking hotel stays, car rentals and cruises.

The magazine features destinations where RTX members can vacation by exchanging their vacation ownership or booking getaways or extra vacations with their membership.



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Is Your System Secure?

An Interview with Eric Stride on Why You Must HUNT for Attackers

“They either attack your technology or they attack your people,” explains Eric Stride, Senior Vice President of root9B, an operations-focused company ranked #1 on Cybersecurity 500 and serving the full life cycle of cybersecurity and intelligence.

In an interview with Perspective Magazine, Stride explains why current ‘monitoring and compliance’ focused approaches are insufficient to secure the enterprise. The major breaches of the last few years have made it apparent that the traditional methods to cybersecurity are ineffective against today’s adversaries. The paradigm needs to evolve; the defenders need to be knowledgeable and proactive.

What is the current level of information security?

A good way to put this into context is to look at some of the other stats on customer data. A lot of companies are concerned about how we secure our customer data. The average zero-day exploit remains unknown to the vendors and the public for 300 days and the median number of days from a network breach to discovery is more than 140 days. The real threat is that 22% of cyber attacks take several months, or even years, to eradicate. With attacker presence being so ubiquitous, it’s no surprise that companies lost over 2 billion customer records in 2016.

What trends do you see most companies utilizing to defend against vulnerabilities?

Antivirus software and signature-based intrusion detection systems, which can only tell you about things they already know are bad – attackers will tailor their attacks to get past those solutions. The number of malware samples has increased tremendously over the last four years or so. It’s a cat and mouse game. The cycle continues. As a result, malware trends are continuing to increase and the defenders can’t win if they have to keep up with it.

Vulnerabilities in software are staggering. They take advantage of either denying the

service or leveraging an exposed flaw in the software to launch the attacker's code. There's an increased focus on identifying vulnerable code – both for good and bad. Traditional defense is not sufficient.

Have there been significant breaches in the timeshare and hospitality industry?

In 2005 a timeshare management company lost backup tapes - allowing physical access to data is just as risky. The company had to notify 200,000 clients that they lost their credit card and personal info. Another industry lead was sued by the FTC for exposing consumer data because they weren't requiring people to use complex passwords, and they had software configurations that were sending credit card data in the clear. They also found memory-scraping malware, which waits for credit card info and sends it off. It sent over 500,000 credit card numbers to Russia.

Then, in 2014, the Secret Service put out a notice to hotels to watch out for their business center computers. A group in Dallas was installing key loggers on hotel computers as an easy way to target people for credit card and identity theft.

That hits a bit closer to home for your industry as opposed to the now infamous Target breach, but one thing to keep in mind was that Target was "PCI Compliant" at the time of the breach. From an attacker's perspective, compliance says that you're just paying attention to a minimum level – and the attacker has to just exceed those minimums to succeed. Compliance isn't sufficient.

As far as the type of information that is breached, what have you seen the most of?

The statistics show that as many as 76% of the breaches leverage weak or stolen credentials – far more than the attacks that leverage software exploits. This isn't surprising when studies show that as many as 60% of users use the same username and password on multiple networks, making access trivial



for adversaries – if your account was caught in one breach, and you used the same password on another network, that account is also compromised. The primary attack approach is focused on the human, getting them to click a link or open an email attachment. This technique is known as phishing.

We also see a lot of Domain Squatting, where the attackers will register a site like Hi1ton.com instead of the legitimate Hilton.com. Did you notice that the first one had a number one instead of the letter L. Attackers will register legitimate looking domain names to trick users into providing information they normally wouldn't. Companies can and should register their own "typosquatting domain names" to prevent this from happening

CEO Fraud targets specific key individuals, such as executives, mapping out their social networks and understanding when they travel, and how they communicate. The attackers will use this information to trick individuals in their organization to transfer or wire money to an illegitimate person and manipulate business deals.

We are getting better in the community at combatting the

attackers, but the attackers are getting better at the variety and complexity of their breach techniques.

What is the best advice for understanding your adversaries?

What we are doing currently as an industry is not effective against today's adversary. Training has to be a priority. We must understand how the attacker thinks and maneuver like them. Tailor everything to focus on how and why your attacker will target you.

Think like the attacker. Understand the motives, tactics, techniques, and procedures. It's not just a piece of software, it's a human who has a motive and has intent. root9B's approach for pursuit takes advantage of understanding the attacker's methodology: Footprinting, Scanning, Enumeration, Gaining Access, Privileged Escalation, and Post Exploitation. The defensive teams have to leverage a methodology of their own to combat the attackers, and disrupt the attacker's flow.

How does root9B actively pursue attackers?

We maneuver like the attacker. This means we're not waiting for the system to say 'Hey, we have a problem'. We



About Eric Stride

Eric Stride, a 14 year veteran leader in information security, including 12 years in the U.S. Air Force and at the National Security Agency (NSA), serves as the Senior Vice President responsible for research and development of new capabilities and products at root9B. Mr. Stride brings significant technical and command experience throughout the cyber operations domain that includes numerous highly technical cyber operations for the Air Force, NSA, and US Cyber Command. Some of these positions include commanding a geographically separated offensive cyber operations unit; leading the Air Force's first-ever regional cyber combat mission team to initial operating capacity, and serving as deputy chief for cyber operations at an NSA field site.

Mr. Stride is also an alumnus of NSA's prestigious Computer Network Operations Development Program. He has developed cyber capabilities for both NSA and the Air Force, in addition to serving as a subject matter expert to the Air Force's cyber acquisition office. He co-authored the Air Force's first weapons & tactics manual addressing offensive cyber operations and was the U.S. Air Force's first-ever Numbered-Air-Force level offensive cyber evaluator. Mr. Stride holds a Bachelor of Science in Computer Science from the University of Washington and a Master of Science in IT Management from Colorado Technical University, in addition to possessing numerous industry certifications.

have to close the gap between what we're doing today and what we need to do to stop the advanced attackers from getting into our networks because what is instituted today may not be relevant in 12 months.

It's almost like a game of chess. The attacker is making moves to try to break into your systems and get to your critical information and the defense is trying to make moves to block and prevent them, so it's a lot of move/countermove.

We are proactive defenders through Adversary Pursuit, or HUNT. root9B's Hunt Method is a process by which a trained analyst performs proactive operations to detect adversaries present on a network before the automated systems can detect there is a problem.

What is the main objective behind the HUNT method?

Our focus follows the mission to "Let there be darkness." We don't want attackers to be able to see into our networks. HUNT proactively thinks like the attacker, how they will operate, and actively goes looking for them in the network. It's all about anticipating and assuming compromise. Our end-goal is to identify unknown adversary presence and think like them, so we can eradicate them before they do damage or steal information.

root9B uses an interactive system of analytics conducted by elite cyber operators with the skills to differentiate between anomalies, characterized threats, and then directly engage the adversary. We leverage automation as much as possible, but we don't rely on it. No HUNT solution can be fully automated and still be effective. We continuously monitor the hosts and network traffic for inconsistent data or identifiers pointing to compromise. This information acts as tipsters to drive interactive HUNT Operations while providing situational awareness.

What are the first steps to securing consumer data and information?

Most organizations need to start at the basics because if you look at the whole problem in its entirety it's overwhelming. The basics typically include mapping the network and knowing what you have. If you don't know what you have then you can't defend it. Then you need to make sure you have the 'standard' layers of security in place, and implemented correctly, such as antivirus solutions, properly configured firewalls, having network segmentation, and intrusion detection systems. Then you can move into the more advanced techniques, like doing HUNT Operations, where you're really trying to be proactive instead of reactive.

root9B has courses that teams from the industry can take, which course would you most recommend?

Assuming the team is an IT focused and trained group already, the most beneficial course would be Adversary Tactics and Techniques. It's a 5-week long course but it can be tailored to each organizations' needs. We know a lot of organizations outside of the government and the military have a hard time releasing somebody for 5 weeks to go to training so we can actually break it up into smaller offerings if needed.

The focus of the Adversary Tactics and Techniques is to really train the IT and security operators on how the adversary works to make them think like the adversary so they can start honing in on the anomalies that need investigation. Without having the context of the course it's really hard for the anomalies to stand out – you have to know how to define "normal", and be able to assess "abnormal". We provide tools to help with that assessment, but it's primarily about learning how the adversary thinks and leveraging that knowledge to combat their thought process.

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FEATURED INDUSTRY HEADLINES

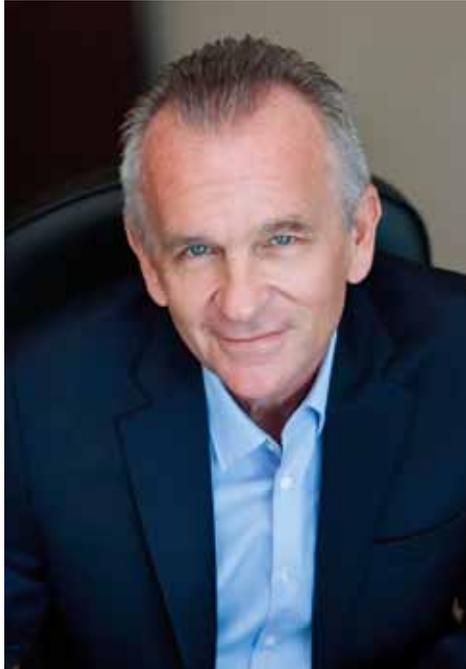
StaySky® Vacation Clubs “Likes” Sharing Experiences

staySky® Vacation Clubs place members in the center of the action whether they’re on vacation or planning to pack their bags. The contemporary resorts are sharing experiences on social media so travelers can stayHappy, stayRelaxed, and stayClose to their favorite getaways 365 days a year.

Orlando is America’s top destination for travelers looking to plan their next vacation and staySky® Vacation Clubs’ four resorts are high on the list for booking reservations. Between TripAdvisor, Expedia, and Booking.com, the popular travel sites have more than 24,000 guest reviews and 5,000 uploads of guest photos for The Enclave Hotel & Suites, Hawthorn Suites by Wyndham, Lake Buena Vista Resort Village & Spa and staySky® Suites I-Drive Orlando.

Search results found in Bookings.com show all four of the resorts marked as “One of Our Bestsellers in Orlando” or “One of Our Top Picks in Orlando”. Expedia advertises the hotels as “In High Demand!”, and even shows Lake Buena Vista Resort Village & Spa as a VIP Access Hotel, meaning customers receive consistently exceptional service.

Timely responses from each resort contribute to the success of the customer journey, especially when listening to customer feedback. staySky® Vacation Clubs focus heavily on its social media efforts in answering all the reviews posted. Travelers who write positive and negative reviews appreciate acknowledgment from management and high levels of engagement show positive customer



service to future guests.

“The sense of community and engaging environment that staySky® provides to members is our primary focus. We want to make sure guests have the opportunity to interact with our team no matter where they are,” says Jack Chevrier, President of staySky® Vacation Clubs. “Social media plays an active role in how we approach our commitment to quality and service, and we’re thrilled to be able to extend that practice in such an accessible way.”

staySky® Vacation Clubs’ resorts Facebook and Twitter pages have a combined following of over 60,000 followers receiving updates on the current happenings at each location. staySky® shares videos and photos of

the accommodations and pool, weather, and links to blogs containing news on upcoming events. Not only are followers able to see their shared friends who have also liked the page or visited the location, but additionally promote a social response that brings together the staySky® community.

Guests are able to comment amongst one another, with many comments sharing the excitement and even attaching their own photos. One picture posted by the resort showed the sun pouring down on the pool, captioned “Come hang out with us!” Guests left comments like “We’re going here! Getting so excited!” and some even posted photos of their family going for a swim.

Each resort’s Facebook page is marked as “Very Responsive to Messages” or “Message Now – Typically Replies Instantly”. staySky® uses the social platform to go beyond sharing guest experiences to engage in questions posed by the past, present, and future visitors. Many guests ask questions about the accommodations or check-in times, as well as seeking advice on the best times to visit theme parks or where to purchase event tickets.

staySky® takes vacation membership and engagement to the next level of service with online interactions. Whether guests are looking to make a reservation, see what’s happening at the resort, making requests, or asking for advice, members can enjoy the vacation experience in their daily lives, both at home and away.

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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

ARC Delivers Membership Adaptability with Freedom 365 The Latest and Best Travel Membership Program for Progressive Vacation Ownership

American Resort Collection (ARC), the ultimate contemporary providers of leisure products and Vacation Ownership, has co-developed a new product with RCI and International Cruise & Excursions (I.C.E), Freedom 365, available to ARC members March 1st, 2017.

Freedom 365 is a long-term strategy to extend a new product to existing ARC vacation owners as well as introduce a compelling opportunity for future vacation ownership consumers. The program launch will provide access to exclusive travel offers to enhance members' current ownership or, for those looking to end their ownership, the ability to continue to use their travel advantages at over 4,000 luxury resorts in more than 100 countries around the world.

The program was designed to build a lifetime relationship with customers to deliver a product that meets the needs of past, present and future vacation owners, and with resorts partnered with ARC. The program provides ARC Vacation Club members a new fit for purpose experience that incorporates the most current and first-rate travel offerings to service the widest demographics through various lengths of ownership.

The core of Freedom 365 provides member-only deeply discounted access to resorts, hotels, cruises and consumer products. The program is termed as a truly customizable design that meets the needs of each member, allowing individuals to accelerate or slow their membership

usage to match the ebbs and flows of personal vacation needs.

The benefits extended to members with the launch of Freedom 365 include an annual allotment of Savings Dollars™ which can be redeemed for even greater discounts. Members can earn additional Savings Dollars through Club transactions, such as referring friends and family or by using the Snap 365™ feature to purchase consumer products and services, ranging from coffee at Starbucks to theatre tickets.

American Resort Collection worked directly with RCI and I.C.E over an 18-month time period, leveraging RCI's global resort reach and ICE's marketplace strength in travel, cruises, and consumer goods. The co-development was strongly focused on expanding product lines to reach people who aren't ready to commit to timeshare weeks, are looking for a shorter duration product, and those who are not yet ready to stop going on vacation but looking to sell their timeshare.

