

VACATION [] INDUSTRY

JULY – SEPTEMBER 2015

review

A PUBLICATION OF INTERVAL LEISURE GROUP

RE-IMAGINING THE ALL-INCLUSIVE

**CHANGES IN THE
CARIBBEAN**
New Focus at CHTA

ISLAND ECONOMICS
Thriving While
Geographically
Challenged

**REPUTATION
MANAGEMENT**
Who's Responsible?

PROFILES: GRUPO VIDANTA | HYATT KA'ANAPALI BEACH | LES SABLES NOIRS | PALM WORLD VACATION
RESIDENCE KAMARINA | RESIDENZIALE SERRA DEGLI ALIMINI 1 | THE RESORT AT DIAMANTE



Make it personal. Make it your Workspace.

With the all-new customizable **Workspace** addition to the Interval Sales Tool Kit — the most cost-effective interactive sales presentation available — you can put everything you need in one easy-to-reach place so you can seal the deal faster than ever!



IMAGES: Show prospects pictures of properties, members' experiences, and more. Import from the cloud or your computer.



PRESENTATIONS: Have a killer Keynote or PowerPoint presentation? Save it here and grab it fast!



VIDEOS: Nothing says vacation like swaying palms, slaloming skiers, whitewater rafting — you get the idea. Show them what you have with the touch of a finger.



AND MORE: Access all your favorites from STK, save articles, press releases, PDFs, screenshots, Word documents — virtually anything you need to take your pitch to a whole new level!



NEW: WORKSPACE



- Conveniently access your most useful digital content from one place
- Combine photos, videos, spreadsheets, presentations, articles, and more
- Sequence components *your* way, and deliver your sales pitch the way *you* want to — every time

NEW: FAVORITES



- Bookmark your favorite Interval Sales Tool Kit features
- Call up what you need, when you need it, fast

THE GLOBE



- Interactive 3-D representation of Interval's world of exchange
- Seamlessly integrates with *Resort Directory* and Interval HD
- Destination descriptions and images complete the package

VACATION CALCULATOR



- Modernizes the pencil pitch
- Reinforces the value proposition of vacation ownership

MAGAZINES



- Prospects can view destination features, cruise offers, and more with the digital version of *Interval World*, one of the top-rated membership benefits
- Industry news is just a touch away with the digital edition of *Vacation Industry Review*

INTERVAL EXCHANGE TRACKER



- Vacation exchange comes to life on an interactive map
- Displays where real members are traveling in Interval's network
- Can be customized to show resort or club-specific exchange activity

INTERVAL HD



- Destination and resort videos
- Helpful videos, including member testimonials and overviews
- Animated Highlights presentations

RESORT DIRECTORY



- High-quality resort images
- Informative descriptions
- Amenities listings

TURN PROSPECTS INTO OWNERS WITH
THE MOST POWERFUL TOOL IN THE INDUSTRY.
DOWNLOAD THE **FREE** INTERVAL SALES TOOL KIT FROM THE
APPLE APP STORE TODAY AND PERFECT YOUR PITCH.

Don't Just Tell Them — Show Them

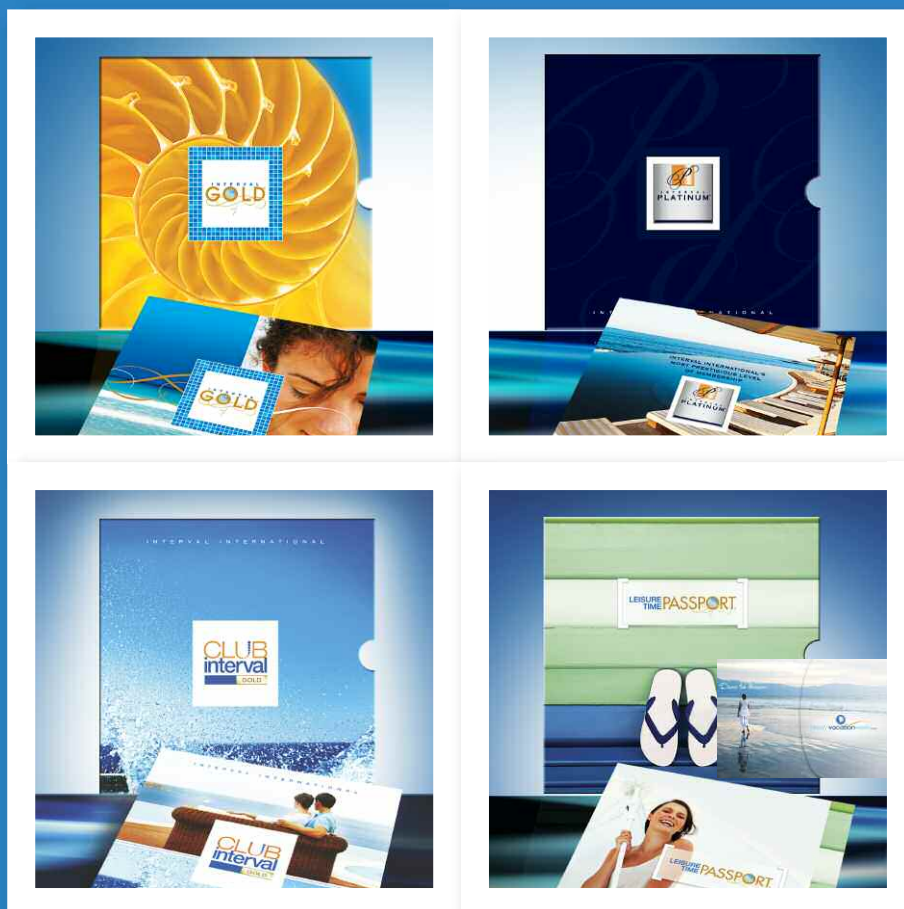
The Interval Sales Tool Kit app and our other digital offerings engage your prospects in the sales process, giving you every edge necessary to close the deal.



When you partner with Interval, everyone wins.

Don't Just Close Them — Keep Them

Our suite of industry-leading products allows you to choose the membership package that is right for you and your customers.



interval
INTERNATIONAL®

INTERVALWORLD.COM
RESORTDEVELOPER.COM

CONTENTS



page 38

IN REVIEW

IN BRIEF	
Pointing to Industry Growth	10
SOCIAL MEDIA	
Getting Engaged	12
COMMUNICATIONS	
Reputation Management	14
CARIBBEAN	
New Faces at CHTA	18
MEETINGS	
ARDA Conference in Real-Time	20
MARKETING	
Island Economics	26
TRENDS	
The New All-Inclusives	28

PROFILES

Hyatt Ka'anapali Beach	
Bringing the Outdoors In	34
Grupo Vidanta	
A New Twist on Entertainment	38
The Resort at Diamante	
Perfecting Swings in Cabo	40
Italy	
The Italian Summer	42
Palm World Vacation	
Exotic Meets Modern in Morocco	44

IN EVERY ISSUE

VIEWPOINT	
Change of a Dress	6
INSIDER	
Benefits, News, Updates, and More	8
PULSE	
People and Industry News	52

executive editor
Torey Marcus

editor-in-chief
Betsy Sheldon

staff writer
J.B. Bissell

editorial assistant
Yahaira Cespedes

creative director
Allis M. Cabrera

senior graphics manager
John Cavaliere

senior graphic designer
Maria Garcia-Aguilar

graphic designers
Frank Gonzalez
Cristina Mencia
George A. Sariego

photo editor
Kimberly DeWees

assistant vice president graphics and production
Janet L. Orr

production manager
Claire S. Sayan

advertising
Nicole Meck
Interval International
949.470.8324
Nicole.Meck@intervalintl.com

For address changes and corrections, or to receive a complimentary subscription, please send an email to Nicole.Meck@intervalintl.com.

CURRENCY CONVERSIONS

US\$1 =	€0.92, £0.66
£1 =	US\$1.52, €1.39
€1 =	£0.72, US\$1.09

Valid at time of publication.
Visit xe.com for other currency conversions.



Vacation Industry Review is published by Interval Leisure Group. It is designed to provide accurate and authoritative information regarding the subject matter covered. It is published with the understanding that the publisher is not engaged in rendering legal, accounting, or other professional service. If legal advice or other expert assistance is required, the services of a competent professional should be sought.

©Interval Leisure Group, 2015. All rights reserved. Reproduction of any part of this publication without written consent is prohibited.

FIND US ON





Over 30 Years of Success

RESORT MANAGEMENT THAT TARGETS RESULTS

VRI resort management services deliver results for your resort through our successful collection methods, a robust national rental program, and creative resales solutions. Allow our 200+ years of senior-level timeshare management experience to help your resort hit the bull's-eye. With management teams strategically placed across the country, we are able to provide regional and local expertise to your resort. More than 140 resorts throughout the United States, Mexico, and Canada already benefit from the vast array of services that we offer. Learn how your resort can hit its mark, too!

Call us today and take advantage of our expertise!



Perfecting the Art of Hospitality

Vacation Resorts International
Jan Samson, Sr. VP of Resort Operations
863.287.2501 | Jan.Samson@vriresorts.com

Trading Places International
Marcus C. Wood, Executive Vice President
949.448.5150 | Marcus.Wood@tradingplaces.com

Find more information about our services by visiting:

www.vriresorts.com



BY **Craig M. Nash**
CHAIRMAN, PRESIDENT, AND CEO
INTERVAL LEISURE GROUP

“Don’t we all wish we could ignite such an explosive social media response with our own marketing and promotional efforts? If only there were a simple formula.”

Change of a Dress

By the time this magazine comes out, I wonder what the next viral online sensation will be. As I write this, the reverberations of the black-and-blue or white-and-gold dress debate are still causing a few shudders in the media. Our social media experts explained to me why this seemingly unimportant post asking viewers to weigh in on dress color had the impact of a digital tsunami. It seems it’s a combination of relatability to the public, social engagement, and timing.