Club members that are not currently vacation owners are offered insight to the value of timeshare ownership with the addition of Freedom 365, presenting the opportunity to stay at ARC and affiliated properties to introduce members to eventually discover their future vacation home. The exclusive priority access to the ARC properties accompanied by longer booking windows for partners and traditional lodging packages presents

a stable plan of action to acquaint prospective owners with properties, as well as replacing the streams of income on which the resort associations depend for their financial security by using that inventory for member fulfillment.

Freedom 365 is advantageous for both vacation owners looking to end their ownership but continue to use their travel perks and the health of the timeshare industry. The Club Memberships ensures fulfillment of ARC's affiliated inventory without relying on thirds parties and has the ability to supplement owners' Assessment Income stream with revenues generated through the new program's member reservations.

ARC implements further options for those seeking to terminate ownership and continue to travel by offering vouchers for one or more years of use at their home resort. This affords flexibility to taper member vacation spending to meet their vacation needs with relief from more substantial obligations of deeded ownership.

American Resort Collection's launch of Freedom 365 is the progressive choice for every generation of travelers. ARC is offering the full power of vacation ownership supported by a flexible benefits program to motivate members to engage in and positively influence the timeshare industry as a whole. Freedom 365 rethinks what it means to interact with travel and commerce, confirming ARC's interest in staying in sync with where consumers are going and how they are getting there.

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

Palmera Vacations Club Invites Members to Become Travel Ambassadors of Hilton Head Island

Where Locals Welcome Tourists as Insiders



Tucked off the shore between Charleston, South Carolina and Savannah, Georgia floats a piece of paradise. Named America's favorite Island by Travel & Leisure Magazine and consistently appearing on lists as one of the Top Ten beaches across the globe, the award-winning Hilton Head Island is defined by the atmosphere conceived by Palmera Vacation Club to emulate discovery for all.

Today's discerning travelers are looking beyond the typical stress-free get-away, desiring both luxurious accommodations and authentic experiences. Recognizing this shift in expectations, Palmera Vacation Club is focused on providing a complete vacation experience by customizing its members' vacation based upon their own personal preferences.

To achieve this lofty goal, Palmera

Vacation Club has cultivated relationships with preferred local vendors to successfully enable members to enjoy a customized vacation, constructed with elements only a local could bring together. Palmera Vacation Club is making a bold statement in embracing and fostering an overlay between the Hilton Head Island community and Palmera Vacation Club members. These relationships between the club and the community, between the

traveler and the local, is what Palmera means by saying “vacations the way they were meant to be.”

An Authentic Approach to History

Palmera Vacation Club’s location on Hilton Head Island, first and foremost, sells the destination. The Island is the main attraction and the surrounding history, architecture, and landmarks encourage guests to seek an immersive encounter. One of Palmera’s missions is to respect the history of the land and continue to contribute to its heritage. It’s more than just a place to sleep and it goes beyond comfort – Hilton Head Island allows vacation club members to listen to the historic story.

In 1663, Captain William Hilton, the earliest inhabitant of the island, named the island after himself. With over 300 years of populated history, the rich heritage and historic sites of Hilton Head are some of the most fascinating aspects attracting visitors. The historic site has had generations of explorers, from Native Americans, English, Spanish, French, pirates, to soldiers, leaving impressions of their ethnic and cultural identities for future visitors.

The thoughtful design of the island is admired by developers because Hilton Head Island is one of the first eco-planned destinations, which resulted in an extraordinary amount of palmetto trees under which guests find peaceful refuge. Palmera finds monumental value in continuing to uphold the natural history of the Island as an eco-friendly aesthetic masterpiece. Lifestyle travelers are keeping up with the current trends, and environmental aspects are a major factor in many consumer’s decisions to stay at one of Palmera Vacation Club’s four Hilton Head Island resorts.

Guests who visit the Heritage Library History & Ancestry Research Center understand why Palmera honors the generations of pathfinders who have set foot on the island. With a love and respect



for local Gullah culture, Civil War era forts, and even ancient Native American shell rings, Palmera enjoys opening a door into the past for its members. In fact, Palmera Vacation Club has partnered with The Gullah Heritage Tour, where travelers can learn stories from the Gullah families still alive today. What makes this relationship special, is that all of the tour guides are

Though Hilton Head Island is small, only 69.2 square miles, with 27.9 of those miles as water, the landscape offers endless opportunities for exploration and discovery. Locals and visitors of Hilton Head Island can easily find themselves walking through historic nature trails or biking along the nearly 60 miles of path ways. The waterways, lagoons, inlets, and

Palmera appreciates the value of being a part of the local community and takes pride in providing opportunities for its member to be “insiders”

siblings and descendants of former Gullah slaves that lived on the island and share their traditions, beliefs, and cuisine with guests looking to absorb the cultural history of their destination.

Hilton Head’s Recreational Roots

Palmera appreciates the value of being a part of the local community and takes pride in providing opportunities for its members to be “insiders” from the first moment – and every moment – of their vacation. For that reason, guests are encouraged to embrace every inch of natural wildlife and gorgeous scenery.

ocean offer opportunities for kayaking, paddleboarding, fishing, and dolphin cruises. Plus, a trip to Hilton Head is not complete without a visit to the iconic Harbour Town lighthouse.

Hilton Head Island’s golf community is a main attraction for visitors and locals alike. With 24 championship golf courses available to tee-up at, it’s no surprise that the courses are on the top list of locations for regional and national events and that maintaining the natural beauty of the environment and resources is a priority for the courses.

Palmera appreciates the value of being a part of the local community and takes pride in providing opportunities for its member to be “insiders”. The club’s Palmera Play program has exclusive ties with preferred vendors on the island to ensure the best vacation for its members with privileged experiences. Guests never feel like they are missing any part of the adventure because they always feel like they are put at the front of the line.

A Community of Events

The most authentic aspect of any community focuses on the culture derived from the area. Palmera Vacation Club at Hilton Head Island offers travelers the opportunity to integrate the collection of annual events into their vacation. Annual events bring hundreds of guests to the island and Palmera is making sure that the itineraries are on members’ schedules, sometimes deciding at the last minute that the event just can not be missed. This is where the use of the Smart Stay Program can put members in the center of the action without missing a beat or worrying they won’t be able to stay at their home away from home. Smart Stays are discounted rooms made exclusively available to Palmera Vacation Club Members and the dates can be booked within 45 days, using either their available Member Points, credit card, or a combination of both.

The annual Hilton Head Island Seafood Festival brings together families to taste local seafood, listen to live music and participate in a plethora of activities. Palmera Vacation Club released even more discounted Smart Stay selections as part of its support to giving funds raised from the event to the Island Recreation Scholarship Fund, Gullah Institute, Port Royal Sound Foundation, and more. Not only are Palmera guests able to enjoy the true (and best!) local cuisine with the opportunity to book a last minute stay, but they’re additionally able to help give back to the area.



In addition to inviting guests to give back to the community through local events, Palmera provides members with the tools and tricks to make the most out of one of the busiest events of the year, the RBC Heritage Golf Tournament. The PGA Tournament is recognized for the prestigious players that come together on the green, but more importantly for the charitable donations made to the Heritage Classic Foundation, a nonprofit

a traveler’s dream to authentically assimilate with a community and feel at home and at ease.

An Island Home At Heart

Spread out across the island, Palmera’s Resort Portfolio, which includes Coral Reef, Coral Sands, Island Links, and Port O’Call, offers an array of distinct home base options when embarking on a Hilton Head Island adventure. Members

Palmera Vacation Club has seamlessly integrated its members with the culture of Hilton Head Island

program that is designed to give back to the South Carolina community.

HarbourFest at Shelter Cove Harbour & Marina on Hilton Head is a weekly celebration in the summer, where live music, entertainment, and family activities occur every Tuesday night. The family-friendly event ends the evening with a spectacular show of fireworks, bringing together both locals and visitors. The tradition of this weekly occurrence not only contributes to the island’s economy, but unifies locals and guests, creating

can choose to be immersed in the private Shipyard Plantation and enjoy the private beach access of Port O’Call or the quiet seclusion of Coral Reef. Coral Sands can provide a home away from home that boasts multiple pools, complete with a lazy river, and direct access to Coligny Beach and Plaza, which is affectionately known as Hilton Head’s downtown. And if golf is on the agenda, Island Links is situated on a golf course and only steps away from the Port Royal Golf & Racquet Club.

Palmera’s Resort Portfolio also offers a

unique expansion on the standard resort accommodations. In addition to the industry standard one and two bedroom villas, Palmera's resorts offer mostly three bedroom villas providing even more space for members to spread out and truly feel at home.

Bringing Back Paradise

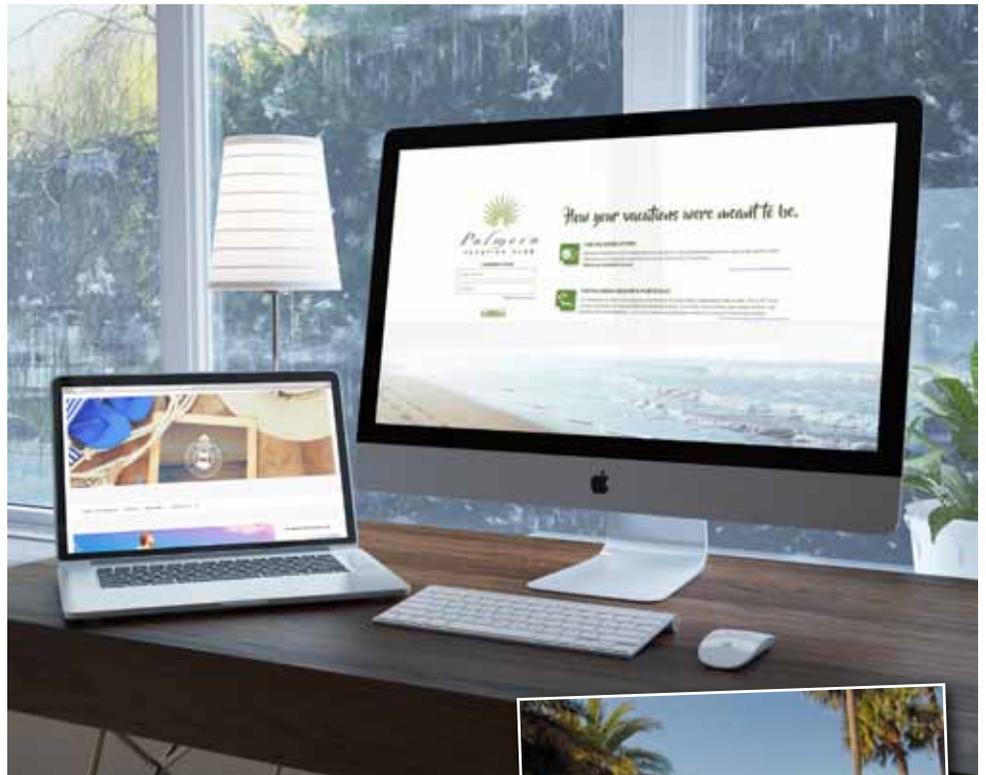
Palmera Vacation Club has seamlessly integrated its members with the culture of Hilton Head Island, and in doing so many of its visitors continually long for their home away from home. Palmera has solved the need for engagement beyond typical standards of social media by partnering with the first and only podcast dedicated to sharing incredible memories and insights from paradise, the Hilton Head Islandcast.

Hosted by Hilton Head local, Mandy Rosenberry, the podcast shares secrets and local knowledge with listeners. The episodes cover local music talent, upcoming events, insider tips on activities, dining suggestions, and more. Many members appreciate the recommendations so much they make incorporating the advice part of their itinerary. The different aspects of the topics covered can enhance guests' experiences while they are visiting, and also remain connected to the 'island vibe' back home.

Using a podcast as a communication method, especially with an established local Islander, brings authenticity to the messages presented. Used in conjunction with social media and blogs, Palmera furthers the connection by reaching a unique audience and targeting new members. This digital service is a method of maintaining, measuring, and acquiring a loyal consumer base. Plus, it makes Palmera Vacation Club announcements and updates come alive.

Membership Insight

The Palmera Vacation Club membership takes luxury vacations one step further



by providing freedom and flexibility with membership points that extend to over 4,000 resorts around the world through RCI. The member dashboard allows travelers to reserve their destination, explore other resorts through Palmera Escape, find travel, activities, and discounts with Palmera Play, and get exclusive last minute travel deals through Smart Stay. Palmera Vacation Club members can also view and manage their points or use the Live Chat if they have any questions about their member services.

Each year members receive points, but the system of benefits goes beyond choosing the resort by giving members all of the tools and connections to experience their vacation the way it was meant to be. Palmera allows guests to tailor their vacation beyond the destination, including the accommodations, the excursions, and the entertainment, making guests the master of their membership currency and allowing guests to craft their own journey.



Members have the freedom to access their points that are allotted for the upcoming year as well as saving member points. If they have a few extra points left over, members are able to purchase additional points to complete a reservation within the booking process so they can take their journey one step further. Or twice, if home is calling.

Travelers are increasingly challenging brands to deliver a great and consistent product, and Palmera Vacation Club's answer to that challenge is truly unlike most others in the industry. Palmera Vacation Club is built upon a dedication to exceeding expectations and customer satisfaction, and created a brand that campaigns for the community – becoming passionate ambassadors for Hilton Head Island.

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FEATURED INDUSTRY HEADLINES

Weeks4Less Provides Peer-to-Peer Online Marketplace for Timeshare Vacations

Weeks4Less.com is making timeshares more social by giving people a platform to rent, sell, or buy vacation properties. Users can become owners at a reduced price, rent accommodations just like on bookings website or generate additional revenue by listing their available units.

Online platforms have been giving users the ability to sell and make purchases in a completely digital world. Separate from large corporations, peer-to-peer advertisements for products and services have grown on such a monumental scale that social channels have been able to disrupt the timeshare industry, a concept which began in the 1960s.

Websites such as Etsy, Amazon, and Ebay provide a space for people to search through a huge selection of items for what they want and usually find exactly what they're looking for at a discounted price. These transactions occur in a peer-to-peer marketplace, where the retailer is advertising their product as a means to make a profit.

Just like making a purchase or sale online, there are always unknown factors in this generation of online shopping, such as the quality of goods or the investment of a startup. Yet the process continues to motivate people to use the website because they are either a) saving money or b) making money.

What does online shopping have to do with the timeshare industry?

Peer-to-peer platforms became successful because they satisfied the needs of two parties, the seller and the buyer. Over 50

years of investments in timeshares is indicative of a large market of vacation owners, and with all of the options available to trade locations, sell weeks, or rent out points in a generation of 24/7 accessible information, there's room left to evolve and meet the needs of people as a social group.

Weeks4Less is giving vacation owners and travelers just that – a place to find, rent, sell and buy popular properties around the world.

Why would people rent out their timeshare?

People purchase a specific timeshare property which they can use for a certain amount of time every year. Sometimes taking vacation time to get to the hotel or resort can be difficult. Other times owners just want to take their trip somewhere else.

This is when it makes a lot of sense to trade, especially when Weeks4Less makes it so easy. If you want to sell your timeshare all you have to do is register your account, create an ad, and check out. To rent a timeshare just find the resort, contact the ad owner, and congratulations! You're done.

What types of timeshares are available to rent or buy?

If you're just looking to find a great vacation spot, you don't need to own a timeshare to trade. Just go to



Weeks4Less.com, click Find Timeshare, and check out the resort directory or browse by the resort, region, or city that you want to explore. All of the inventory advertised by Weeks4Less sellers will give you a photo and description of the unit you can rent so you know exactly what you're getting for your buy.

Why wait? Go check out Weeks4Less.com now so you can check-in to the perfect destination for an even better price.

Visit the site and use the code W4LFREE30 to list your Timeshare for sale or for rent free for the first 30 days!

About Weeks4Less LLC

Weeks4Less is a technology company that is revolutionizing the availability of timeshare inventory and the connectivity of timeshare buyers and sellers. Through an innovative, consumer friendly business model, sellers can list their available vacation time at a low cost with flexible and short term advertising options, with no commissions imposed on buyers or sellers.

Heidi's Story of SURVIVAL

I'm so relaxed as I put into practice my stress free lifestyle in Puerto Vallarta, Mexico with Send Me On Vacation.

The holidays bring excitement and joy with them but for those battling breast cancer, the holidays can come with a variety of emotions and new anxieties.

Last year at this time, I was diligently going to my daily radiation treatments. I would drive the 55 minutes to and from each appointment and then the 10 minute procedure. It was exhausting. I was hit with fatigue, nervousness, fear, sadness, nausea, I had all of it.

I was not in the holiday spirit. Fortunately just before Christmas, I was chosen as a recipient to attend the Send Me On Vacation Empowerment Program called - A Mermaid's Journey held at the Vidanta Resort in Puerto Vallarta, Mexico. The program focuses on reclaiming your spirit through the evolution of a Mermaid- and

it changed my life in less than a week! We all manage stress differently and the goal is to lower our "Stress Threshold".

On day 3 of the Mermaid Transformation, we discussed how the threshold varies with every person. We are individually responsible to understand and respect our own threshold. I'm now using the practices of the program daily and I call in each month to continue my work on emotional fitness. It's incredible and its changing me daily.

I encourage everyone to support this transforming program and help survivors heal from the effects of fighting breast cancer.

Heidi Lamprecht



is the April-June sponsor for Send Me On Vacation



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
One Vacation at a Time

2017 Perspective Magazine Award Winners Announced

Vacation ownership industry professionals from across the world gathered in San Francisco for the Global Networking Expo, which was held January 30 – February 2, 2017, at the Westin St. Francis. The event attracted decision-making delegates representing over 130 companies.

Each year on the final evening of the conference, the Perspective Magazine Awards winners are announced. This year the ceremony was hosted by DAE and presented by Jim Madrid, the conference's emcee and mental toughness coach. In addition to the fame and recognition that comes from winning the prestigious awards, winners were presented with stunning crystal trophies which they accepted in front of an audience of industry peers.

The 2017 Perspective Magazine Awards boasted 27 categories across various segments of the vacation ownership industry. Winners were decided by a format unique to the one of a kind awards, with four anonymous veteran industry judges and an online voting portal where industry professionals had their opportunity to influence the outcome, sharing their nominations via marketing material, company websites, and social media. Each individual judge's vote counted for 20 percent of the outcome, with online voting accounting for the remaining 20 percent of the score.

Guest judges for the 2017 Perspective Magazine Awards were:

- Amy Gregory, Assistant Professor, University of Central Florida
- Gregory Crist, Chief Executive Officer, National Timeshare Association
- Dick Ragatz, Principal, Ragatz Sedgwick Realty



- Dave Waller, Founder, Waller Law, LLC

Of the winners, three companies stood out amongst the crowd, each taking home three of the most coveted awards. Holiday Systems International, a private-branded sales and service solutions for the global vacation ownership industry, was named Best Membership Program, Best Product Development, and Best Technology, all three of which they took home last year as well.

Grand Pacific Resorts, a resort management company who tailors its services to preserve distinctive experience offered by destinations, walked away with the accolade for Best Team, which the company is synonymous for, as well as Best Place to Work and Best Corporate Social Responsibility.

Wyndham Vacation Resorts Asia Pacific, the world's largest vacation

ownership company and a member of the Wyndham Worldwide family of companies, achieved the distinction for Best Interior Design, Best Marketing Campaign, and Best Online Media.

For those who didn't enter the 2017 Perspective Magazine Awards, nomination information for the 2018 Perspective Magazine Awards and GNEK 2018 Conference will be available on the website, at <http://gnexconference.com>.



Perspective
Magazine
Awards

WINNERS

Best

Business Product
El Cid Vacation Club's
Partner Website



The Partners Website is a cornerstone of the ongoing training offerings by El Cid Vacations Club representatives for each team of Partner company agents. The Vacations Club works in partnership with the primary purpose of adding value to the vacation experience and products of both El Cid and our partners. We can deliver instant and accurate information globally through the ECVC PARTNERS website.

Best

Hotel / Resort Development
North America - Westgate Las
Vegas Resort & Casino

Timeless, elegant design. Sophisticated, luxurious accommodations. Innovative restaurants featuring scrumptious meals. Boasting sophisticated yet functional accommodations, the resort is an oasis of elegance and comfort, suitable for the discerning business or leisure traveler with exceptional taste. All accommodations feature views of the Las Vegas Country Club golf course or the Strip, providing a view of the city's vibrant evening ambiance.

Best

Corporate Social Responsibility
- Grand Pacific Resorts



Grand Pacific Resorts has a long-standing commitment to giving back to the communities we operate in as well as to environmental sustainability. We've expanded those efforts under our corporate social responsibility program, GPR Cares, guided by the philosophy "What Matters to You, Matters to Us."

Best

Consumer Product - Unlimited
Vacation Club

Unlimited Vacation Club (UVC) by AMResorts® is an exclusive travel loyalty program which provides its members with discounted resort rates and benefits at AMResorts in Mexico, the Caribbean, Costa Rica and Panama. There are currently over 50,000 members from all over the world. These members-only lounges are full-service resort areas with dedicated concierges that offer VIP services to members.

Best

Industry Leader - Jon Zwickel



After only 3 years, Jon has successfully transitioned CRDA into a sustainable industry voice. Rebranded to CVOA, its tagline summarizes the association: "Dedicated to exploring the business of vacations". The new branding informs the industry that the association has been recalibrated and re-energized to advocate for all industry stakeholders.

Best

Customer Service - Dial An
Exchange

As a customer-centric organization, DAE prides itself on being accountable to its members, unlike a typical call center environment where a customer will be put through to the next available consultant. In 2017, DAE staff will hit the road in a series of birthDAE roadshows to connect with, educate, and celebrate with members in DAE's 20th year.



Best Exterior Design - Karma Group

Spectacularly perched between the azure ocean and an emerald jungle, the beautifully designed and immaculately crafted Karma Resort is sensitively designed to soothe the body, relax the mind, and nourish the spirit located in Ungasan, Bali. Sophistication is taken to a new level by this exquisite resort on Bali's southern Bukit Peninsula.

Best Hotel / Resort Development Latin America - Exotic & Prestige Travelers' Palafitos Overwater Bungalows at El Dorado Maroma

Palafitos is truly heaven on earth. Everything is about the ocean - after all, it is the purest connection we have with nature and it is what tourists traveling to the Mexican Caribbean are after. The 600 square-foot suites are designed with glass-bottom floors to make guests' experience a truly seaside one.



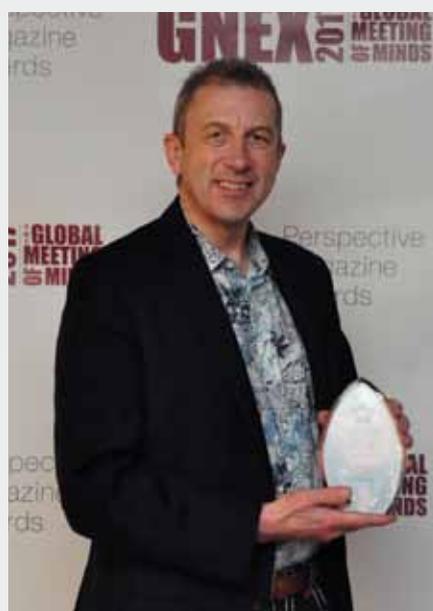
Best Hotel / Resort Development Asia Pacific & Overall Worldwide Winner - Karma Kandara

Voted "Asia's Best Beach Resort 2014" by World Traveller, Karma Kandara is recognized as Bali's best beach-blessed boutique resort, offering, stylish living in an unparalleled location. Kandara represents the new age of luxury and soul for the five-star traveler who places a value on wellness, relaxation and attentive yet discreet service.

Best Management Company - Classic Holidays

The greatest achievement any is to build a business around positive feedback and satisfaction. Resorts have reported increased service levels as rated by members and guests on their post-stay comment cards. This has been a direct result of the introduction of higher Key Performance Indicators placed on resort management teams to improve service standards, resort facilities, and guest satisfaction.

Best Innovation - Generator Systems & RCI Livestream



RCI LiveStream is a highly dynamic, interactive, next generation sales and service tool that leverages new technology by connecting prospects and owners in a transformational way. This is achieved through video telephony, allowing clients to facilitate multi-dimensional communication and collaboration in real time. RCI LiveStream brings the affiliates team member directly into the house of the prospect or owner.

Best Interior Design - Wyndham Vacation Resorts Asia Pacific

Wyndham Vacation Resorts Asia Pacific undertakes refurbishments of its Worldmark South Pacific Club apartments on a five to seven-year refurbishment cycle. The beneficiaries of the works are the WorldMark South Pacific Club's more than 53,000 owners. The total works took in 64 apartments. The budget was \$1.6 million, which equates to \$25,000 per apartment.



Best Marketing Professional - Paul Ruffino, Hospitality Management Service



In 2014, Paul Ruffino was awarded the Hotelier of the Year for 2013 by the BLLA. He is an excellent administrator, a great chief executive to work for and an exceptional mentor. With forty plus years in the management & marketing of luxury properties, most will agree that his success has been catapulted by his hospitality marketing prowess.

Best Marketing Campaign - Wyndham Vacation Resorts Asia Pacific

Under Wyndham Vacation Resorts Asia Pacific's Community Marketing Program, Community Marketing Agents are stationed in booths across the South Pacific, engaging people face-to-face and providing incentives for them to see timeshare sales presentations. For the first time, all four CMP operations in the South Pacific are well ahead of their targets in both tour generation and cost savings.

Best Membership Program - Holiday Systems International

Exclusive, valuable and measurable all describe "Ideal Travel Access®"! Ideal Travel Access is a membership program that provides unrivaled flexibility, measurable value, and generosity. Ideal Travel Access provides a comprehensive selection of white-labeled travel benefits that have a profound positive impact on sales, sales efficiency, sales rescission, customer satisfaction, customer retention, and our partner's bottom line.

Best Online Media - Wyndham Vacation Resorts Asia Pacific

CLUB WYNDHAM ASIA Magazine is a quarterly electronic newsletter that is created and produced by Wyndham Vacation Resorts Asia Pacific. The CLUB WYNDHAM ASIA newsletter is one of the key pieces of communication with Club members – it is an important source of Club news and destination information, helping members better understand and make the most of their membership.



Perspective Magazine Awards

Best Overall Company Over 250 Employees - Classic Holidays



Since 1978, Classic Holidays has been helping Australian and New Zealand families achieve a lifetime of holidays. Classic Holidays has remained at the forefront of the timeshare industry by understanding and listening to the needs of their customers, providing local service, and developing innovative products to suit today's traveler, delivering products and results that will ensure the longevity of Classic Holidays.

Best Best Overall Company Under 250 Employees - Dial An Exchange

DAE created a service culture that puts the needs of its members above everything else. With the free membership, the industry's lowest fees and a simple, week for week exchange model, DAE's trajectory to becoming the world's largest independent exchange provider is based entirely on satisfying owners and returning the value and optimism they saw in their ownership.



Best Print Media - Resort Travel & Xchange

RTX Traveler is a quarterly magazine that features destinations where RTX members can vacation to by exchanging their vacation ownership or booking getaways or extra vacations with their membership. Each issue features one popular exchange destination, highlighting attractions, activities, tours, restaurants, insiders' tips and more. RTX Traveler is the primary means of printed communications and member information for RTX members.

Best Product Development - Holiday Systems International's Premier Travel Pass

Good product development is demonstrated when the product innovates the industry by driving adoption through greater consumer appeal, provides a margin for profitability, is easy to sell and distribute, and is sustainable. This product offers distributors the opportunity to configure the PTP with a variety of valuable and proven Entitlement Components, setting price points, setting tired value and creating more opportunities for revenue.

Best Philanthropist of the Year - Cathy Backus, Send Me On Vacation

After witnessing her best friend endure her second battle with breast cancer, Cathy Backus was inspired to help other survivors who were recovering from the same debilitating emotional rollercoaster and the lengthy treatment process. Send Me On Vacation was founded with a vision of hope and using the concept of vacation rejuvenation to support emotional healing for breast cancer survivors.