But the episode did give me some things to think about: No doubt, social media has become an integral and irrevocable component of our relationships, whether personal, professional, or commercial. And its power is profound. Don’t we all wish we could ignite such an explosive social media response with our own marketing and promotional efforts? If only there were a simple formula to get the public to follow, like, click on, activate, or otherwise pay attention to our ads, offers, and posts. While there may be no magic spell, our best course of action is to stay in the know about how to engage followers. (For more on this topic read the articles about content engagement and reputation management on pages 12 and 14.)

Adding up Followers

At ILG and its family of companies, a presence on social media sites has become as important to our business as our print communications, call centers, and other means of doing business and maintaining relationships with customers and the public. We’re quite pleased with the number of followers we’ve attracted to Facebook, not to mention the response we’ve received on our other social media sites.

Interval International’s own members-only forum, Community, recently reached five years, celebrating a following of more than 210,000 members — a number that continues to increase — who want to connect with other members. In turn, Community provides Interval with greater insight into member interests, behaviors, and concerns that the company can use to better serve its resort partners.

And while Interval is not getting as high a response as the dress-color debate did — which I

read garnered 16 million likes in two days — its most recent hashtag campaign encouraging viewers to post their vacation pictures is getting a lot of attention.

We’ve tapped into something here — when looking at photos of travel destinations we’ve been to or want to go to, we’re viewing something more than palm-tree silhouettes, golden suns sinking into the horizon, or shimmering blue bodies of water. We’re recalling some of the best experiences of our lives. Or we’re seeing possibilities of a future that’s within our reach. And that’s powerful.

Ambiguous Information

But back to the dress: As part of the storm of coverage, some neuroscientists and vision experts chimed in with scientific explanations for the phenomenon, throwing around terms such as color constancy, visual perception, wavelength interpretation, and ambiguous stimuli.

Here’s my take: I’ve viewed the dress on more than one site, as well as on TV and in print. In some pictures it was white and gold; in others, it was blue and black. It may have been the same dress — but the pictures were clearly different.

Let’s keep that in mind when we examine our own industry issues, which are a lot more relevant. Many were thoughtfully explored during the 2015 ARDA World conference in April through presentations, discussions, and forums. Yet, I think we can all agree that those issues most critical to us demand further and ongoing scrutiny. Topics such as evolving consumer travel preferences, rapidly changing technology, legacy resorts, resales....

And trade-ins. Accepting timeshare trade-ins as part of the purchase of a week or points product appears to be an increasingly acceptable way for resorts to sell. All well and good. But if the resort accepts a trade-in, only to then pass it off to a transfer company that sails off into the sunset never to be heard from again — that’s a very different picture indeed. []

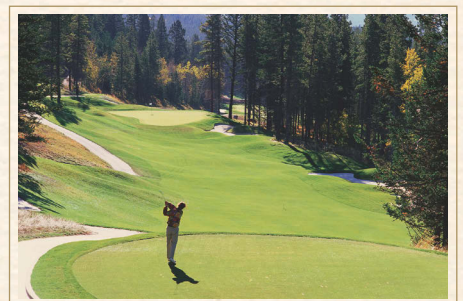


A PREFERRED PARTNERSHIP.

Your vision, enhanced. Align your property with Preferred ResidencesSM and partner with a powerful brand that has a legacy of luxury, while maintaining your own distinct style.

Preferred Residences is a hospitality branded program for luxury fractional resorts, private residence clubs, and condominium-style hotels. Backed by the combined success of Interval International[®] and Preferred Hotel Group[™], your product offering becomes even more compelling. Your owners will have the flexibility to exchange within Interval's global network of quality properties, along with access to other valuable year-round leisure benefits. And you will receive innovative sales and marketing support including exclusive lead generation opportunities. It's simple. A partnership with Preferred Residences gives you the edge you need in today's shared ownership market.

For more information, please contact
Michelle DuChamp at +305.925.7240 or email
Michelle.DuChamp@preferredresidences.com.



*Preferred*SM
RESIDENCES

Preferred ResidencesSM and its related marks and logos are all property of Preferred Hotel Group, Inc. All rights reserved.

WHAT MEMBERS LOVE

Club Interval Gold Adds New Life to Older Product

For almost four years, Interval International's Club Interval Gold has been stretching flexibility even further with its points-based exchange product for owners of traditional fixed and floating weeks. It allows owners the option to convert their week into points they can use toward full-week exchanges, as well as short-stay vacations, cruises, spa escapes, exchange upgrades, and essentially expand the ways they can use their timeshare.

Improving Member Retention

But what's delighting many homeowners' associations at aging resorts is that Club Interval Gold seems to not only attract new owners, but also helps retain maintenance fee-paying owners and improve the resort's bottom line.

Just ask Andy Gennuso, president of Great Destinations, a company that works with resorts and associations to offer owners greater vacation flexibility and options. "Club Interval Gold adds new life to legacy resorts and gives the owner the benefit of a contemporary exchange."

Great Destinations has been introducing clients to the Club Interval Gold product for three years. "So far, we're close to 5,000 owners who've either upgraded to the points product or purchased new inventory at a legacy resort coupled with Club Interval Gold."



Gennuso can point to many individual examples of success. "I do know that one of the original properties we started with sold almost 400 intervals over the course of two years, which got them almost to a fully subscribed owner base again."

Customized Print and Digital Tools

"Club Interval Gold provides an alternative for front-line sales, and allows developers or HOAs to offer a new product to existing owners of traditional fixed and floating product for in-house sales," says Michelle DuChamp, Interval's vice president of business development. "And our promotional materials and program promotion collateral explain the benefits clearly and attractively to the prospective purchaser."

The materials include a guide to using the points system, charts showing points values for various unit sizes and week designations, camera-ready ads, and in-room marketing pieces that help get guests into the salesroom. DuChamp adds that most of the print and digital tools can be customized with the resort's specific call to action.

Reflecting on the evolution of the timeshare product and the prospect base, Gennuso observes, "These buyers don't want their father's Buick. They want the flexibility and variety the points lifestyle provides. And, with Interval's support, we've been able to offer buyers a bright shiny new car."

AFFILIATIONS AND AWARDS



ACOYA Private Residence Club

The luxury resort is situated in the heart of Willemstad on the island of Curaçao, Dutch Antilles. ACOYA Private Residence Club features 118 one-, two-, and three-bedroom units set around a natural lake, and offers amenities such as a gourmet restaurant, an infinity pool, and a spa and wellness center. The resort was developed by Mahesh Daswani, with 20 years of experience in real estate development.

Meridian Financial Services

Meridian Financial Services has announced several contract acquisitions for 2015. These include: Los Cabos Golf Resort in Cabo San Lucas, Mexico; Coosawattee River Resort in Ellijay, Georgia; HV Global Management Corporation in St. Petersburg, Florida; Laurel Springs Resort in Cosby, Tennessee; and Beachwoods Condominium Association in Kitty Hawk, North Carolina.

Westgate Resorts

Westgate Resorts was recently recognized as Interval International's number-one membership-producing developer worldwide, based on new memberships received during the previous calendar year. David A. Siegel, president and CEO of Westgate Resorts, accepted a plaque from Craig M.



Nash, chairman, president, and CEO of Interval Leisure Group (photo at left). In addition, Westgate was presented with the Leisure Time Passport Top Producer plaque.

MILESTONES



"In five short years, Community has seen a lot of spectacular growth," notes Madeline Berges, vice president of e-commerce and digital marketing for Interval International. "We've expanded to more than 210,000 profiles and that number increases every day."

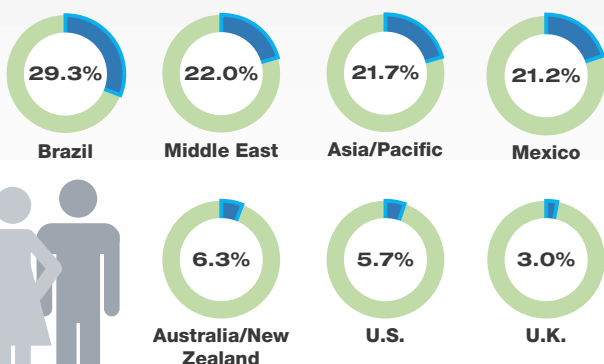
Since Community launched in May 2010, more and more members have turned to the forum—which can be found at IntervalWorld.com—to connect with others, seek advice, and share their vacation, travel, and exchange experiences. Berges adds, "Not only does Community allow members to communicate with and help each other, it provides Interval with greater insight into member interests, behaviors, and concerns that the company can then use to better serve members and our resort partners."

DID YOU KNOW?

Where Are the Youngest Members?

When it comes to age ranges, there's hardly an "average" among Interval International members. Not when you look at the diversity among various world nations and regions. Brazil comes in at the youngest end of the age spectrum, with nearly 30 percent of members between the ages of 25 and 44. The U.K. claims just over 3 percent between 25 and 44.

Members between the ages of 25 and 44



SOCIAL MEDIA

290,000 on Facebook

Interval International hit a social media milestone in June 2015 — the company exceeded 290,000 fans on Facebook. Growing at a rate of 18,000 new followers per month, Interval's Facebook presence increased dramatically in just over nine months.

"Our Facebook page enables us to build our online presence, engage with existing members, and attract new audiences," says Madeline Berges, Interval's vice president of e-commerce and digital marketing. "Thanks to our followers, who are actively sharing their input and ideas and interacting with our brand every day, our social reach has been expanding by leaps and bounds."

Interval has made significant strides in expanding its social initiatives, which also include Google+, Instagram, Pinterest, YouTube, LinkedIn, and Community.

AFFILIATE PICK

Interval-Equiant Partnership Renewed

Interval International recently renewed its partnership with Equiant Financial Services as one of the company's Affiliate Advantages. Equiant offers Interval clients preferential pricing and service for consumer accounts receivables servicing and management outsourcing.

"Extending Equiant's relationship with Interval International was not exactly a difficult decision," says Frank Morrisroe, president of Equiant. "The objective at Interval has always been quite clear to me: to provide best-of-breed products and services to the client market. And together we share a common business objective: to exceed all client expectations."

Equiant has been specializing in portfolio management in the timeshare industry for more than 25 years. "Equiant is known for providing industry expertise with a partnership approach," says Bryan Ten Broek, senior vice president of resort sales and marketing for Interval. "Their mission is to help affiliated resorts reduce expenditures, which they accomplish by delivering a high-tech platform and extremely competitive pricing."



Frank Morrisroe

Integrated Service

Ten Broek adds that affiliated resorts can leverage their Affiliate Advantage resources even further when using Equiant and Meridian Financial Services to access an integrated servicing and collections infrastructure.

"Our relationship has allowed the process from servicing to third-party collections to appear seamless to our mutual clients," says Meridian President Greg Sheperd. "The synergies and integration between the two companies have allowed us both to offer preferential pricing to clients."

Morrisroe says he looks forward to continued service as an Interval International Affiliate Advantages provider. "After three years, we at Equiant have experienced that Interval takes every relationship it has very seriously."

THE BUZZ FROM...

BRYAN TEN BROEK,

senior vice president of resort sales and marketing,
Interval International

If you visited the Interval International booth at ARDA World 2015, you know about the latest component in Interval's award-winning Sales Tool Kit: **Workspace** lets you import photos, videos, floor plans, renderings, and more directly into the app. This customized content can be sequenced with STK features such as the Globe, Exchange Tracker, Vacation Calculator, and Interval HD. If you didn't get a chance to see our new tool demonstrated, no problem. All it takes is an iPad and a visit to Apple's App Store — and for no cost, you can download the Workspace tool and start delivering your sales pitch *your way*.



Pointing the Way to Growth

AIF Quarterly Surveys Show Continued Climb in Timeshare Sales

By Darla S. Zanini



As we look at the panoramic view of the year for 2014 — year over year — we continue to see all the ways the vacation ownership industry is rebuilding and growing key revenue lines once more.

Sales Performance

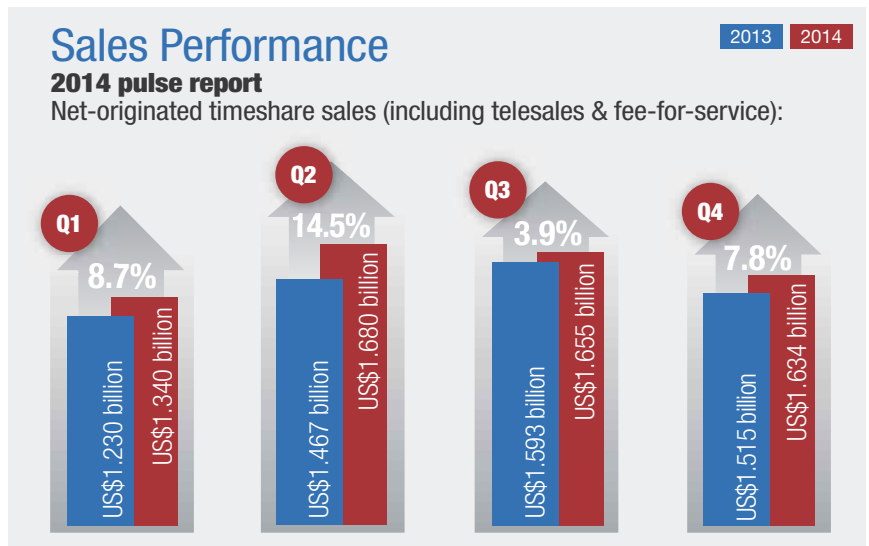
Using the lens of the four quarterly pulse surveys prepared for the ARDA International Foundation (AIF) by Deloitte & Touche LLP in 2014, here are some of the strongest performance indicators pointing the way to the resurgence.

Unpacking the Data

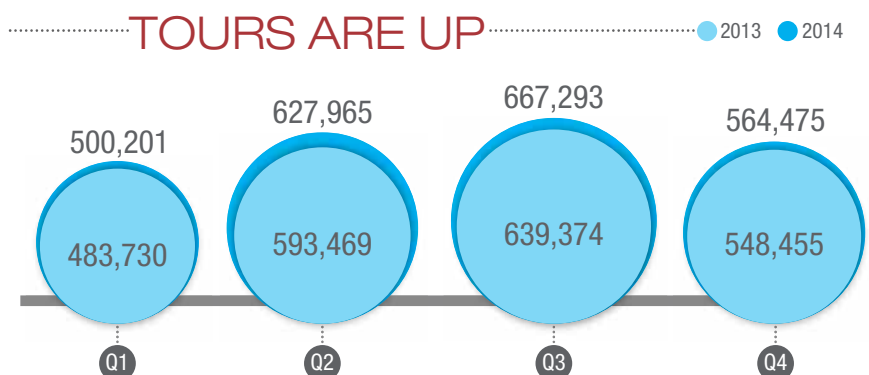
There's an overall increase of tours that is driving up sales across the board. And along with those good-news points, we are seeing that volume per guest (VPG) rates are also down for two of the four quarters (Q2 & Q3). The fluctuation in VPG coupled with the overall increase in tours may suggest that the industry is working on bringing in more new buyers vs. repeated buyers.

This movement into the market of first-time owners indicates the kind of progress we like to see for vacation ownership across the board, as the upcoming release of the 2015 *State of the Vacation Ownership Industry* report will only underscore. All of this bodes well for sustainable growth in new markets and going beyond our loyal existing owner base. []

Darla S. Zanini, RRP, is executive vice president of the ARDA International Foundation (AIF).



“The fluctuation in VPG coupled with the overall increase in tours may suggest that the industry is working on **bringing in more new buyers vs. repeat buyers.**”



Source: Deloitte & Touche

NEED SUPPORT? **WE'RE ALL IN.**

INTERVAL INTERNATIONAL® offers a unique suite of tools to support you and your team. These signature programs motivate, educate, and reward your staff.



WinnersCircle
INTERVAL INTERNATIONAL

MOTIVATE

Honor top sales producers with prizes and recognition.

INTERVAL INTERNATIONAL®
info-exchange
S E M I N A R

EDUCATE

Help your resort staff manage inventory and better serve owners.

VIP club
INTERVAL INTERNATIONAL

REWARD

Give associates the opportunity to experience vacation ownership firsthand.

For more information on these programs, contact Sonia Landin, 305.925.7340 or Sonia.Landin@intervalintl.com, or visit ResortDeveloper.com.

interval
INTERNATIONAL®

RESORTDEVELOPER.COM

By Madeline Berges

Getting Engaged

How to Inspire a Loyal Relationship From Your Social Media Followers



What successful marketers are learning more and more is that social media content must not only be carefully created, but also consciously curated. Slapping just any old material on your site makes as much sense as filling the walls of an art museum with a first-grader's finger paintings.

To be an effective and purposeful content crafter, you must post content that is relevant, useful, and relatable to your target audience. It's critical to create content that can be adapted across all social media channels and to develop a strategy that covers all areas of your business needs: promotions, membership marketing, sales, HR, PR, and corporate communications, among others. Your content should reinforce the brand image you wish to convey.

This doesn't mean constantly creating content, but rather tapping into and repurposing content that already exists, pulling from your business's print and online publications, advertisements, customer testimonials, as well as outside media.

Effective content — most importantly — provokes a response. Successful social media is not about creating content that produces followers — but rather telling the stories that inspire those followers to actually engage with your brand. Engagement is a truer metric because it measures that you have the attention of your followers. It's better to have fewer followers with higher engagement than a high number of followers of which few are interacting with your brand.

From Entertainment to Participation

Engagement refers to the actions your fans and followers take to interact with the stories your brand tells. This can be anything from commenting on a Facebook status update to posting a picture on your brand's timeline, from sending a tweet to entering a contest.

In essence, acts of engagement help create a ripple effect, spreading the word about your brand, and growing your follower base. For example, when followers engage with your brand on Facebook, it shows up on their newsfeed. Or when you encourage someone to post their vacation picture, you can count on the fact that the poster will share that image with friends, family, neighbors, and acquaintances.

Getting followers to engage means they are interacting with your content. This widens your audience reach, because the more they interact, the more people will see it.

In the fast-paced world of social media, anything can “go viral,” both quickly and unexpectedly. Someone's toddler earns 15 minutes of fame for his smooth dance moves, or the awkward teenager wows worldwide followers with a pop ballad performed in her bedroom.

You can call it word-of-mouth, going viral, or extreme engagement, it all means the same thing: Content gets shared, liked, curated, and reposted. The payoff is earned social media, which is the same as earned traditional media — often considered “free advertising.”


If your Facebook fans and Twitter followers have come to rely on your updates for sharing interesting content, your brand becomes an online influence or resource for them.

Ten Top Ideas for Engaging Content

While only the rare post will go viral, any business has the potential to be an online influencer. As you develop your content strategy, look for and



test out engagement tactics that may turn your followers into *engaged* and loyal followers. Here, we share just a selection of content suggestions that make your fans come back for more.