Best Strategic Partnership - Timeshare Pro Plus



TimesharePro Plus.com is setting a new standard for convenience and ease with the integration of the DocuSign feature, a strategic partnership that assists both resorts and customers. Organizations of all sizes and industries are accelerating contracts, approvals, and workflows with DocuSign's Digital Transaction Management (DTM) platform and eSignature solution.

Best Place to Work - Grand Pacific Resorts

At Grand Pacific Resorts, our core purpose is "Enriching lives by creating experiences worth sharing." This philosophy is supported by our BE EPIC values: Balance, Empowerment, Enthusiasm, Passion, Integrity and Consistency to foster a culture where interactions are meaningful and professional, where both career and personal aspirations are supported and encouraged. The result is a team of passionate ambassadors comprised of empowered associates.

Best Sales Professional - Suleman Ahamad, Karma Group

From Karma Royal Haathi Mahal, Suleman Ahamad's contribution to Karma Group's revenue building in 2016 is matchless – a total of eighty sales to clients from locales as various as Germany, France, India and the U.S. When you first meet Suleman, you'll be struck by how open and affable he is – he exudes a positivity that others find infectious.

Best Technology - Holiday Systems International's Sales Dashboard



Performance transparency is fundamental in measuring the effectiveness of a product or service. Moreover, good technology is easy to use and will reduce overhead. The HSI Admin System is good technology. The Admin System provides a wide range of real-time essential tools that are invaluable for analyzing performance and behavior and for managing certain everyday tasks.

Best Team - Grand Pacific Resorts

No matter what area of service our team is involved in, they always do so with heartfelt devotion and a smile. Our associates are committed to "Enriching Lives by Creating Experiences Worth Sharing". We're proud to have implemented additional innovations this year in an effort to make our team as supported, unified, and effective as possible.

Best Entrepreneur of the Year - Rinaldo Fernandez, Exotic & Prestige Travelers

For the past 7 years, Rinaldo has used his extensive and international knowledge to innovate and restructure Karisma's Travel Club division, an exciting challenge in his already extensive and impressive career that has helped take the business to the next level, ready for the company's aggressive growth plans. Prestige Travelers has gone from a new addition to an important division.



Congratulations to all the 2017 Perspective Magazine Award Winners

Keeping you up-to-date with latest industry news
Visit www.perspectivemagazine.com

FEATURED INDUSTRY HEADLINES

Zealandia Holding Company's CEO Exhibits Support for the Arts

Herbert H. Patrick, Jr., CEO and Co-Founder of Zealandia Holding Company, pledged \$150,000 on behalf of the company to assist the Asheville Art Museum with the redevelopment of its current facility.

Since moving to North Carolina in 1978, Patrick has a longstanding appreciation of the cultural history presented by the Asheville Art Museum, a non-profit organization that offers in-house education programs to adults, college students, teachers, and families in the community. The Museum's mission is to engage, enlighten and inspire individuals and enrich the community through dynamic experiences in American art of the 20th and 21st centuries. Visitors are invited to immerse themselves in the exhibitions and collection of programs. The Museum is committed to providing over 125,000 annual participants the opportunity to explore a vast collection of art reflecting the cultural heritage of Southeast and Western North Carolina communities.

"I remember when the Museum was located in the basement of the Civic Center and when it moved to Pack Place," recalls CEO Herbert Patrick, Jr. "The renovation and reconstruction of the new Museum will be an amazing addition to downtown Asheville and will be one of the premier museums in the United States for a city of our size. This is very exciting for each of us who lives in this region but also for the millions of tourists who visit our city annually."

As a company, Herbert H. "Butch" Patrick, Jr. and Zealandia understands the importance of acting as a corporate citizen, advocating for the community and strengthening cultural developments. In the past, the company has worked with local nonprofits,



such as MANNA Food Bank, Western North Carolina Nature Center, Asheville Buncombe Community Christian Ministry and the Salvation Army, along with various other smaller organizations.

Over the years, the Museum has seen a critical increase of diverse needs and restricted conditions that require renovations and expansion. Patrick's contribution will provide the museum with relief during construction, which he hopes will help benefit the impact the organization is able to have on the community as well as a tourism. The historically preserved North Wing of the Museum united with the transformed front façade, entrance and plaza are guaranteed to establish the 21st-century architectural landmark as an extraordinary art destination for all.

"The Asheville Art Museum is thrilled to have the leadership support of Butch and

Kathy Patrick and the Zealandia Holding Company to help us Make It New as we begin construction on the new Museum. This investment in the Museum's exciting future is a tremendous gift to the Museum, to Asheville and all of Western North Carolina and the many visitors to our region," said Pamela L. Myers, Executive Director.

The new Museum will expand the collections and curatorial facilities, galleries, a well-equipped education suite of classrooms and studios, and the addition of a rooftop sculpture terrace and café. The Museum will continue to engaged the community in its scheduled programs during construction until the new Asheville Art Museum is opened in 2018 for the Museum's 70th anniversary.

About Zealandia Holding Company

Zealandia Holding Company is an organization that originated in 2000 as Festiva Resorts. In the fifteen years since inception, the company has divided Festiva Resorts into separate companies, according to function. These companies include: Festiva Development Group, developer of the Festiva Adventure Club, business development subsidiary ETourandTravel and a family of boutique vacation ownership resorts located in some of the most popular destinations in the United States and Caribbean; Zealandia Capital, a financial lending and loan servicing organization; and Patton Hospitality Management, a property management organization that manages Festiva's resorts, Festiva Sailing Vacations and Resort Travel Xchange. ZHC constantly looks for ways to ensure new and exciting vacation opportunities for its members through every phase of purchasing, owning and using a Festiva timeshare.

Keeping you up-to-date with latest industry news

Visit www.perspectivemagazine.com

DAE Kicks Off 20th Year With \$20,000 Vacation Giveaway

Worldwide vacation exchange provider, DAE, is celebrating its 20th birthday by giving its members a gift – the chance to win a \$20,000USD vacation.

From now until October 31, 2017, members who transact with DAE will go in the draw to win a Getaway Grand Prize Draw of \$20,000USD to spend on the vacation of their dreams.

DAE Global CEO, Francis Taylor, said everyone could share in the celebration of DAE turning 20 in 2017. "It's our birthday, but we're giving away the gifts to our valued members around the world that

have supported our company for the last 20 years," he said.

All DAE members worldwide can enter the competition simply by transacting with DAE between now and 31 October, 2017 in any of the following ways:

- Join DAE for free
- Make an exchange
- Bank a Week or Points with DAE
- Confirm a Bonus Week, Rental or daeOptions resort booking
- Upgrade or renew Gold Advantage or Gold Advantage Select
- Extend a Deposit Credit, or



- Purchase a Global Passport (or Unlimited Travel Club for UK members)

In addition to the Grand Prize Draw, members can also participate in special monthly offers within their region.

The competition is open to all current DAE members worldwide. Terms and conditions apply and can be viewed at daelive.com

Canadian Resort Development Association (CRDA) Rebrands New Name to be Canadian Vacation Ownership Association (CVOA)

The Canadian Resort Development Association (CRDA) has renamed itself the Canadian Vacation Ownership Association (CVOA).

According to Jon Zwickel, President and CEO of CVOA, "Our board conducted numerous surveys amongst our members and determined that we represent the entire Vacation Ownership industry, not just the resort developers. Many of our members are management companies and others are vendors and service companies that help resorts and resort companies on various levels. The name change more clearly reflects who we are and who we advocate for."

To reflect the association's new name, the annual convention has also been rebranded as the Vacation Ownership Conference, VO-Con. The 2017 event will be held in beautiful Whistler, British Columbia on September 12-14 at the

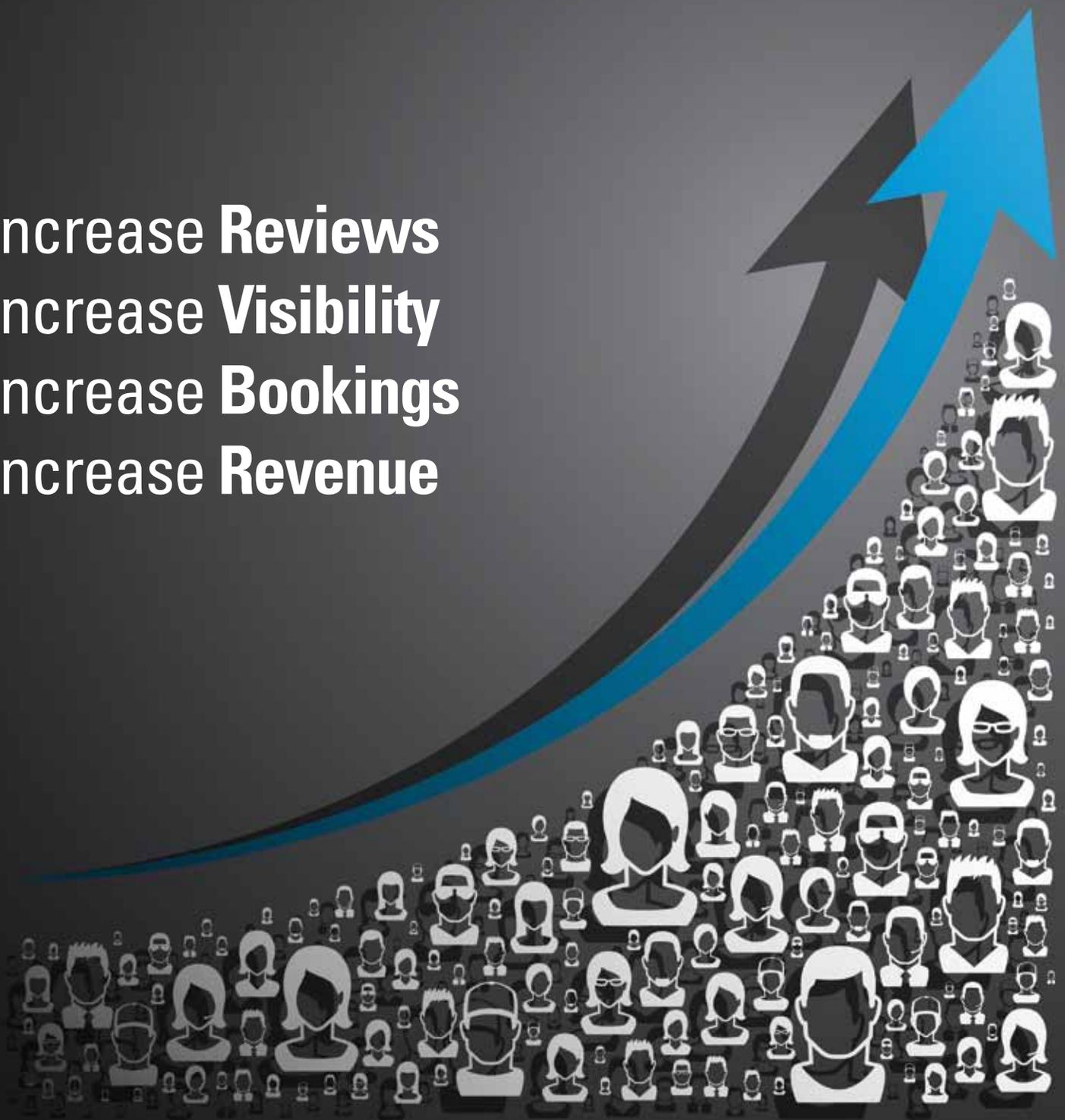


Four Seasons Resort. Information about content, registration and sponsorship opportunities will be released in March.

"After approving a record number of new members in 2016, our new brand reflects our plans for renewed advocacy, member outreach, further growth and greater impact throughout North America," says Zwickel.



Increase **Reviews**
Increase **Visibility**
Increase **Bookings**
Increase **Revenue**



For more information visit
www.intuitionbrandmarketing.com/hotels
or to arrange a demo contact Sharon Mattimoe at
demo@intuitionbrandmarketing.com



The GNEX 2017 Experience

The Top Trending Timeshare and Hospitality Industry Event



The 7th Annual GNEX Conference reached an all-time record of both attendees and panelists. The event drew over 130 companies, with top-level executives from around the globe for the Meeting of Minds held at the Westin St. Francis in San Francisco, California from January 30th through February 1st.

As GNEX continues to evolve to fit the changing marketplace, it has become a unique hybrid event that pulls together the traditional hotel and

resort communities, as every sector of the industry strives to diversify with new product offerings, services, and accommodation / vacation options. The Global Networking Expo brought the hotel and resort industry together for another record breaking year for three days of powerful business development with 130 plus companies in attendance.

The sessions this year featured a lineup of relevant and thought provoking sessions with diverse opinions and

new perspectives from more than 40 panelists discussing core issues that can have a positive impact on the vacation ownership industry moving forward. The sessions blended hoteliers, resort and vacation club operators, management companies, investment groups and more to provide their opinions, experiences, and insights on topics from various angles. The lively presentations and open forum panel discussion were led by some of the industry's most forward-thinking professionals.

GNEX 2017 lived up to its reputation as a unique global gathering of industry experts for an unparalleled networking experience with senior level decision makers, a wealth of information, exclusive social events, and business opportunities that go above and beyond typical industry conversations in a creative collaborative environment

Noted speaker, author and mental toughness coach, Jim Madrid, served as both a speaker and the conference emcee for the sixth consecutive year, addressing the most pertinent industry topics in Q&A sessions, running the Speed Networking session, and hosting the sought-after Perspective Magazine Awards ceremony.

Solo Spotlight

Opening the conference was John Reyes, Executive Vice President & Chief Sales Officer of Convention Sales and Services at San Francisco Travel. His presentation, titled "They Left Their Hearts in San Francisco" shared travel and economic statistics about the area, specifically the city's focus on how experience and emotion drive visitors to "The City By The Bay".

Andrew Cohan, the Managing Director of Horwath HTL, spoke on the benefits and potential pitfalls of branded residences as a mixed-use component. He explained a few of the critical success factors, covering equitable legal structure and cost allocations, the positioning of brands and real estate, as well as appropriate HOA fees and carrying costs.

Senior Vice President of root9b, Eric Stride, left an impression on delegates in his solo session discussing the major breaches over the past few years. He presented on the current state of cyber security and will explain why current 'monitoring and compliance' focused approaches are insufficient to secure the enterprise and how defenders need to be knowledgeable and proactive.

In a session titled Employee Engagement... Or Employee Commitment?, Jim Madrid,



CEO and Founder of Advance Sports Technology briefed the audience on what it takes to build a committed workforce that buys into corporate culture. The top 3 metrics to employ commitment? Recognition. Feedback. Happiness.

Andrew Freeman, President of AF&Co, spoke on hospitality predictions for the upcoming year based on AF&Co's 2017 Trends Report titled "THIS IS NOT A TEST." The top concept trend to look forward to is crafting your own experience, where everything is individually tailored for the guest. The number one business trend for the year is retention and implementing strategies to keep and incentivize staff. Freeman also explained that "The Sphere of Influencers" is the future of marketing for those with a social media presence accepting payment for posts.

Shari Levitin, CEO, sales strategist, and author Heart & Sell, revealed her real-world approach to increasing sales and effectively leading in today's digital marketplace. Levitin explained that she embarked on a quest and has "come to a conclusion and wanted to share with you: For years I've been telling people what to say, how to say it and the psych. What you do matters. But in this age of distrust who you are matters more."

Experiencing the Industry

The first panel session at GNEX 2017 launched into the relevance of a brand and the outcome of a brand's message on the guest experience. Don Eastvold, Corporate Director of Marketing & New Business Development, Unlimited Vacation Club by AMResorts, stated that "a brand is our experience. Without the brands we would just be another resort with no distinction," adding that "If they experience a bad experience, they'll go to our competitors."

Tom Prykanowski, Brand Leader Clarion Hotels and Resorts for Choice Hotels International noted that brand consistency, especially amongst a large



portfolio, is key. Barry Landsberg, Vice President of Residential Development Americas & Owner Benefits at Accor Hotels continued the sentiment, saying "Big portfolios create challenges to provide consistent experiences. You can be in one of the best hotels in the world, but go to another and it's older. It's about understanding the owner responsibility and consistency."

Following cue, the next session on acquisition, loyalty and engagement, CEO of Holiday Systems International Craig Morganson discussed that the brand's message can acquire customers, but loyalty and engagement go beyond. Craig stated that companies have to "get the message to the customer that we're here for you, we care about you and we're working with you beyond our doorstep. It becomes the one-stop source for all vacation ownership needs. You don't have to go to outside sources, everything you need comes through our brand."

Paul Mattimoe, CEO of INTUITION Brand Marketing, agreed with the panel, emphasizing the importance of not only providing full service to consumers, but listening to what they have to say, especially with the changing world of social media, and using those voices to understand the different aspects to reach the true issue. Jibrán Khan from HotelTonight added, "It's about realizing

that we can't stay complacent and how we market our products, we look for partners who stay on top of where consumers are going."

Banquets of Influence

Charity Auction for Send Me On Vacation The live charity auction was held during lunch in support of Send Me On Vacation, a charity that provides much-needed vacations to breast cancer survivors, helping them to rejuvenate and heal their minds, bodies, and spirits. Delegates heard from Cathy Backus, President of Send Me On Vacation, and about her purpose behind creating the nonprofit organization.

Once everyone was seated with their lunch, Jim Madrid began announcing the auction items donated. Attendees were able to bid on items such as hotel and resort accommodations, a dollar value against products and services, technology, cases of wine, and even an African safari. The generosity of both the companies who donated items and attendees who bid on them raised over \$18,000 and will help many women take the vacation they deserve.

Timeshare Owners Study

During the final lunch at GNEX 2017, Gregory Crist, President, National Timeshare Owners Association, shared some of the insights from the latest

studies into social online conversations of timeshare owners. This unique study, produced for NTOA by INTUITION Brand Marketing is based on the collection and analysis of 2 million publicly available online comments per year, providing deep insights into sentiment and opinion of long-time owners, new purchasers and non-buyers of timeshare products.

The top level overview of the study showed that there are 10 times more positive comments than negative; however, the majority of the complaints come from non-owners, with 41% complaining about the sales process and 22% believing that timeshare is a fraud. As far as social mentions on amenities and experience, front desk service and recreational activities have the most positive sentiment and volume of the measured categories.

Transparent Benefits

Following the charity auction lunch for Send Me On Vacation, delegates were introduced to a panel on The Benefits of Incorporating a Timeshare Component Into Hotel Operations, Robert Webb, BakerHostetler, Rinaldo Fernandez, Karisma Hotels & Resorts, and Howard Nusbaum, ARDA, spoke on the importance of unity, transparency, and authenticity.

Webb noted the importance of considering the regulatory facts that differentiate timeshares from hotels, and Fernandez noted that when the two are combined “management has to be unified, originally it was separated but that creates thousands of different problems.” Howard Nusbaum added, “Transparency rules. It leads to conversion. When you fly business class, you walk through first class and see the difference.”

The final session of the day discussed Lifestyle Hotels and meeting the needs of the modern traveler. Across the board of panelists one key feature was reiterated by each speaker: location.



Stefan Muhle from Noble House Hotels & Resorts stated, “All the departments are a reflection of the culture we are located. Always look for that one differentiating factor, and that can become the attention getter and you monetize on that potential.” Dietmar Wertanzl, President of CMI Leisure, Inc. expressed that “We sell first and foremost a destination. The main attraction is what’s around you. It’s a lifetime experience and most of the guests come for that.” Jon Zwickel, CRDA, pointed out that the destination and culture lead to an authentic experience, and “The boutique hotel traveler can figure it out pretty quick if it’s a contrived manufactured experience and it doesn’t cut it.”

Day 2 of GNEX 2017 began on a similar note comparing the benefits of Independent versus Franchise and the relevance of a brand. Panelist Chris Petroff from GreenTree Hospitality stated that when partnering, the company “looks at the condition and financial focus of the property, the management over the last 3-5 years. We also look at the people on the property- do we need to bring in a new team or keep the people who are already there.” John Andrews, Pandey Hotel Corporation, added “I don’t think you can get too far

away from the location,” sentiment seen in earlier sessions.

Acquisition & Repositioning and The Driving Force of Management & Operations were the final panelist sessions of the conference. Scott MacGregor, ARC Resorts, discussed the advantages of repositioning when considering renovating an existing property versus building a new one, and Anupam Narayan from Rockwood Associates added that typical elements of a feasibility study would be done prior to purchasing a hotel. Global Hospitality Group’s Guy Maisnik added that the key is to make sure you’re hitting the targets and goals set when deciding which route to go.

In terms of management and operations, Shaun O’Neill from Concord summed up the major goal in effectively assisting in debt management, stating, “Forget about the collections, the collections will come. It’s about making sure that there is clear communication getting out to the owner base, what’s going on what their expectations are, and getting it out timely.” Pam Cordell, Defender Resorts, added that with diverse portfolios, communication can ease operations when offering flexibility in options.

The Social Scene

Welcoming Networking Party

Immediately following Speed Networking, Holiday Systems International sponsored the official Welcome Networking Party and continued the social handshakes over cocktails and canapés from the premium bar. The event was comfortably located in the ornately decorated Colonial Ballroom at the Westin St. Francis. Under chandeliers and theater balconies, the live band created an atmosphere that fostered introductions and reunited attendees while providing delegates a spectacular setting to enjoy the evening.

Dogpatch Wineworks

The second night of GNEX 2017 introduced guests to an urban winery, Dogpatch Wineworks, in the heart of San Francisco for an evening of exclusive tastings sponsored by VacationCondos.com. The unique and anticipated venue had wine barrels stacked from floor to ceiling and flickered with candlelight. The comfortable setting included in-house wine educators at various stations who explained the process behind Dogpatch's selection of both red and white wines. For guests who preferred craft beer, VacationCondos additionally provided a tasting by Magnolia Brewery.

Jade Studios

The final extravaganza provided an unforgettable night sponsored by DAE at Jade Studios at Treasure Island across from the Bay Bridge. The venue was a video production stage setting where a DJ played upbeat music. Once guests arrived an aerialist dropped down from the ceiling, performing mid-air tricks. The 2017 Perspective Magazine Awards winners were announced later in the evening after guests enjoyed the premium bar, food, and live entertainment making the night unforgettable.

Get ready for GNEX 2018, expected to be the largest of conferences yet. The not-to-be-missed event will take place in The Big Apple of New York City. Register early to secure your accommodation. Registration rates are available now at gnexconference.com.



Keeping you up-to-date with latest industry news

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Brand Tango Named Finalist in 2017 ARDY Competition Up for 10 Awards from the American Resort Development Association

Brand Tango, an award-winning branding, design and digital agency located in South Florida, has had nine Advertising and Promotion entries selected as finalists in the American Resort Development Association's 2017 ARDY awards competition.

In addition, the Brand Tango creative team is also a finalist for an ARDY in the Graphic Design Professional or Team category. Up for top honors is work for Brand Tango clients VIA Destination Club, Grupo Questro's Ritz-Carlton Reserve

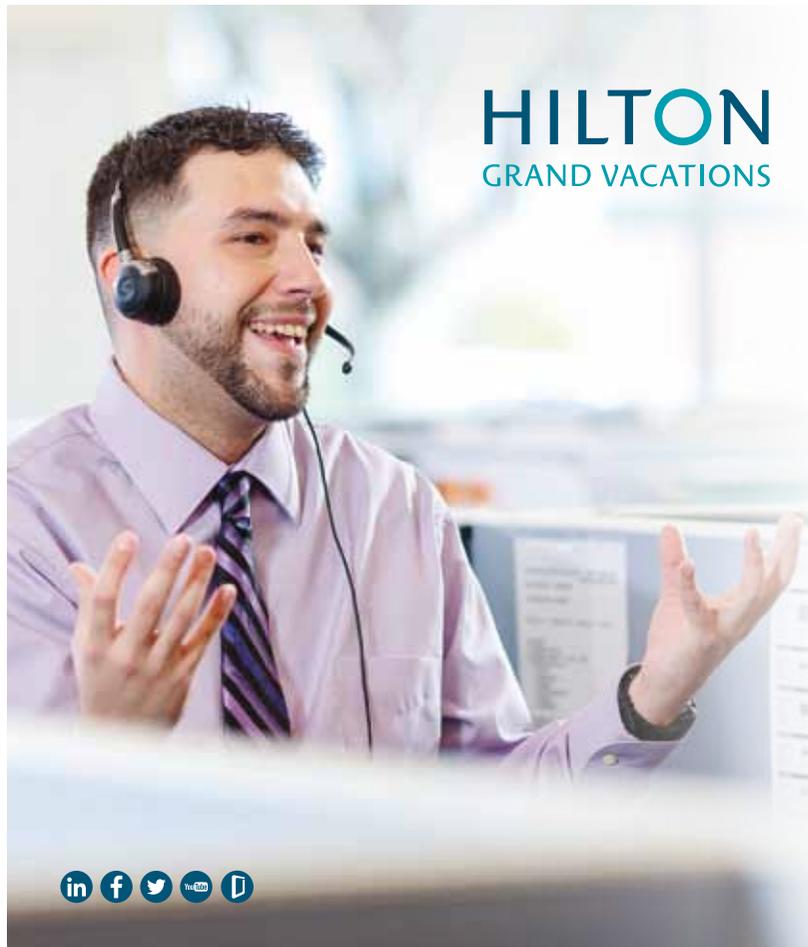
Residences, Sunset World, Unlimited Vacation Club by AMResorts, DAE, and Magic Development, along with Brand Tango's own website.

"Brand Tango is honored to be recognized in so many categories, from brochures to technology applications to immersive websites," says James Kluetz, president and chief creative officer. "As the industry evolves to meet the needs of today's consumers, we've expanded our capabilities to provide more digital branding and technology services. It's a



thrill to be a part of it."

The awards will be presented on March 29 at the 2017 ARDA World convention held by the American Resort Development Association at the Hyatt Regency in New Orleans.



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RCI Welcomed More Than 170 New Resorts in 2016

The leading vacation exchange company added more than 65 properties in the fourth quarter of 2016 to its global network of over 4,300 affiliated resorts

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 2016. The additions, which include some resorts currently under construction, span across every populated continent.

“We’re proud of the quantity and quality of properties we added to the RCI® exchange network this year,” said Gordon Gurnik, president, RCI. “By working with superior brands in the hospitality sector, we’re able to offer our 3.8 million subscribing members a world of experiences to help them plan the vacation of their dreams.”

RCI saw exceptional growth in Latin America in 2016, with 60 new resorts added throughout the region. In particular, the Grand Velas Los Cabos in Cabo San Lucas, Mexico, is a beautiful

resort that features three oceanfront pools next to the Sea of Cortez. With a variety of recreational activities for adults, children and teens, this resort caters to all age groups, making for a fun multigenerational getaway.

The Asia-Pacific region also saw sizable development with nearly 30 resorts added collectively. One of three new resorts added to the network by Sterling Holiday Resorts India Limited, the Sterling Anaikatti by the Siruvani in Palakkad, India, is a riverside resort that draws inspiration from the nearby Siruvani River, crafting the resort’s buildings from the surrounding pinewood trees.

In Europe, there were also a number of great additions to the RCI affiliate network. One of these includes My House Holiday Village in Mugla, Turkey, which features charming stone and stucco villas perched along hillside paths

overlooking the Aegean Sea. With its hot summers and mild, sunny winters, the resort attracts an array of visitors with its eclectic mix of history, culture and sultry Mediterranean climate.

The Registry Collection® program, RCI’s luxury exchange program, welcomed Tonopalo Private Residence Club, beautiful and unique lakefront properties located on the shores of the majestic Lake Tahoe in Tahoe Vista, California, United States. The resort boasts 270 feet of sandy beaches and can be a perfect place for both mountain and beach lovers to play, with nearby skiing, snowboarding, biking and hiking along with lake activities like kayaking, paddleboarding and sailing just outside guest accommodations. Guests can enjoy all the recreation that Lake Tahoe has to offer from residences with three- to four-bedrooms, a kitchen, a balcony-view of the lake and the other comforts of home.

Hilton Grand Vacations appoints Barbara Hollkamp as Chief Human Resources Officer

Hilton Grand Vacations announces the appointment of Barbara Hollkamp as chief human resources officer (CHRO) to support HGV as an independent, publicly traded company, following its spin-off from Hilton.