1. **Travel quotes:** Humorous, inspiring, or motivational quotes related to travel, accompanied by an amazing beach photo always perform very well.
2. **Top ranking lists:** Such as top 10 places to visit, or top five beaches in the U.S. Make it visual by adding great images!
3. **Top ranking videos list:** Add some music and transitions, and transform the list into a great video!
4. **Caption this:** Find that one-of-a-kind funny, clever photo and ask your fans to come up with a creative caption.
5. **Travel tips:** Create a list of travel tips or hacks and share those in weekly doses.
6. **Questions:** Ask your fans all sorts of travel-related questions, such as "Travel plans?" or "What's in your bucket list?"
7. **Fill in the blanks:** Make those questions even more irresistible, by giving them a format such as: "This summer I will travel to"
8. **Links to valuable information:** Such as offers and promotions.
9. **Requests for reviews:** If a fan requests information on a particular destination, ask your community to make recommendations.
10. **Travel inspiration:** Use amazing destination images to take your fans on a 10-second vacation every day! 

Madeline Berges is vice president of e-commerce and digital marketing for Interval International, overseeing IntervalWorld.com, the company's member website; new product technology; and all social media initiatives.

HOW OFTEN IS TOO OFTEN?

No matter which of these ideas you implement, a big player in making your content a success is the frequency of your publication and the distribution channels you implement. Knowing how often is too often to share content is one of the biggest dilemmas social marketers face.

Unfortunately there is no magic formula, and each audience is different, so evaluate their behavior and optimize your frequency accordingly.

Here's a quick starting point in terms of average posting frequency for some of the most popular platforms:

- **Twitter:** Nine to 14 tweets a day, from original tweets to responses, participation etc., including weekends
- **Facebook:** Once to twice a day, including weekends
- **Blogs:** At least once a week — twice a week would be optimal
- **Google+:** Once a day, no weekends
- **LinkedIn:** Three times a week to once a day, no weekends

VACATION INDUSTRY REVIEW Digital Magazine



DID YOU KNOW:

- That the magazine you hold in your hands is available online?
- That the digital version lets you flip through the pages, search the publication, zoom in and out, click on links, download it in PDF form, and share with a friend?

EMAIL us at

News@intervalnews.com and give us the following information:

- | | |
|-----------|-------------------|
| ■ Name | ■ Mailing Address |
| ■ Title | ■ Phone Number |
| ■ Company | ■ Email |

We'll notify you by email when the next digital edition of the magazine is available.

VISIT

ResortDeveloper.com

and **CLICK Publications within the Shared Ownership tab** to gain full access to the digital version of the magazine. Or download the Interval Sales Tool Kit app to access the magazine.

Reputation Management

It's Everyone's Responsibility



[] By Judy Kenninger

It's easy to go viral. Consider Villanova University's crying piccolo player. During the NCAA championships, a camera zoomed in on the pep band member, who was sobbing as her team lost. But still, she played on. Over the next few days, the college senior became a meme on social media, with her picture altered to include a snuggling Joe Biden and the mean teacher from the movie, *Whiplash*. It all turned out well, though, with her 15 minutes of fame culminating in an appearance with Jimmy Fallon on *The Tonight Show* and a pair of tickets to Taylor Swift's summer tour.

Unfortunately, we all can't be so lucky. One rude employee or a careless remark by an executive could become the next Internet

sensation, and instead of fun on national television, your company could be called out on Twitter and Facebook.

That's why there's a buzzword in communications today: *reputation management*. And although marketing, communications, and public relations types are taking the lead, they can't do it alone. "You can't hide in your own silo if you're going to thrive," says Peter Roth, vice president of marketing and communications for the American Resort Development Association (ARDA). "It has to go across every area of the organization." When it comes to reputation management, you need a really big tent, one with room for everyone.

What Is It?

According to Christine M. Barney, CEO of Miami-based rbb Communications, reputation management has its roots in the term “goodwill,” which has long been considered an intangible business asset. “It’s the art of protecting your brand from anything that would disrupt its ability to thrive,” she says. “You have to review every aspect of your performance so that your brand matches what you want to see in the mirror.”

“Public relations professionals have included reputation management among their myriad responsibilities from day one,” says Chris Boesch, vice president of corporate communications at Interval Leisure Group. “What’s changed the landscape is the number of channels and the speed at which news is now disseminated. It’s critical for the PR team to work closely with all departments to ensure that messaging is strategically driven and consistent across the organization.”

A company’s ongoing reputation affects its ability to succeed. Companies with the best reputations can attract the best employees. Companies with strong reputations are perceived as providing more value, so they may be able to charge higher prices. Their customers are more loyal and buy broader ranges of products and services. This halo effect can mean financial markets will believe that these companies will deliver sustained earnings and future growth, so they will have higher values and lower capital costs.

It has to begin at the top, says Jacques Hart, CEO of Miami-based Roar Media. “Executive management has to set the tone. It’s incumbent upon them to communicate the company’s values far and wide.” For example, an engineer could take a shortcut on a product design in order to meet a deadline, which ends up causing accidents. If the engineer believed that the company places safety above speed, perhaps she would have missed the deadline but delivered safer specs, which would have protected the company’s reputation (and prevented injuries).



Stevi Wara, vice president of creative services and brand management at Diamond Resorts International, agrees. “The entirety of reputation management lies with leadership, ensuring teams are living up to the brand promise,” she says. “Our PR and social media teams can run a successful campaign, but all of that means nothing if the customer’s experience is not analogous to the brand promise. How was the customer treated during the sales process? How was the guest’s experience at check-in? How quickly did we respond to an inquiry, and what is the guest going to say about their experience? All of this has an impact on the company’s reputation, so we take the guest experience very seriously.”

At Marriott Vacations Worldwide, Edward Kinney, global vice president, puts it simply: “Culture drives execution, and execution drives results.”

Corporate Responsibility

Although everyone plays a part in reputation management, someone still has to have primary responsibility. Who that is will depend on the company, but that person must have the authority to direct messaging across multiple channels.



“Public relations and reputation management are joined at the hip,” Kinney says. “You need to have a proactive strategy that you continue to reinforce through all channels. In social media, for example, you

have marketing of member offers and brand messaging; you’re managing dialogues with existing owner services, such as creating a signature drink or hosting a music festival; and then the third arm is issue resolution on a real-time basis. It all has to work as one.”

At Starwood Vacation Ownership, reputation management is managed by the company’s communications team. “This has allowed us to take a strategic and integrated approach to maximize our opportunities in providing quality and consistent communications to owners and guests across all channels,” says David Calvert, director of brand communications and social responsibility.

Hart, whose firm has worked with many different companies, says that those who integrate marketing and PR under one umbrella are most effective. “Conversely, some have decided to bifurcate, and they can compete against each other,” he says.

Often, companies hire firms that specialize in reputation management to manage social media and online content. “An outside perspective can help identify threats and provide best practices in building an online presence,” Barney says. “It also helps because outside counsel doesn’t have their own turf, so they can build bridges between departments.”

Online Tactics



Because so many consumers do online research before buying anything, an important element to reputation management is pushing positive content onto the Web. Creating resort videos to post on YouTube, and maintaining a Facebook page, a Twitter handle, and an Instagram account are all ways to create sites that show up in search engines when consumers type in your brand. Regularly posting content means that search engine algorithms will rank those sites higher than those with static content.

Review sites such as Yelp and TripAdvisor also play a role. “The idea of an expert has changed; people are interested in the opinion of their peers,” Barney says. Although negative reviews will happen — no one is perfect — a quick response from management can turn the review around. A 2015 study by Medallia found that hotel properties that actively engage with social media reviews grow occupancy at double the rate of properties that don’t. But don’t take forever to respond: Properties that responded to feedback in less than a day on average had average occupancy rates 12.8 percent higher than properties taking longer than two days.

The worst response? Posting fake reviews. “You have to embrace honesty and transparency,” Roth says. “As ARDA or Vacation Better, we would never pretend we’re a happy timeshare owner. In today’s world, you can’t hide behind anything.”

Using listening tools (see “Listening In” on page 16) can alert you when your company is being mentioned online, both positively and negatively. “It can take time to set that up and identify the keywords that are applicable, but you need to be intent on listening to what’s being said and have a process to deal with it,” Hart says. “You can come up with boilerplate copy that customer service or social media staff can use. If needed, they can say they need time to research and respond in a thoughtful manner. The biggest thing is to anticipate what may occur and have the infrastructure in place to respond.”

Timeshare’s Challenge

With a product that’s primarily sold and delivered in person, vacation ownership has myriad touchpoints that can enhance or detract from both the overall industry’s and individual company’s reputations. Then

Consider this: According to a 2013 Zendesk.com survey, 45 percent of consumers share bad customer service experiences via social media while 30 percent share positive experiences.

there's the tendency of those who are unhappy with a product or service to be more likely to go online and write a review.

Consider this: According to a 2013 Zendesk.com survey, 45 percent of consumers share bad customer service experiences via social media while 30 percent share positive experiences.

That's the challenge that contributed to ARDA changing the name of its Communications Council to Reputation Management Council. "The idea was to get a broader range of expertise represented and to spread the positive information about our industry that's already out there," Roth says. "The trend is more positive than negative, but negative tends to be louder."

Efforts to share positive content on ARDA's VacationBetter.com consumer website, along with amassing a list of happy owners who will speak about how timeshare has added to their lives, have made the industry better prepared, should the worst happen. When a news network put out a Facebook query that appeared to seek out unhappy timeshare experiences, ARDA was ready. Working with the industry, the association directed owners to the Facebook page, where the owners posted their genuine stories. So far, it seems to have worked as the story faded away.

The need to do this is not unique to timeshare. "All industries have a need for reputation management," Wara says. "We are living in an ever-increasingly social world, and we want our consumers to have a great experience and to speak positively about our brand and industry. We also want to listen to what our consumers are saying. That is what reputation management is; it doesn't always have to be about managing the negative, which is necessary at all companies from time to time, but about listening, responding to, and encouraging positive testimonials and interactions." []

Judy Kenninger heads Kenninger Communications, which provides creative services to the travel and vacation real estate industries.