In this role, Hollkamp reports to Mark Wang, HGV president and CEO, and is responsible for the company’s human resources organization, focused on building talent to support HGV’s growth and fostering a high-performance culture with the goals to hire, develop and retain the best people in the industry. She

also directs general human resources services, as well as workforce planning, recruitment, rewards and recognition programs and succession planning.

“The quality of our organization’s talent is key to our continued performance, and it is critical to have Barbara’s experience and expertise lead the talent strategies for our most important assets – our people,” says Wang. “Barbara will continue to successfully head our human resources team while contributing a broad range of business knowledge and leadership capability to our executive team.”

Hollkamp joined Hilton in June 2004 as vice president before being appointed senior vice president of human resources. Her professional experience spans more than 30 years and is highlighted by strategic human resources management, organizational development, leadership development and culture management. Hollkamp currently represents HGV as vice chairman for the American Hotel and Lodging Association’s Women in Lodging. She holds a bachelor’s degree in organizational behavior from Rollins College.

North America



RTX – Turning Competitors into Colleagues



The Positive Presence Aligned with C.A.R.E.

RTX – Turning Competitors into Colleagues



In 2017, RTX is celebrating 5 years of bringing flexible and affordable exchange options to timeshare owners, with a member base that has grown to approximately 80,000. Since its founding in 2012, the organization has transformed from a fledgling company hoping to provide a better way for vacation exchange, to a healthy mid-sized industry competitor with attractive membership options for individual owners as well as opportunities for business partnerships that are mutually beneficial for all involved.

How RTX Compares: For Owners

In comparing RTX's Premium Plus

exchange services with the industry average, RTX can offer a lower exchange fee (\$117 compared with an average of \$204), longer deposit life (4 years compared with an average of 2.5 years), better discounts on getaway weeks (as low as \$49 per week compared with \$199 per week), lower rates for cruise exchange (\$57 compared with \$187), and earned rebates typically not available with other exchange companies.

RTX also offers Premium Plus members a number of different travel options and services that are rare among other exchange companies in the industry. With better discounts on hotel, car

rentals and cruises, Priority Pass airport lounge access, VIP Concierge Service, earned rebates, Getaway Week savings and more, the total annual value of RTX's Premium Plus membership is \$1,027 compared with the industry average of \$299.

Member transactions have continued to increase over the last several years, with January 2017 topping the charts with the most exchanges in one month ever, and February 2017 coming in as the third highest month in history for exchange transactions. More transactions for members also means more savings: through 2016, members saw an increase

of more than \$300,000 in savings on exchange and other travel services provided by RTX.

RTX's leaders are well aware that our growth and success in the product and services we provide to our members is partly reliant on the partnerships we build with other companies in the industry.

RTX's Partner Solutions

We want our partners to benefit from RTX as much as our members do without a high cost. We are confident that we can offer better service and benefits through the member communication we provide. We are focused on providing services that add value including a lower cost to owners and personal attention, assistance with delinquent and unsold inventory, a rental platform and preferred alliance vendor relationship to assist with other areas of resort management.

RTX actively supports industry organizations, with a strong presence in industry media and a full schedule of attending, exhibiting and sponsoring conferences, meetings and events. RTX also participates and contributes to industry and owner advocacy

groups such as the National Timeshare Owners Association (NTOA), Timeshare Board Members Association (TBMA), and the Florida Timeshare Owners Group (FTOG).

RTX is represented at these events and meetings by Corina Violette, director of resort partnerships. It is Violette's goal to present RTX to potential partners including

various aspects of membership.

From Competition to Opportunity

For decades, the vacation exchange sector of the timeshare industry operated in a setting of "us vs. them," where companies of the same size who provide similar services to members were viewed solely as competitors. RTX came along in a time when this view was starting to

Member transactions have continued to increase over the last several years, with January 2017 topping the charts with the most exchanges in one month ever

developers, management companies and resorts. Ideal partnerships ultimately bring more vacation opportunities for RTX members, as well as benefits and services to our partners that help enhance their resorts or membership options.

In addition to industry conferences and meetings, Violette and other representatives from RTX attend Annual General Meetings held by resort homeowners' associations to further educate timeshare owners and RTX members about the company and

change, particularly among midsize exchange companies, and RTX's leaders saw great value in taking a proactive approach to cultivating positive business relationships with would-be competitors.

Whether it's access to inventory in a certain destination, assistance with member servicing or communication, or providing benefits beyond exchange, RTX has solutions for affiliates that will help strengthen the mid-size exchange company sector and result in happier timeshare owners overall.



The Positive Presence Aligned with C.A.R.E.

Q&A with C.A.R.E. President, Linda Mayhugh



What is C.A.R.E. and who should be a member?

C.A.R.E. (www.care-online.org), the Cooperative Association of Resort Exchangers, established more than 30 years ago, continues to gain respectable growth as one of the most valuable trade associations in the industry. Its internationally diverse member base includes Resort Developers, Management and Exchange Companies, HOA's, Travel Clubs and Wholesalers as well as many respected industry suppliers bringing (value-added) revenue enhancement opportunities. Members that possess rentable inventory or seek inventory for fulfillment of rental requests set the foundation of C.A.R.E. with a multitude of scenarios for securing client vacations, increased inventory utilization and heightened yield management. C.A.R.E. members present flexible business models and have the ability to share inventory via week-to-week exchanges, weekly wholesale rentals, guaranteed and free-sale blocks as well as year round and seasonal leases all over the world.

Why become a C.A.R.E. member?

C.A.R.E. members must comply with a strict Code of Standards and Ethics that is enforced wholeheartedly by the C.A.R.E. Board of Directors and Ethics Committee chaired by the C.A.R.E. President. Members will undoubtedly garner both professional and personal development when participating in C.A.R.E.'s conferences.

What are the benefits of C.A.R.E. membership?

With nominal annual membership fees and some of the industry's lowest conference registration rates, C.A.R.E. can prove an undeniable value rather quickly. Members will be immediately assigned an Ambassador upon approval



of membership and will be mentored through their first year of membership in C.A.R.E. and attendance of conferences. Ambassadors will make key introductions, identify quick opportunities and coach new members on the "inner workings" of C.A.R.E. to ensure a good understanding of how to maximize the benefits of membership in C.A.R.E.

Members have multiple educational and accreditation opportunities as a member of C.A.R.E. as well as a proprietary online portal. The website allows members the convenience of easily renewing their membership, registering for conferences and communicating with other members in a familiarly social environment.

Access Development (Salt Lake City, Utah) is a longtime member of C.A.R.E. and provides all member company representatives with a complimentary membership to their network of merchant discounts and rewards. Access to America's Largest Private Discount

Network allows members access to more than 350,000 participating merchants. If your business is looking for ways to Retain & Engage, Sell & Profit, or Reward & Incentivize check out opportunities of a partnership with Access Development at www.accessdevelopment.com.

What's new & exciting in C.A.R.E.?

In February 2017 C.A.R.E. released a new Supplier Search System to its members' only website and hopes to grow a strong supplier network for C.A.R.E. members to buy or sell resort inventory. The simplicity of the system provides an efficient and reliable means of connecting buyers, sellers, and exchangers quickly and professionally. This system makes it easy to find or be found, which improves time management and reduces overhead. For C.A.R.E. members that seek inventory for fulfillment or those that desire a more efficient manner to increase inventory utilization, this should be an incredible opportunity and benefit of membership. Please refer to page XX for

more information regarding this exciting new C.A.R.E. benefit.

Who should attend a C.A.R.E. conference?

In general, those companies looking for better resort inventory utilization or those in need of resort inventory for vacation fulfillment and other industry service related businesses that could bring revenue enhancement opportunities to conference attendees. C.A.R.E. Conferences are not proprietary to C.A.R.E. members, we encourage non-members to attend as well!

What is unique to a C.A.R.E. conference?

C.A.R.E. conference attendees are diverse and inclusive with executives, business development managers, inventory specialists, resort owners/developers, reservationists and varied administrative staff. Attendees share expertise in an all encompassed variety of networking and growth opportunities learning from some of the most passionate and dedicated resort industry professionals.

C.A.R.E. offers one-of-a-kind members only roll call where each member gets a few minutes at the podium in front of all attendees to briefly describe their company. Reasonably priced marketplace opportunities in traditional exhibitor spaces are available or upgrade to a 15-minute media spot and share your product or service with all in attendance on the main screen.

You can also participate philanthropically through C.A.R.E. by supporting their conference auctions and raffles where 5% of proceeds are donated to various selected charities or through their C.A.R.E. Gives Back initiatives where attendees of each conference volunteer in the local communities where conferences are held. Monetary donations are also earmarked for these local C.A.R.E. Gives Back benefactors from certain leveled sponsors of each conference. C.A.R.E. Gives Back has participated at several



food banks, homeless shelters, nursing homes and community centers.

Can you give us a C.A.R.E. conference update?

C.A.R.E. currently has three future conferences on the calendar and all industry professionals are invited to attend.

C.A.R.E. will host two conferences in 2017...take a look and see which one will fit into your busy conference budget and schedule!

May 6-9, 2017 / Wyndham Virginia Beach Oceanfront / Virginia Beach, Virginia (Still time to register!)

Spring Conference Highlight: **Randy Dean, MBA**, Randall Dean Consulting & Training, LLC will present the Keynote Address on "Finding an Extra Hour Every Day: Key Strategies for Time, Email, Clutter and Distraction Management."

October 14-17, 2017 / Anaheim Marriott Suites / Garden Grove, California (Registration opens in July!)

C.A.R.E. is ready for change... Since 1985 C.A.R.E. has supported its members with a semi-annual conference platform and with the fall 2016 conference in Anaheim it will celebrate, and mark an end of an era, with its 65th semi-annual conference. In 2018, for the first time in C.A.R.E.'s history, they will start a new tradition of annual conferences with their scheduled event to take place April 7-10, 2018 in Austin, Texas at the Renaissance Austin Hotel. This change was initiated by the majority of C.A.R.E. member representatives expressing their desire for C.A.R.E. to reduce conference frequency from semi-annually to annually and all are hopeful that the decision will further strengthen and solidify the unity of this already close-knit membership organization.

How does C.A.R.E. compare to other industry associations?

C.A.R.E. doesn't like to compare



but proudly collaborates with all the major industry/resort trade associations: AMDETUR, ARDA, ARDA-WIN ADVANTAGE and CVOA (formerly known as CRDA). C.A.R.E. also aligns with the consumer centric associations of NTOA and TATOC. C.A.R.E. encourages membership and participation with all these organizations with the hope that we can support each other to ensure the future of our industry with high integrity and a positive ethical presence worldwide.

What's your role as C.A.R.E. President?

C.A.R.E.'s President, similarly considered the Chief Executive Officer of the corporation, manages a fully elected and volunteer board of directors and maintains general supervision and direction of the business of the corporation. While primarily responsible for the day-to-day operational responsibilities of the association, the President is typically the person

you will meet representing C.A.R.E. at industry trade shows. Just in the early months of 2017, as President of C.A.R.E., I've been present at the ARDA-WIN Advantage Annual Meeting in Orlando, Florida, GNEX 2017 in San Francisco, California hosted by Perspective Group out of Orlando, Florida and TATOC in Manchester, England. I'll also be present and looking for new C.A.R.E. member prospects in New Orleans, Louisiana at ARDA World 2017 - March 26-30, 2017, AMDETUR's 30th Anniversary Conference in Puerto Vallarta, Mexico from June 20-22, 2017 and CVOA's (formally known as CRDA/CRC) fall conference to be held in Whistler, BC, Canada from September 11-13, 2017.

How do I learn more about C.A.R.E.?

Visit our website at www.care-online.org, e-mail President Mayhugh directly at lmayhugh@care-online.org or our general e-mail info@care-online.org or give us a call at (800) 636-5646 or (540) 828-4280.



Introducing the

NEW C.A.R.E.

Supplier Search System!

Your C.A.R.E. membership now includes an important new benefit that matches inventory NEEDS with inventory SUPPLIERS!

- ▶ Are you looking for inventory and tired of trying to remember who offers what?
- ▶ Are you a supplier that desires an easier way for your inventory to be found?
- ▶ Are you a new C.A.R.E. member or a supplier wanting to connect with new C.A.R.E. members?

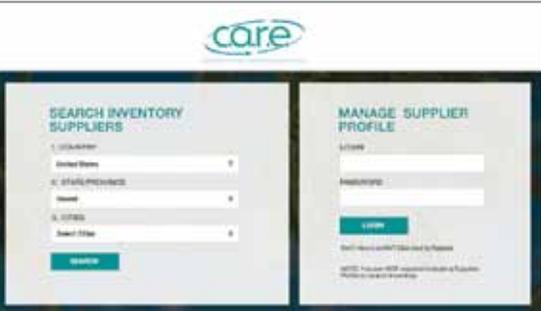
The NEW C.A.R.E. **Supplier Search System** is EXACTLY what C.A.R.E. members need!

The simplicity of the system provides an efficient and reliable means of connecting buyers, sellers, and exchangers quickly and professionally. This system makes it easy to FIND and BE FOUND, which improves time management and reduces overhead.

ALL C.A.R.E. members (in good standing) are automatically qualified to use the system.

- ▶ Simply visit the C.A.R.E. website: (www.CARE-online.org)
- ▶ Sign in to the Member Login section, and then select the “C.A.R.E. Supplier Search System”.

C.A.R.E. SUPPLIER SEARCH SYSTEM



SEARCHING

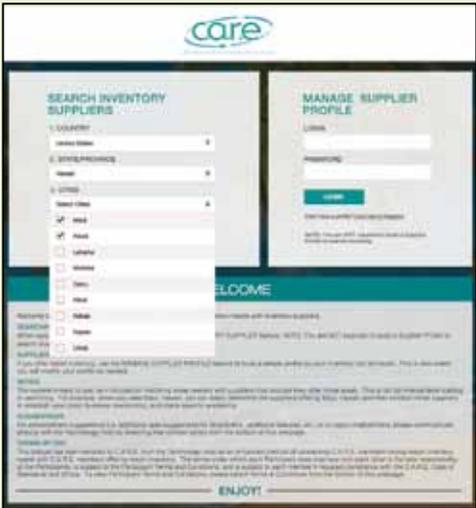
When looking for resort inventory, simply use the “SEARCH INVENTORY SUPPLIERS” feature. NOTE: You are NOT required to build a Supplier Profile to search inventory.