Listening In

To know what's being said about your company on social media, traditional, and online media, as well as the Internet sites, you'll need tools to monitor postings. Here are a few mentioned by our reputation-management experts:

- **Radian6** from the ExactTarget Marketing Cloud allows you to track, monitor, and react to comments, questions, and complaints as they happen. It includes more than 650 million sources from Twitter, Facebook, YouTube, blogs, news, and more to hear what's being said about your brand. ARDA uses Radian6.
- **Sprinklr**, also used by ARDA, offers software to businesses to help manage your social media presence across different departments and to reach out to customers via Twitter, Facebook, LinkedIn, and other channels.
- **Meltwater**, used by Marriott, is a "Media Intelligence Tool," that allows you to monitor editorial, social media, and blogs. You can also refine your searches using trending keyword suggestions identified by Meltwater's algorithms. "It's critical to us because we can get alerts for keywords and respond when appropriate," Kinney says. Meltwater offers a host of traditional PR tools, including media lists.
- **Hootsuite**, used by Diamond Resorts, allows you to manage several social networks at once, plan content, and have ongoing searches for keywords. You can even schedule posts in advance — just be sure someone is making sure it's not obvious that you're doing so (for example, asking if everyone in Cabo is having a great vacation the day after a hurricane).
- **Klout** can provide you with a Klout score that ranks your social media influence based on responses to Facebook posts, Tweets, and other content.
- **Social Mention's** free search engine scours social media for mentions of your brand, a competitor, or any keywords. You can narrow the search to blogs, microblogs, videos, images, or even questions. It's not automated, however, so you have to log in and check this tool regularly.
- Tools from **Google** are generally free. Google Alerts can be used as a reputation-management tool by setting up alerts for any search terms you want — such as your company name or targeted phrases relevant to your niche — then specify the types of results you want and how often. You can even get alerts as mentions occur. Google also offers a Google My Business page. Google Analytics can be used to see where traffic to your site is coming from.

BUILDING A BETTER CARIBBEAN ———— CHTA ———— THE VOICE OF THE HOSPITALITY INDUSTRY

For more than 50 years, the Caribbean Hotel & Tourism Association has been the backbone of the Caribbean hospitality industry. Working together with 1,000 hotel and allied members and 32 National Hotel Associations, CHTA is shaping the Caribbean's future and helping members to grow their business. Whether you're navigating new worlds like social media, sustainability, legislative issues, emerging technologies, data and intelligence or looking for avenues and ideas to better market and manage your business, CHTA is helping members on matters that mean the most.

To learn more about our events, resources and activities
contact CHTA at George@caribbeanhotelandtourism.com



CARIBBEAN
HOTEL & TOURISM
ASSOCIATION

By Betsy Sheldon

New Faces,

The Caribbean Hotel & Tourism Association Aims to Help Members Make Money, Save Money, and Improve Business



Attention to the bottom line appears to be the focus of the new executive team at the Caribbean Hotel & Tourism Association (CHTA) — the bottom line of its member base, that is.

Emil Lee, the organization's president, introduced the new slate at the Caribbean Travel Marketplace earlier in 2015, along with several initiatives and a promise of a status shakeup. "As leaders in the region," he said, referring to CHTA and the Caribbean Tourism Organization (CTO), "we have a tremendous responsibility to be visionary, provocative, and even disruptive." He continued, "On behalf of the region, the CHTA must be bold and unafraid to challenge the status quo."

Frank Comito, who stepped into the role of CEO and director general in March 2015, says he wants to drive the organization to become more relevant to members by helping them to "make money, save money, and improve and protect their business." Comito, Matt Cooper — in the newly created position of chief marketing officer — and Vanessa Ledesma-Berrios, who was promoted to chief operating officer in 2013,

have embraced their task, outlining changes that anyone attending the organization's signature and partnered events this year will immediately experience.

New Leadership

The new leadership are all seasoned Caribbean industry professionals: Comito, with more than 30 years in Caribbean tourism and hospitality, has most recently served as the executive vice president of the Bahamas Hotel and Tourism Association, and volunteer president of Caribbean Society of Hotel Association Executives. He was instrumental in the revitalization of downtown Nassau and the US\$410 million redevelopment of Nassau's international airport.

Matt Cooper, with more than two decades in marketing and public relations in the Caribbean, began his career at Sandals Resorts and has developed innovative marketing promotions for destinations and hotels. An allied member of CHTA for more than

New Focus



VANESSA LEDESMA-BERRIOS, FRANK COMITO, EMIL LEE, AND MATT COOPER

15 years, Cooper has been on the board of directors since 2009.

Vanessa Ledesma-Berrios, long-time director of conferences and events at CHTA, has been with the organization since 1999. She has 18-plus years of experience in meetings and conference planning, and a broad knowledge of the Caribbean, having orchestrated some of the biggest events in the region.

Driving Business

The organization's mission remains the same for the federation of 32 national hotel and tourism associations throughout the Caribbean: to facilitate the full potential of the Caribbean hotel and tourism industry by serving member needs and building partnerships in a socially responsible and sustainable manner.

But as the region enjoys positive growth, helping members in their efforts to continue the upward climb of bottom-line numbers becomes more relevant than ever. And Lee and his new team have identified plenty of means to that end.

Lee explained some of these plans at the Caribbean Travel Marketplace, noting that the event is evolving. "In addition to the traditional conference, we will be adding seminars aimed at helping hotels to supplement revenues by increasing direct bookings and yield management strategies." He added, "Marketplace will become the conference to attend if you want to make more money."

Additionally, CHTA will host the first Caribbean Hospitality Industry Exchange Forum (CHIEF) in October in Puerto Rico. Education is the focus of this event, which is also open to the hotel and tourism industry at large. The agenda is packed with seminars offering ideas, information, and best practices aimed at helping members to make and save money.

In partnership with HVS and CTO, CHTA co-hosts the Caribbean Hotel Investment Conference & Operations Summit (CHICOS), also in Puerto Rico. Comito reports that attendees will be the first to receive the just-published *Caribbean Investment Guide*, filled with information about the investment climate and incentives that exist in the various jurisdictions of the Caribbean.

Another tool that the CHTA team is focusing on is the website, caribbeantravel.com, cobranded with CTO. "The site is for consumers who are looking for travel to the Caribbean to link directly to the players — to our tourist boards and hotel partners," notes Cooper. "Our goal is to turn the website into more than just a top-of-the-funnel lead generator, but rather to drive organic traffic and bookings over time. We think that's where the industry is going."

Tireless Advocate

The association will, of course, continue to support its member base as it always has — as a knowledge source, a change agent, a collaborator, and a tireless champion of issues near and dear to the members: Current topics are airline costs, passport requirements, visa liberation, and taxes and duties, among others.

Part of paving the way for the healthiest financial future is building a quality workforce. At a recent event in St. Thomas, U.S.V.I., Comito shared that in order to develop homegrown leadership, "We've got to invest in education, training, scholarships, and development." The Caribbean Hotels & Tourism Association Education Foundation has been active since 1987, having awarded nearly US\$2 million in scholarships to Caribbean recipients. This cause is supported by a significant number of Interval International-affiliated resorts in the region. "I don't think you can underscore enough the impact this has had on the investment of our people," says Comito.

As Lee and the new team reflect on the challenges ahead, the outlook for tourism is bright in the Caribbean. More than 26.3 million visited the region in 2014 — nearly 1.3 million more than 2013, also a record year. And visitors spent more than US\$29.2 billion in 2014, almost a billion more than 2013.

Says Lee, "We are taking bold steps to lead the region's hospitality industry into the future. Through the efforts of our volunteer leadership and our new executive team, we have created a strategic vision for the association that outlines key issues that face our industry and solutions to resolve these problems. Our efforts are undertaken for the benefit of our entire membership so that together we prosper as a region." ■

See page 2 for currency conversions.



A CONFERENCE IN Real Time

ARDA World 2015 Offers Immediacy, Relevance

Real-time. How does it play out at an industry conference? Audience questions are tweeted to the moderator even as the panelists are still making their points. If there's a change in schedule, an app lets attendees know immediately so they can avoid being in the wrong place at the wrong time. Individuals interact with others about their experiences *as they're happening*. And even people who couldn't attend can join the conversation — in the now.

For ARDA World 2015, real-time was much more than a popular buzzword. It was a guiding principal that lent immediacy and relevancy to the conference.

While technology permitted industry professionals to connect from points across the globe, that easy access didn't diminish the numbers at the annual convention and expo, themed "Timeshare in Real-Time." Nearly 2,500 came together for information, education, and networking at the Orlando World Center Marriott in April.

"ARDA World 2015 far exceeded our expectations and I believe those of our members," says Howard C. Nusbaum, ARDA president and CEO. "Not only was attendance strong, but the education sessions and forum programming were at capacity. Attendees seemed more engaged than ever, and the feedback I've received has been tremendous."

Seven waves of educational sessions and a series of forums tackled topics ranging from tech trends and reputation management to resales solutions and association governance — complete with a mock HOA board meeting.

Drawing audiences to the Palms Ballroom, Nusbaum welcomed attendees, introduced outgoing and incoming leadership, recognized key supporters, and presented the graduates of ARDA's LEAP program.

Keynote speaker Jay Baer, *The New York Times* best-selling author of the book *Youutility*, enlightened listeners with advice on how to reach and serve consumers whose attention is increasingly fragmented, and whose options continue to multiply. "The message delivered by our keynote speaker was directly aligned with the efforts coming out of our research and communications initiatives," notes Nusbaum. "It was relevant, timely, and meaningful."