SUPPLIERS

If you offer resort inventory, use the “MANAGE SUPPLIER PROFILE” feature to build a simple profile so your inventory can be found. This is also where you will modify your profile as needed.

EASY TO USE

This system is easy to use, as it focuses on matching areas needed with suppliers that indicate they offer those areas. This is not for interval-level loading or searching. For example, when you need Maui, Hawaii, you can easily determine the suppliers offering Maui, Hawaii, and then contact those suppliers to establish your direct business relationship, and check specific availability. The system even allows users to email suppliers directly from the system.



Visit your **C.A.R.E. website TODAY** and start using this valuable tool!

Keeping you up-to-date with latest industry news

Visit www.perspectivemagazine.com

Diamond Resorts International Delivers Momentous Vacation Experience As Legendary Race Car Driver Michael Waltrip Drives His Last Laps At Daytona.

Diamond Resorts Ambassador and two-time winner of the Daytona 500, Michael Waltrip, hosts exclusive Events of a Lifetime® experience for his final race at Daytona February 23, 2017

Diamond Resorts International®, a global leader in the hospitality and vacation ownership industries, together with legendary race car driver, Michael Waltrip, delivers an Events of a Lifetime® experience for its members at the 59th Daytona 500 on February 26, 2017.

As a part of the event, members will have the opportunity to take an exclusive behind-the-scenes tour of the world-famous motorsports stadium, hosted by Michael Waltrip. Immediately following the tour, members will enjoy premium stadium seating to watch Michael Waltrip's historic last race.

After a prosperous racing career spanning more than 30 years, Waltrip will retire from the sport. The two-time winner of the prestigious Daytona 500, having won in 2001 and 2003, posted more than 130 top 10 finishes on NASCAR's premier Sprint Cup series, including four career race wins. He scored 11 wins and more than 105 top 10 finishes in NASCAR's Xfinity Series and even has a win in

NASCAR's Camping World Truck Series division.

"Driving has been a passion of mine for as long as I can remember and it will be bittersweet to drive my last laps at Daytona," says Waltrip. "I couldn't ask for a better farewell than to spend the day with the Diamond Resorts members and owners and help give them a vacation experience they will hopefully remember for a lifetime. I'm looking forward to slowing down a bit and taking some time to vacation more and enjoy Diamond Resorts all over the world."

Waltrip will continue to make personal appearances at Diamond Resorts' increasingly popular Events of a Lifetime®, which deliver exciting vacation experiences that are unique and memorable. Throughout 2017, members will have the opportunity to enjoy premium seating at races in Daytona Beach, Florida, Las Vegas, Nevada and Phoenix, Arizona. In addition to hosting meet and greets and signing autographs,

Waltrip will also provide members and owners with behind-the-scenes tours of the race track, pit row and Fox broadcast facilities.

"Michael has had an outstanding career and will always be an icon in the automotive racing industry," said Michael Flaskey, Chief Sales & Marketing Officer, Diamond Resorts International®. "We are proud to have him as a part of our Diamond family. We look forward to watching as he makes his last laps this Sunday and wish him the best of luck on his final race."

As a Diamond Resorts Ambassador, Waltrip is a part of an ever-expanding roster of high-profile celebrities including country music stars Colt Ford and Jana Kramer, baseball Hall of Famers Reggie Jackson and Gaylord Perry, professional baseball player Bud Norris, PGA touring professionals Brian Gay, Brittany Lincicome and John Cook, Super Bowl XXVI MVP Mark Rypien and war veteran Chad Pfeifer.

Liberty Bank renews \$13.5MM Loan with Calypso Cay

Wellington Financial says Liberty Bank's \$13.5MM loan will finance timeshare receivables.

Wellington Financial, the exclusive Resort Finance lending correspondent for Liberty Bank, announced the bank recently completed a loan of \$13.5 million to Timescape Resorts, LLC, developer of Calypso Cay Vacation Villas Resort in Kissimmee, Florida.

"We've enjoyed working with Liberty Bank since 2013," says Timescape

Resorts Managing Member Steve Bradley. "The team from Wellington and Liberty are both very easy to work with and are responsive to our needs by providing innovative financing solutions."

"Liberty's loan is an extension of an existing facility and will be used to finance timeshare receivables generated

at Calypso Cay Vacation Villas," says Liberty Bank Vice President & Senior Resort Finance Loan Officer David Brede. "We are pleased to continue and expand our relationship with a growing and vibrant developer who is enhancing their resort with new amenities, expanding their pool and spa areas, and remodeling their luxurious accommodations."

Latin America



AMDETUR Update

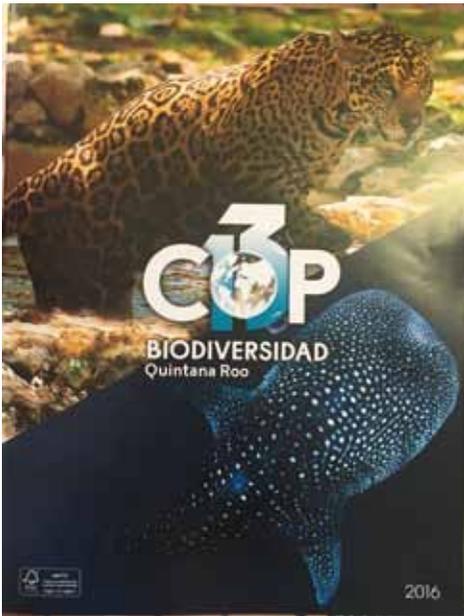


Sunbay Travel Equips Team with Jim Madrid's AST Growth Mindset

AMDETUR Update

AMDETUR is a regular participant in various activities that benefit our industry. Most recently, these have included:

During the COP 13 (Conference of the Parties 13), held in Cancun on December 6 of last year, and in connection with the proposed analysis of Natural Protected Areas in the state of Quintana Roo, AMDETUR took part in a study on biodiversity that was presented to President Enrique Peña Nieto.



On December 14 the Board of Governors of Mexico's Tourism Promotion Council (CPTM) held its fourth meeting, which AMDETUR Vice President, Gerardo Rioseco Orihuela, attended on behalf of our Chairman of the Board.



On January 11, we attended the 6th Anáhuac-NRM Communications Conference entitled "Tourist Outlook for Mexico," presented by professor Francisco Madrid Flores, head of the Tourism and Gastronomy Department of the Universidad Anáhuac México Norte.



On January 13, we attended an event introducing a joint study on tourism policy by the OECD and Mexico's Tourism Ministry (SECTUR), in which Mexican President, Enrique Peña Nieto, spoke about Mexico's strengths in the area of tourism.

On January 17, we held a meeting with the Entidad Mexicana de Acreditación, A.C. to learn about the requirements for obtaining the 2017 Tourism Recognition.



On January 25, we held our 30th Ordinary Annual General Assembly, presided over by Chairman of the Board, Jorge Herrera Rivadeneyra, in which members of AMDETUR spoke about various topics of interest to our industry.



On January 26, our Chairman of the Board, Jorge Herrera Rivadeneyra, was interviewed by the Oxford Business Group, and discussed aspects of the Vacation Club industry and tourism in general.





We also meet with representatives of the Federal Consumer Protection Agency (PROFECO) to follow up on the bill to amend the Federal Consumer Protection Law. The upper house of Mexico's Congress is currently in the process of drafting its opinion.



On February 8, we held a seminar entitled "Profiling the Foreign Consumer," given by Cristina Marín from Interval International.



On February 16, we attended the first 2017 working breakfast of the Special Tourism Group of the Mexico City Chamber of Commerce, which included the capital city's new Secretary of Tourism, Armando López Cárdenas.

La Asociación Mexicana de Desarrolladores Turísticos, A.C. (AMDETUR) invita al gobierno local y al gobierno.

OPORTUNIDADES EN EL SECTOR TURÍSTICO EN JAMAICA

Presentado por: **Nicholas Sutherland** (Embajador de Comercio Internacional de Jamaica) y **Carol Straw** (Directora del Sector Turístico para América Latina).

Sobre JAMPRO
 JAMPRO es una agencia del Gobierno de Jamaica, la cual depende del Ministerio de Comercio Exterior y Creación de Empleo, que promueve oportunidades de negocio en la importación y la inversión para el sector privado local e internacional. JAMPRO trabaja en estrecha colaboración con los empresarios locales y globales que buscan agencias que les ayuden a encontrar oportunidades de inversión y comercio internacional.

WEBINAR EXCLUSIVO PARA SOCIOS AMDETUR

Dirigido a: **INDUSTRIALES** | **INVESTIDORES** | **EMPRESARIOS**

Mañana miércoles, 22 de febrero de 2017 a las 11:00 AM
 Email: info@amdetur.org.mx
www.amdetur.org.mx

On February 20, we held a webinar entitled "Tourist Industry Opportunities in Jamaica," given by Nicholas Sutherland from the Jamaica Promotions Corporation, a Jamaican government agency that promotes investment in the country.



On February 20, we attended the 15th Mexico City National Tourism Forum 2017.



On February 21, Mexico Infrastructure Review interviewed our Chairman of the Board, Jorge Herrera Rivadeneyra, after which we attended the Ordinary General Annual Assembly of the National Tourist Business Council (CNET), where leading tourist industry organizations came together to discuss the 2017 agenda.



Perspective News Latin America

Sunbay Travel Equips Team with Jim Madrid's AST Growth Mindset

Globally-renown corporate speaker and human performance coach, Jim Madrid, will be engaging Sunbay Travel's team with AST's dynamic motivational outlook in Cancun, February 19-21.

Jim Madrid, CEO and Founder of Advanced Sports Technology, Inc. (AST) has been using transformative initiatives as a vessel to strengthen corporate culture and employee commitment over the past three decades. AST's Culture programs are designed not only to measure company culture but initiate focused feedback that aligns team member goals with organizational goals. One team one direction.

Madrid's team will facilitate workshops that enhance corporate culture through group activities for the sales and marketing team at Sunbay Travel, a Sunset World partner. The Cultural Leadership seminars are proven to boost team performance, moral, and drive efficiency. Sunbay Travel is introducing Jim as a resource to their employees to bring their individual views of their future with the organization's future.

"We shape culture. There are many factors that enter into an organizations culture, and the main one is the human factor.



That's where we begin. With the individuals of the team." Jim Madrid

The Mental Software designed to maximize potential emphasizes the importance of putting people first in order to grow company culture. The theoretical and experimental foundation provides coaching and mentoring to equip teams with growth mindsets. The

curriculum provides strategies which employees can adopt to inspire success, starting with The Ten Principles of Entelechy, Jim Madrid's signature program.

About Advance Sports Technology, Inc.

Advanced Sports Technology, Inc. is a global management development firm with mental technology solutions

for athletic and corporate organizations. The company helps advance organizations incrementally to extend business or team goals to their maximum level of efficacy. Along with Madrid's expertise in timeshare, he has helped major companies across many sectors. Among the diverse organizations that have benefited from his expertise are Nordstrom, Lexus, Toyota, Mercedes-Benz, Honda, Paramount Studios, Trendwest Resorts, Oakley, St. Regis Hotels and Resorts and Pueblo Bonito Resorts.

Advance Sports Technology, Inc. (AST) is a sports and corporate development organization. AST is a leader in improving team and corporate culture. AST's unique approach to team development has been implemented in many Fortune 500 companies as well as high profile sports franchises with resounding results. From the Board Room to the Locker Room, AST brings a unique approach to team and organizational development.

Over the last 25 years, 100,000 people, in eight countries in 5 languages have experienced AST's programs. For more information about AST email moreinfo@astmentaltraining.com, call 949.218.5587, or visit <http://advancesportstechnology.com/>

Asia Pacific



ATHOC Update



ATHOC Update

ATHOC Time To Share Golf Day – 5 April 2017 At Palmer Colonial Golf Club Robina

The Australian Timeshare Foundation is happy to announce that proceeds of the 2017 Golf Open will go to Rosies – Friends on the Street

ATHOC will adopt an outreach' street van that engages volunteers and students to directly support the patron friends on the street. Your support will make a difference by enabling Rosies to bring the gift of 'presence' to those most abandoned. Your generosity will keep a street van outreach operational for a year. Just \$5 enables a Rosies volunteer to have a cuppa and a chat. Rosies provides over 56,000 cuppa encounters a year across 240 outreach services every month in Queensland. They operate six vans in greater Brisbane providing 72 street outreach services, with two vans on the Gold Coast providing 24, each month.

Accor Vacation Club's Grand Mercure Basildene Manor makes Star Rating Australia's Gold List

Star Ratings Australia recently announced their 2017 Gold List of Australian Accommodation and Grand Mercure Basildene Manor was a standout achieving a National rating of 10th for the Best overall guest experience and topped the list in 1st position for the state of West Australia in the category of Best overall guest experience, an amazing achievement.

The Gold Star is for properties that achieve the highest Travellers' Rating score that become part of the Gold List. By making it to the Gold List you are demonstrating your commitment to consistently exceeding your guests' expectations.



New Day Spa Opens at Wyndham Resort Torquay

Wyndham Resort Torquay today tore the festive gift wrapping off a brand new day spa for its summer guests to enjoy.

The beachside resort launched Breathe Spa – from international operator OnTrack Retreats – which aims to help guests achieve optimal fitness, health and wellbeing by combining an emphasis on health-oriented programs with traditional day spa services.

Breathe Spa will provide relaxation and rejuvenation treatments, detox and restoration, body wraps, facials, remedial massage and a range of waxing options, among other services.

Acting Resort Manager Edwin Erftemeyer said OnTrack Retreats has previously run successful health and fitness retreats at the resort for several years and the opening of the day spa represents an expansion and diversification of its services.

“Combining health and fitness programs with spa treatments seems a logical evolution of the day spa concept and we believe our guests will enjoy utilising this CEO of OnTrack Wellbeing, David Rawlings, said: “Customers are looking for more than just a massage and a facial from their hotel spa. OnTrack’s expertise in providing residential health and wellness programs leaves us well-



placed to build upon a traditional spa offering and provide resorts with a modern day spa that delivers what today’s active customer demands.”