Bringing home these issues even further was a panel of seasoned CEOs who shared their thoughts on topics such as fee-for-service, mixed use, publicly traded timeshare companies, and the changing profile of the timeshare prospect, an increasingly savvy consumer who may be fact-checking the sales presentation as it is given.

New to the event was the Digital Zone, an ongoing social media feed broadcast from the center of the exhibition hall, which provided updates, posts, and conversations, allowing attendees and non-attendees, speakers, and presenters to interact.

"I'm encouraged to see our industry is not only keeping up with, but is on top of the latest trends — listening to consumers in real-time," says Nusbaum, who shared information about ARDA's listening initiative with attendees. "It was evident to me that the industry feels it is on solid ground and moving forward on an exciting path." []



Party With a Cause

Always a highly anticipated highlight of ARDA World, Interval International's Party With a Cause was held in a new venue: the Hard Rock Live Orlando. This year's event featured entertainment by Kool & the Gang.

But as important as having a good time is, the party is and has always been about raising money for the critical education and research programs of the ARDA International Foundation. This year, a donation of US\$70,000 was derived from the proceeds of the party and Interval's annual contribution. Since 2003, Interval's signature convention event combined with the company's annual contribution has raised more than US\$443,000. []

See page 2 for currency conversions.



HYATT KA'ANAPALI WINS ACE AWARD

Among those recognized at the Awards Gala on Wednesday evening, Hyatt Ka'anapali Beach, the newest of Hyatt Vacation Ownership's projects, took home the 2015 ACE award in the Domestic Project of Excellence category. Judges consider design, sustainability, impact on the local community, and other qualities when selecting a winner. The property, which opened in December 2014, also won top awards in two of the resort design categories: Best Site Plan and Resort Architecture.

Hyatt Ka'anapali Beach, situated on prime beachfront, has been lauded for its commitment to keeping Hawaiian cultural heritage in



mind in all aspects of the resort, from landscaping to art in public spaces, such as the two mosaic murals in the open-air lobby. The resort also meets LEED certification requirements, which ensure a more environmentally responsible project.

"This exceptional new resort has been winning rave reviews from club members and guests," says John Burlingame, president of Hyatt Vacation Ownership. "It's very gratifying to know that our efforts and achievements are also recognized, appreciated, and so highly regarded by our industry peers."

INTERVAL INTERNATIONAL'S

PARTY *with a* CAUSE 2015

THANK YOU

SPONSORS AND ATTENDEES!

Platinum Sponsors

Bank of America

Hertz

HYATT®
VACATION OWNERSHIP

interval
INTERNATIONAL

MARRIOTT
VACATIONS
WORLDWIDE
SM

starwood
Vacation
Ownership

Gold Sponsors

AIG

amadeus

Travel Guard®

interval | leisure
group

Silver Sponsors

Equiant

FIDELITY NATIONAL
TIMESHARE
We've got you covered.

MERIDIAN
financial services
YOUR RECEIVABLES
RECOVERY
EXPERTS

Preferred
RESIDENCES

TRADING PLACES®
INTERNATIONAL

vri

WE HAD AN EXCITING NIGHT AND SUPPORTED
THE ARDA INTERNATIONAL FOUNDATION.

Interval International Debuts New Sales Tools at ARDA World

In the exhibition hall, the Interval International booth was the site for meetings — scheduled and ad hoc — as well as an introduction to the exchange company's newest features in its award-winning Sales Tool Kit. Attendees gathered around screens to watch as Interval representatives demonstrated the powerful new features using an iPad.

"The latest version of the Sales Tool Kit includes two new modules: Favorites and Workspace," explained Ralph Fiol, Interval's assistant vice president of digital innovation. He demonstrated how the modules work together to create customized sales presentations by importing and organizing content such as PowerPoint presentations, PDF documents, photos, and videos. "The new modules make it easy to create interactive digital iPad presentations."

Fiol reports that feedback at the conference was very positive. "Visitors loved the ability to import their own custom sales content into the STK application. They especially appreciated the fact that custom material can be combined with the Interval exchange content — including videos and resort images — and that they have one-click access to the Sales Tool Kit's Vacation Calculator, Exchange Tracker, and *Resort Directory*."

He adds, "The fact that content can be imported easily from Google Drive, Dropbox, iCloud, and other sources makes it easy to build digital



presentations without custom programming or IT involvement."

What's more, Fiol reports, the feedback has inspired even further enhancements. "We collected many amazing ideas from the booth visitors and from our partners currently using the application. We have already started working on the next release, and will be incorporating many of those ideas into our product roadmap."

Perhaps the most valuable feature of the new Workspace is that it is free and easy to access. Says Fiol, "Deployment requires minimal capital investment since most sales centers already use iPads."

The free Sales Tool Kit app is downloadable from the Apple app store. []



ARDA LEAPS Kicks Off 2015 Class at ARDA World

The 2016 class of LEAPS students — dubbed Leapsters 3.0 — came together for the first time at ARDA World with an enthusiastic welcome from the graduating class of 2015.

In its third year, the ARDA LEAPS program was created to cultivate and develop future leaders. To date, more than 35 professionals have completed the program.

"In addition to gaining a better understanding of ARDA," says LEAPS graduate Neil Kolton, Interval International director resort sales and service for the Caribbean and Florida, "I was able to build relationships with a tremendous group of professionals from across all aspects of the industry."

Guided by Darla Zanini, executive vice president of the ARDA international Foundation (AIF), Leapsters 3.0 participants planned the 2015–2016 program and mapped out dates and activities for the year-long curriculum. "I look forward to the upcoming year and the opportunity of working with this amazing group of future timeshare industry leaders," says Zanini. []

Report by Yvette Battala, director of corporate communications for Interval International, member of the Leapsters 3.0 class.

INTERVAL SPONSORS, ATTENDS ASIA PACIFIC INDUSTRY CONFERENCE

Interval International's presence and sponsorship of the Alternative Ownership Conference Asia Pacific (AOCAP) in Singapore, in March, reinforced the importance of the region to the company and the vacation ownership industry.

"This sponsorship is part of an ongoing commitment that Interval is making to this market," says David C. Gilbert, president of Interval International. "We have made it a priority to expand our network in the region, as evidenced by our most recent affiliation — the prestigious Anantara Vacation Club."

According to Joe Hickman, vice president and executive director of Asia/Pacific for Interval International, the company has been increasing its regional presence and fielding consumer research. "For example, our latest *Interval International Asia Membership Profile* provided insights that resort developers and prospective industry entrants can use in designing products and developing marketing strategies," he notes.

Gilbert presented highlights of Interval's Asian member survey. Darren Ettridge, senior vice president of resort sales and business development for Europe, the Middle East, Africa, and Asia, and Kit Whalley, Interval's business development director for Asia, also attended.

ADVERTISE WITH *impact*



More than 80 percent of respondents to a readership survey say that the editorial content of *Vacation Industry Review* is useful or valuable to them.

Over three-quarters of respondents indicate that the advertised products and services in *Vacation Industry Review* are useful or valuable.

Get the results you need — call today.

TO PLACE AN AD IN
VACATION INDUSTRY REVIEW

Contact Nicole Meck
Phone: +949.470.8324
Email: Nicole.Meck@intervalintl.com

interval | leisure
groupSM

VACATION [I] INDUSTRY
review

RESORTDEVELOPER.COM

Island Economics

[] By Judy Kenninger

Thriving While Geographically Challenged

There's something about an island that stirs the imagination. Close your eyes and you might picture a hammock on a beach, palm trees swaying in the breeze and your toes digging into the cool wetness of the sand. Cut off from the rest of the world, you can relax and unwind.

While isolation makes islands ideal vacation spots, it creates unique challenges for resorts located on them. From the Caribbean to Hawaii and the South Pacific to Asia, island resorts often must cope with transportation, human resources, and energy and regulatory issues that stem from the fact that they aren't physically connected to a mainland.

In-Demand Destinations

But such challenges aren't due to lack of demand.

In its most recent U.S. member study, Interval International found that 42 percent of its members said that if they made another purchase, they'd prefer an island resort. Specifically, more than a quarter would prefer a Caribbean location.

That doesn't surprise Hugh Riley, secretary general and CEO of the Caribbean Tourism Organization (CTO), whose member countries welcomed more than 26 million stay-over and 24 million cruise visitors in 2014. "They come for exotic food, romance, relaxation, beautiful beaches, family events, sports, adventure, entertainment, culture, or simply to experience a lifestyle that is French, English, Dutch, Spanish, laid-back, or different from what they'd find at home," he says.

The World Travel & Tourism Council pegged leisure tourism spending in the region at US\$35.68 billion in 2014, up from US\$31.89 billion in 2010.

Hawaii, another popular island destination, attracted more than 8 million visitors in 2013, and they spent US\$14.52 billion, according to the state's Department of Business, Economic Development & Tourism. The opportunity to exchange to Hawaii has long been a big part of the timeshare sales proposition, and the Interval International Travel Demand Index shows higher than average demand for vacations in Hawaii for all but three weeks of the year.





Premium Prices

According to the ARDA International Foundation's 2014 *State of the Industry* report, island resorts had among the highest average sales price per interval in 2013 (US\$26,495), second only to urban resorts (US\$26,777), and well above the industry average of US\$20,460. They also had the highest maintenance fees, averaging US\$922 compared with US\$845 for all resorts.

The higher prices reflect both high demand and the high cost of operations. "Energy costs in the Caribbean are about 35 cents per kilowatt hour," says Matt Cooper, chief marketing officer of the Caribbean Hotel & Tourism Association (CHTA). To put that in perspective, Miami, Florida, area households paid an average of 11.8 cents per kilowatt hour in January 2015. Hawaiian resorts also pay high utility bills, with rates on Maui reaching as much as 50 cents per kilowatt hour.