Breathe Spa will be put to the test over the festive and New Year period by a resort that will achieve full occupancy of its 107 rooms.

Wyndham Torquay is also expecting a bumper crowd for Christmas lunch, with more than 400 people currently booked.

The Surf Coast Hotel, at 100 The Esplanade – which operates the resort’s restaurant – has launched a

brand new menu. It includes Middle Eastern-inspired dukkah crusted lamb rump, pork cutlet with sauerkraut and kipfler salad, and a black angus porterhouse, two weeks dry aged.

Wyndham Torquay is located close to the Great Ocean Road and other local attractions like Bells Beach, the Surf World Museum and Tiger Moth World.

The resort features an outdoor lagoon swimming pool and spa, indoor lap pool, fully equipped gym facilities, a tennis court, Breathe Spa, function venues, a barbeque area, restaurant and bar all overlooking Zeally Bay Beach.

ICE Vacations are First!

At Scenic’s Night of the Stars Awards night held in Sydney last weekend, ICE Vacations took out first place in a new category – National Online Travel Agency. This prestigious award was given for all of the hard work done in 2016 by the Gold Coast QLD based company.

“We will have to make room for the award in our Trophy Case – top shelf I think!” says Suzy Raymer, Executive Marketing Manager at ICE Vacations, “We have been able to harness the strengths of internet to effectively operate Australia-wide.

Our Marketing and IT teams continue to ensure we have a trusted, online presence and booking platform for our customers whenever they are ready to book 24/7. It’s a continual process that can only continue our company’s growth.”

Classic Heroes Awarded Holidays for Volunteering Efforts

Gold Coast-based Resort and Member Management company, Classic Holidays, has awarded three Classic Heroes with holiday prizes at the annual International Volunteer Day celebration on the Gold Coast this week.

Gold Coast Volunteer Coordinator of the Year, Steven Dalton from the Gold Coast Rural Fire Brigade Group, Gold Coast Youth Volunteer of the Year, Brenden Scoffell from Nobby Beach Surf Life Saving Club, and the 2016 Gold Coast Volunteer of the Year, Glenda Ashby from Point Danger Volunteer Marine Rescue, were all awarded a 7 Night holiday at any of the Classic Managed Resorts located throughout Australia and New Zealand.

In presenting the awards, Classic Holidays Chief Commercial Officer, Mark Stephenson, said acknowledging the outstanding efforts of these Classic



Heroes at the International Volunteer Day celebrations was a highlight for the company each year.

“Classic Heroes is about celebrating and promoting the contribution of volunteers within our community – not just here on the Gold Coast but right across the country,” said Mr Stephenson. “We are so moved by the amazing stories that are told by the nominees for these awards. As a company we wanted to provide some reward and promote the participation in volunteering as much as we possibly can.

“Through the development of this initiative, we’ve been empowered to embrace the volunteering movement at Classic Holidays and it is now promoted among our 65,000 strong member base and our own staff.

“Volunteering is often a thankless task, but the Classic Heroes program is about giving these volunteers the recognition and thanks they deserve. These Classic Heroes certainly deserve a week’s break for all their hard work.”

International Volunteer Day has been celebrated on December 5 every year since 1985. The Gold Coast is home to 150,000 volunteers which makes up part of the 5.8 million volunteers around Australia who devote their time each year to the volunteering movement

Higher standards for financial advisers to commence

The Turnbull Government has delivered on its commitment to lift the professional, education and ethical standards of financial advisers, Minister for Revenue and Financial Services, the Hon Kelly O’Dwyer MP, announced today.

These reforms include:

- compulsory education requirements for both new and existing financial advisers;
- supervision requirements for new advisers;
- a code of ethics for the industry;
- an exam that will represent a common benchmark across the industry; and
- an ongoing professional development component.

The previous education requirements, set out in ASIC guidance, allowed some financial advisers to become qualified to provide financial advice to retail consumers after only four days of training. Understandably, both

the Financial System Inquiry and the Parliamentary Joint Committee found that these requirements were not sufficient.

The reforms establish a commonwealth standard setting body to govern the professional standing of the financial advice sector. The body will set the educational requirements, develop and set the exam and create the uniform Code of Ethics.

The new requirements will commence on 1 January 2019. From this date, new advisers will be required to hold a relevant degree before they are eligible to commence the supervision year and to sit the exam. Existing advisers will have two years, until 1 January 2021, to pass the exam and five years, until 1 January 2024, to reach a standard equivalent to a degree. The transition period recognises that existing advisers

may need to complete the education requirements on a part-time basis while continuing to service their existing clients. The Code of Ethics will commence on 1 January 2020, with all advisers being required to adhere to the code from that day forward.

Once the reforms are bedded down, the Government will turn its attention to developing and implementing an industry funding model for the standards body.

As timeshare is regulated as a financial product there were grave concerns that sales staff would need to have the minimum education standards above. However after working with government, the industry was able to have a carve out from that legislation. Timeshare staff will have to be registered with a professional standards body and abide by the Code of Ethics set.

Europe, Middle East & Africa



TATOC Update



Karma Resorts Renew Their Partnership With The Road Safety Western Force & RugbyWA As 'Official Resort Partner' For 2017

JOIN EUROPE'S LARGEST TIMESHARE ASSOCIATION



There's never been a better time to join TATOC – the Timeshare Association for Timeshare Owners and Committees. We are the largest consumer-representative body for timeshare owners in Europe. With over 25 years' experience of serving the timeshare community, our numbers grow larger every year. Today, TATOC has more than 80 resort members representing thousands of timeshare families. And with these kinds of numbers comes all kinds of benefits.

Shared information Benefit from the knowledge and expertise of members, the industry and government agencies – the wider timeshare community.

Resort Accreditation Joining Europe's largest timeshare association stands you in great company. You're part of an elite and recognised club.

Business Affiliation We have over 30 affiliate businesses who we regularly work with. All are industry professionals and approved to TATOC members.

Code of Conduct All member resorts and affiliate businesses have to comply to a strict code of conduct. It's our standards which make us so successful.

Mediation This is your chance to receive advice on any aspect of resort or committee operations including shared information on best practice.

Collectively, the voice of over
80 member resorts carries more weight.



Club Las Calas, Lanzarote, TATOC's first accredited resort

Resort health check Gain advance information on government policies as well as consumer and legislative trends affecting the timeshare industry.

Consumer Helpline Our helpline is a registered charity and provides support for hundreds of timeshare owners every year.

Whether you're a resort or an individual, sign up for TATOC membership today!

To apply or for further information, please email Harry.Taylor@tatoc.co.uk or call +44 (0)161 2373518

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Perspective News

Karma Resorts Renew Their Partnership With The Road Safety Western Force & RugbyWA As 'Official Resort Partner' For 2017

Karma Resorts have renewed their partnership with the Road Safety Western Force & RugbyWA as 'Official Resort Partner' for 2017, continuing the excellent relationship forged at the club's inception in 2005.

"Western Force players, staff and fans have enjoyed a special relationship with Karma Resorts throughout the years," said John Spence, Chairman and Founder of the Karma Group. "We are hugely proud to continue supporting The Force in 2017 in Super Rugby and this year we are also expanding our commitment to rugby in the west with a new partnership with RugbyWA Juniors, supporting the growth and development of the next generation of rugby union players across WA."

The close connection between Karma Resorts and the Western Force is evident at Karma Kandara, where the library is home to a wonderful collection of signed merchandise from past greats of the club including Matt Giteau, Scott Staniforth and David Pocock. Wallabies Rookie of the Year and Western Force star player Dane Haylett-Petty recently enjoyed a stay at Karma Kandara, enjoying one of his well-deserved 2016 season Karma Resorts Man of the Match prizes.

The partnership will see Karma Club members receive a host of rugby benefits throughout the Super Rugby Season, including tickets to all home games and access to competitions to win 'money can't buy' experiences and signed merchandise. The Karma Club team will have a presence at all Road Safety Western Force Super Rugby home games and key rugby events providing WA rugby fans with rugby merchandise



and complimentary Karma Club memberships.

Road Safety Western Force rugby families will once again be able to experience the wonders of Rottneest Island whilst enjoying a rugby master class with Western Force players at the 'Dads & Lads' rugby weekend. The event, now in its 4th year, provides opportunities for parents to enjoy quality time with their budding future Force players whilst enjoying the facilities at the wonderful Karma Rottneest Resort.

RugbyWA Juniors & Karma Resorts 2017 Partnership Announcement.

2017 will also see Karma Resorts enter into a new partnership with RugbyWA Juniors to support the growth and development of rugby union in Western Australia.

The partnership will provide a host of luxury holiday experiences at Karma Resorts to use in the Junior Executive's rugby raffle which helps raise significant funds for the governing body. The Karma Club teams will be on hand at Junior Rugby carnivals to help sell Junior Rugby raffle books whilst providing complimentary Karma Club memberships (valued at \$499 USD) and rugby merchandise to the committed parents

who brave the winter conditions across the Perth Metro region.

Plans are underway to stage an inaugural junior rugby carnival on Rottneest Island. The event will utilize the island's Oval playing field, which will be transformed into mini-rugby pitches for this unique tournament. Families will have the opportunity to extend their stay with a fantastic accommodation package at Karma Rottneest.

BACKGROUND ON KARMA GROUP

Karma Group is an award-winning international travel and lifestyle brand offering extraordinary experiences in the world's most beautiful locations and is headed by Chairman and Founder, John Spence, Ernst & Young Entrepreneur of the Year 2010. In June 2013, John was invited to join leading entrepreneurs from around the world in Monaco to join the judging panel for the Ernst & Young World Entrepreneur of the Year. In July 2013, John was honoured by the Yale University School of Architecture by being appointed the Edward P. Bass Distinguished Visiting Architecture Fellow for the fall semester 2013/2014 and has also been awarded a Distinguished Visiting Fellowship at UCLA in 2015. The Karma Group is comprised of Karma Resorts, Karma Retreats, Karma Royal, Karma Estates, Karma Beach, Karma Spa and Karma Boutique. In August 2016, Karma group and Sanctum Hotel Group announced a joint venture to develop a series of authentic rock 'n' roll styled and orientated hotels in strategic locations around the world, accompanied by an exclusive private membership club. www.karmagroup.com

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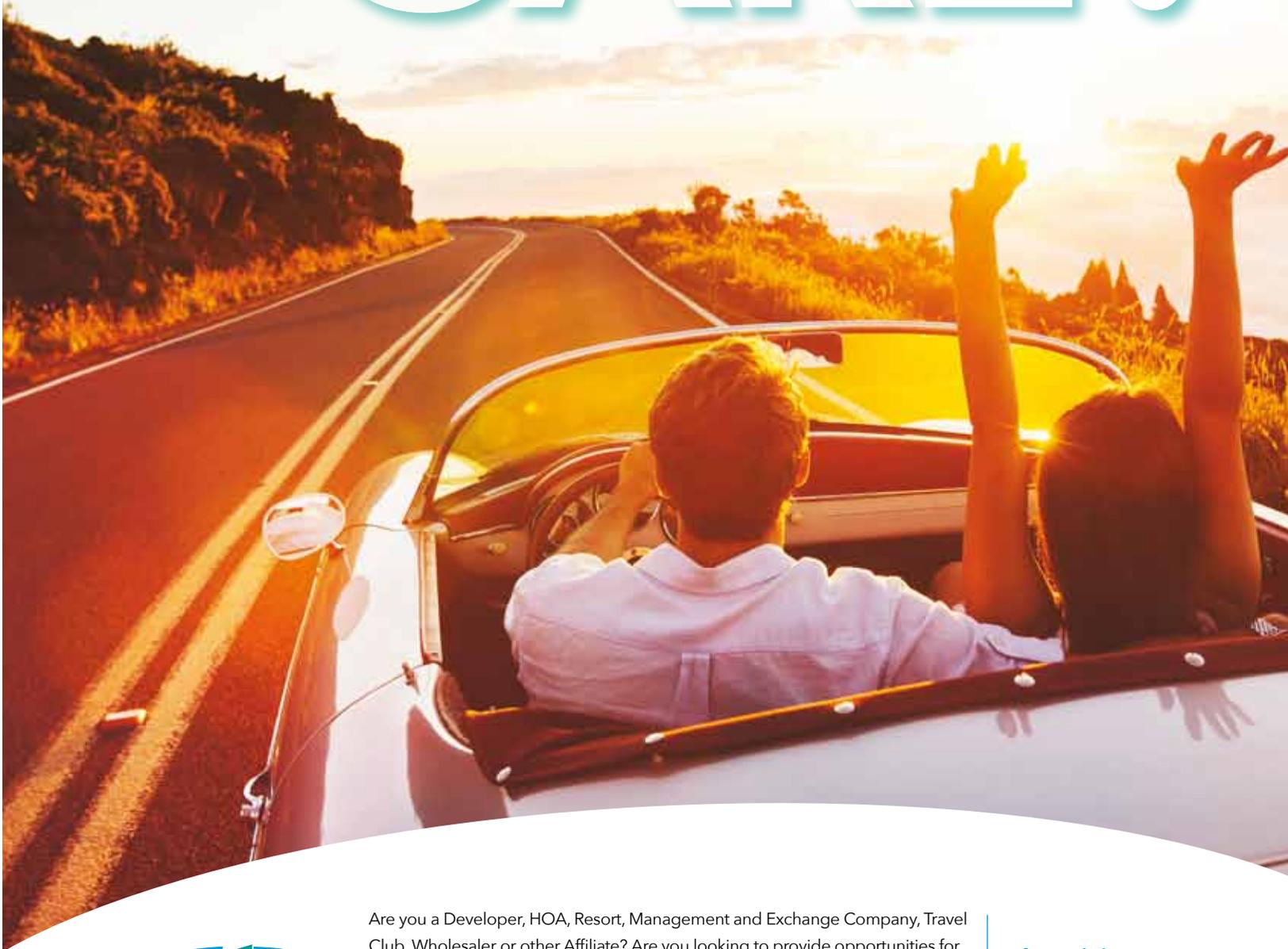
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Karma Kandara, Bali, Indonesia

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