"Resorts must take a comprehensive approach," Cooper says. "It's possible to cut costs by 10 to 30 percent, and doing so will also appeal to guests who appreciate environmental sensitivity."

Hyatt Ka'anapali Beach, which opened in December 2013, fits the bill. Its sustainability features meet LEED certification requirements, including a solar thermal-assisted hot water system, high-efficiency air-conditioning units with an energy management system, low-flow kitchen and bath fixtures, and other sustainability features.

Islands likely to be affected by hurricanes will have higher insurance costs, and it's also just more expensive to maintain an island property. "The resorts are exposed to extreme conditions, such as heat and salt," says Ed Kinney, global vice president of corporate affairs and communication for Marriott Vacations Worldwide. "You also have to be prepared with contingency plans for water and sewage, should power not be available."

Getting There

"There's no way of accessing the Caribbean except by air or sea, so resolving aviation and maritime issues is of primary importance to policymakers," Riley says. "In no region are the issues of air transportation for international and intraregional travel more challenging than the Caribbean, with its high dependency on tourism."

Taxes also play a role. "On many islands, government fees can double the price of a ticket," says Frank Comito, CEO and director general of CHTA. With tourism a main economic driver for island economies, governments look to that sector to fill their coffers.

And it's not just the islands themselves. The U.K., for example, had increased its Air Passenger Duty (APD) by up to 160 percent since it was introduced 20 years ago, and six times in the last six years. APD had been based on the mileage between the destination country's capital and London, so the Caribbean was especially disadvantaged due to its distance. The CTO led advocacy on behalf of the Caribbean for lowering the duty, Riley says. Now, all long-haul flights will fall within the same fee bracket, resulting in cheaper U.K. flights to the Caribbean.

Destination advocacy groups often work with governments and the airlines to improve airlift to their destinations. The CTO, for example, has an aviation task force to encourage, champion, and inform the facilitation of air transportation into and throughout the Caribbean.

For timeshare marketers, the high prices often mean tourists are qualified to purchase simply by virtue of being there. Explains Larry Shulman, chief sales and marketing officer for Hyatt Vacation Ownership (HVO), "Airfare to Hawaii is expensive. If you have a family of four, that's a significant financial commitment. You're looking at a good customer."

The luxury segment has been less affected by the 2008 downturn. "I don't think the price of travel has a large impact on our business,"

says Paolo LoCastro, general sales manager for Oyster Bay Resort on St. Maarten in the Caribbean. "We're active in the St. Maarten Timeshare Association to make the cost of airlift more affordable because it impacts tourists' discretionary spending once they're here. It affects our restaurants and shops, but it doesn't keep people from visiting the island."

Timeshare owners find ways to cope. Shulman reports that some customers at HVO's new Maui property are purchasing two biennial weeks, so they can come every two years but stay two weeks. At Paradise Beach Villas on the island of Aruba, many owners have discovered that the savings from flying midweek for their Saturday check-in can pay for a hotel stay of a few days.

Expanding the Market

The Caribbean and Hawaii are both heavily dependent on U.S. tourism, but expanding the visitor pool can help resorts and destinations to even out demand. In Aruba, Andy Osbourne, president of the Aruba Timeshare Association, has found that the Latin American market is a good source of rental business during the early winter months when other visitor counts are lower.

"Government and tourism boards need to market collaboratively for their destinations," CHTA's Comito says. "The world is our competition." To effectively promote the region, the Caribbean Tourism Development Company (CTDC), which is jointly owned by CTO and the CHTA, focuses on business development and worldwide marketing of the Caribbean, and its "Life Needs the Caribbean" campaign supplements marketing efforts across the region. The campaign's vibrant, multihued Caribbean logo has become widely recognized.

To reduce its dependence on North American markets, Hawaii's Tourism Authority launched an initiative to increase tourism from Asia and Oceania, which has resulted in improved airlift. According to a 2013 report, new air service from Taiwan in the spring of 2013 contributed to a doubling of visitors from there. Expanded air service from Oceania led to a jump in arrivals of 30.2 percent.

Staffing Up

The difficulty of finding hospitality and sales staff will also vary according to location. Shulman was pleased to find that Maui had a plethora of sales talent. LoCastro has trained his own staff. "There wasn't a significant pool of experienced timeshare salespeople on St. Maarten, but we have had a great deal of success training local men and women to become successful and professional salespeople," he says.

This is another area where the industry has made progress by working together. The CTO Scholarship Foundation annually awards grants to aid in the education of Caribbean nationals who have exemplary academic achievement and leadership skills. The CHTA's Education Foundation also offers scholarships and special assistance for the education of Caribbean tourism industry personnel and students. The CHTA foundation boosts awareness of career opportunities in the industry.

In Aruba, the local association has plans to work with high schools and colleges to encourage young people to join the industry. "We want to explain the wonderful opportunities at our resorts for people from our own island," Osbourne says. "This is a natural area for us to work together." [E]

See page 2 for currency conversions.

BUNDLING



MOON PALACE GOLF & SPA RESORT

BLISS

[] By Joyce Hadley Copeland



How **All-Inclusive Resorts** Are Reinventing Themselves for New Markets

A helicopter waits at the airport, ready to whisk arriving vacationers to their resort where they are welcomed with champagne and personally escorted to a luxury villa with a private pool. A lavish welcome party with live bands and fireworks begins at dusk. Then, carefree days stretch all the way to the azure and turquoise horizon. Think: 24-hour butler service, gourmet meals at a dozen on-site restaurants, specialty cocktails mixed with top-shelf liquors, and a mind-blowing schedule of activities for every age and interest. Best of all, everything — from tequila-tastings to tips — is included in one price.

Welcome to the new all-inclusive vacation, one of the fastest-growing segments of vacation lodging, according to Forbes.com.

“We give the average American the chance to live like Donald Trump for a week,” says Santiago Merizalde, business development director for Lifestyle Holidays Vacation Club, an Orlando, Florida-based company operating all-inclusive resorts on the east coast of the Dominican Republic. “Our business model is based on providing an unforgettable vacation experience.”

“Unforgettable” has become the mantra for a new generation of resort companies and vacation clubs pushing the boundaries of the outdated formula for the all-inclusive



LE BLANC SPA RESORT



LE BLANC SPA RESORT



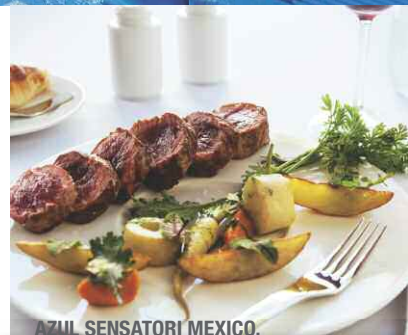
MOON PALACE GOLF & SPA RESORT



LE BLANC SPA RESORT



LE BLANC SPA RESORT



AZUL SENSATORI MEXICO,
A GOURMET INCLUSIVE HOTEL





**MOON PALACE
GOLF & SPA
RESORT**

Traditionally a budget option, the all-inclusive vacation enjoyed a spike in popularity during the economic downturn. The number of leisure travelers choosing all-inclusive vacations rose from 8 percent in 2010 to 14 percent in 2012, according to PhoCusWright's *U.S. Consumer Travel Report*, Fifth Edition.

Rather than simply dusting off the traditional model, innovative companies have revitalized it. In place of buffet lines, reservations at a gourmet a la carte restaurant on-site. Standard rooms have

Going for the Wow

Lifestyle Holidays' V.I.P. Beach Concept includes seven beaches, each with its own ambiance and amenities. "People love to go to the Serenity beach, which is really quiet, with soft music playing," Merizalde says. "Then, the next day they'll go to the V.I.P. beach, where there is a lot of entertainment and beachfront Jacuzzis."

And, while today's all-inclusive vacation may not be quite the "budget" option it once was, generous packages at multiple price points, resort credits, and clubs offering members worldwide exchange and other travel privileges tip the value scales. Call it a controlled splurge.

Vacationers are onboard. More than half of Interval International members in the U.S., Australia, and New Zealand are interested in vacationing

Perhaps most exciting is that this open-ended approach developers have adopted — heavy on choice and flexibility — may become a template for building loyalty within new demographic groups such as millennials.

Fernandez is quick to point out that Karisma's adults-only resorts are not just for couples anymore.

“Two groups of friends told me this is the third time they’ve visited our resort and they have a blast every time they come,” he says. “This time, they brought a different group of friends. It’s really cool to see that, based on their experiences, these people have become ambassadors for Karisma in their own hometowns.”

Aren't today's footloose millennials tomorrow's young parents, after all? All-inclusive resorts seem to offer that seamless transition that preserves adult pleasures — spas, casinos, upscale dining, and specialty cocktail lounges — while providing an unprecedented array of amenities and special services for families. Karisma can loan out baby bottles, strollers, cribs, and toys, and safely send tweens and teens to dawn-to-dark kids' clubs equipped with trampolines, water features, rock walls, and the latest technology.

Following a multimillion dollar enhancement, Moon Palace Jamaica Grande will feature a FlowRider Double® wave simulator, the expansive Wired teen lounge, a kids' playroom tricked out with a beauty salon and mini-runway for aspiring models, an Xbox room, and a movie theater serving concessions.

All-inclusives include activities for every age — tango, cooking classes, scuba-diving lessons, wine tastings, tennis, yoga, and water sports — to appeal to the robust multigenerational market.

There's no pinning down the evolving all-inclusive. Some, such as Lifestyle Holidays' giant complex in Punta Cana, are like a self-contained universe vacationers are loath to leave: seven beaches, 12 pools (not counting the 120 private villa pools), 25 restaurants, more than 30 bars, two spas, and two kids' clubs.

Other companies play to travelers' passion for the environment and cultural immersion. With resorts in Cancún and the Riviera Maya, Sunset World set a new standard for sustainability with Hacienda Tres Ríos, a luxury beachfront resort tucked into 326 pristine acres (132 hectares) of the Tres Ríos Nature Park. Built out of regional materials on 9-foot (2.8 meters) pilings above the native mangrove and natural waterways, the property is a model of sustainability. The resort employs a host of environmentally responsible practices — from in-room motion sensors that control heating and cooling to biodegradable amenities and cleaning products — without sacrificing an ounce of luxury. Per the resort's Endless Luxury™ All-Inclusive Plan, Guests are steps from gourmet dining and a Maya-inspired spa, and have exclusive access to forests, rivers, and ancient *cenotes* (natural pools).

Divi Carina Bay All-Inclusive Beach Resort & Casino has developed a loyal clientele by embracing the distinctive culture on the Caribbean island of St. Croix. "Most other all-inclusives offer a constant buzz," says General Manager EC Granville. "We have found that most of our



HYATT ZILARA CANCÚN

guests would rather not be overwhelmed by life on the go while on vacation. They enjoy the downtime that we offer, from snorkeling to our Caribbean-themed dinners and entertainment.”

Elite Island Resorts, a leading provider of authentic Caribbean all-inclusive vacations, takes a different tack. “We really encourage our guests to get out and explore the island they are visiting, rather than just staying on resort property the whole time,” says Steven Heydt, president. “We offer tons of great excursions and tour options for each destination. Our guests continue to rave about swimming with the stingrays or zip lining through the rain forest canopy.” With six private villas, in addition to its seven resorts, Elite Island Resorts caters to groups, including wedding parties, meetings, and multigenerational gatherings.

The Magic of One Price

The cornerstone of the all-inclusive model — a single price that covers everything, except for designated premium extras such as spa services, boat rental, and excursions at most resorts — is its brilliance. Neuroscientists researching buying behavior used a functional MRI (fMRI) to measure brain activity in consumers while they were making buying decisions. The pain center lit up. Every purchase decision appeared to create a “pain point” for consumers. Hence, the more often vacationers have to pull out their wallets to pay for meals, drinks, and activities, the less they’re able to relax.

The all-inclusive vacation counters these pain points by separating the act of paying from the vacation experience itself. Which doesn’t mean an all-inclusive vacation necessarily costs less than a vacation at a conventional resort. In fact, most consumers will opt for one bundled purchase over multiple individual purchases, even if the price is higher, because it creates only one pain point.

Many of today’s all-inclusive resorts capitalize on this counterintuitive concept by offering multiple price points that allow vacationers to choose a level of luxury they may never have experienced at a price they can live with.

“One of our most popular offerings is the Palace Resorts value-driven Resort Credit promotion,” says Chapur. Guests who book a stay

of five nights or more receive a US\$1,500 credit, good for premium experiences, ranging from scuba diving to decadent tastings at Le Blanc Spa Resort’s French fusion restaurant, Lumiere.”

Operating Innovations

Behind the scenes, industry innovators are also devising creative ways to maximize operating efficiencies and improve customer service. Karisma has forged productive partnerships with solid brands such as Fisher-Price, My Gym, Nickelodeon, and Jackson Family Wines to introduce amenities and events. The Jackson Family Wines Culinary Series by Karisma spotlights a guest chef and winemaker who partner with Karisma’s team of chefs and sommeliers to create interactive events, including wine tastings, educational classes, cooking courses, special pairings, and an exclusive guest chef and winemaker dinner.

Sunset World established a cadre of companies to handle every aspect of guests’ vacations, from travel arrangements to car rental to yacht excursions. The company also established a solar- and wind-powered farm that supplies organic fruits and vegetables as well as fresh flowers to its resorts, hotels, and spas.

The Service Factor

Amenities and events can dazzle, but loyalty is the holy grail for all-inclusive resorts, and across the board, it is earned by uncompromising personalized service.

“Our staff is definitely our biggest asset, as evidenced by numerous glowing reviews via sites such as TripAdvisor,” Heydt says of Elite Island Resorts. “Our guests know their favorite staff members by name. And, after years and years, the staff remember the guests’ names, as well, and even their cocktail of choice!”

“The most important thing is the consistency we have in what we offer, and the high standard of personalized service we deliver,” says Alejandro Martin, general manager of Palladium Travel Club, operated by Palladium Hotel Group, a Spanish company based in Ibiza.

To achieve that level of consistency, training is key.

“Basically we don’t let anybody in front of our guests without being properly trained,” Fernández says. New employees spend the first week on the job going through an intensive training program. But, the training doesn’t stop there. “We are using iPads in employee areas, where they can learn at their own pace. They can select a video on how to set up tables, for example. In each area, we have different topics and video tutorials on the best way to do anything we need to do here on the property, and they can refer to them any time.”

Divi’s Granville agrees. “Every day is a journey, in learning the different ways we can improve our guest experience.” And while not every guest will arrive by helicopter or decide to splurge on white-glove service, the reinvented all-inclusive vacation promises a rich, diverse, and ever-changing journey for many years to come. []

Steve Larese

Where to Find All-Inclusive Resorts

Resorts that offer all-inclusive plans are located throughout the world, but are particularly concentrated in the Caribbean and Mexico. Following are destinations that have Interval International-affiliated resorts with mandatory all-inclusive packages.*

Caribbean Islands

La Romana, Dominican Republic
Playa Dorada, Dominican Republic
Puerto Plata, Dominican Republic
Punta Cana, Dominican Republic
San Pedro de Macoris, Dominican Republic
Santo Domingo, Dominican Republic
Negril, Jamaica
Ocho Rios, Jamaica
Runaway Bay, Jamaica
St. Croix, U.S. Virgin Islands

Mexico

Akumal
Bahía de Banderas
Cancún
Cozumel
Isla Mujeres
Playa del Carmen
Puerto Morelos

Europe

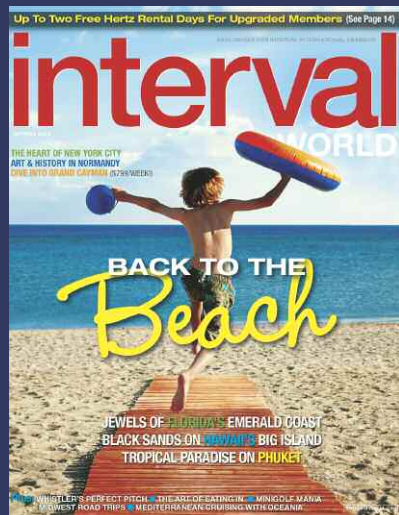
Gavarrano (Tuscany), Italy
Mallorca, Balearic Islands, Spain
Switzerland

Middle East

Hurghada, Egypt
Marsa Alam, Egypt
Adma, Lebanon

*Locations of resorts with required all-inclusive plans at press time

Have readers. Will travel.



When you advertise in
Interval World® magazine,
your message will reach
nearly 1.4 million
travel-savvy consumers.

THEY LOVE VACATION OWNERSHIP.

About 85 percent are satisfied with the product.

THEY WANT MORE.

Nearly 20 percent express an interest in purchasing additional resort weeks.

THEY ARE AFFLUENT.

Interval members report an average household income of \$121,550 per year.

THEY TRAVEL — A LOT.

They spend approximately 24 nights each year away from home on leisure travel.

interval
INTERNATIONAL®

To advertise in *Interval World* magazine, contact Nicole Meck at +949.470.8324; Nicole.Meck@intervalintl.com.

For information on consumer advertising opportunities in Europe, contact Annie Mercer at +44 (0) 20 8336 9581; Annie.Mercer@intervalintl.com.

In Asia/Pacific, contact Fizah Ibrahim at +65 6318 2510; Norafizah.Ibrahim@intervalintl.com.

By Catherine Lackner



Bringing the Outdoors In on Maui

The **Hyatt Ka'anapali Beach** came to market with an unimpeachable pedigree: a glorious location on Maui, a unique island-friendly design, and upscale features worthy of the most discerning buyer, all backed by one of hospitality's most respected names. It's no wonder that the property was recognized by the American Resort Development Association as the 2015 Domestic Project of Excellence at the organization's annual expo and convention.





fastfacts

Hyatt Ka'anapali Beach, a Hyatt Residence Club

AN INTERVAL INTERNATIONAL PREMIER RESORT



Developer: Hyatt Vacation Ownership, in partnership with Host Hotels & Resorts
Location: Lahaina, Maui, Hawaii
Product: Deeded, points-based timeshare
Units: 131 (12 three-bedroom, 100 two-bedroom, and 19 one-bedroom)
Price: US\$40,000 to US\$165,000
Website: hyattresidenceclub.com

Social Media:

twitter.com/HyattTweets
youtube.com/user/hyatt
plus.google.com/+Hyatt

"The award is an affirmation of everything we've known to be true about Hyatt Ka'anapali Beach," says John Burlingame, president of Hyatt Vacation Ownership. "Its remarkable setting and the meticulous execution of a design that incorporates the best of the outdoors and Hawaiian art and culture is indeed a winning formula."

Coming Full Circle

The project has been in the works for more than a decade, according to Burlingame. The property on which it's built was owned by Host Hotels and Resorts. Considering the prime oceanfront lot to be underutilized, Host, which also owns the adjacent Hyatt Regency Maui Resort & Spa, entered into a partnership with Hyatt Vacation Ownership (HVO — known then as Hyatt Residential Group) to develop the Hyatt Ka'anapali Beach resort. Plans were shelved during the 2008 recession, but as the market improved, both companies deemed that the time was right.

Hyatt's interest in the joint venture is now owned by Interval Leisure Group (ILG), which recently acquired the company from affiliates of Hyatt Hotels Corporation. In addition to internal exchange benefits offered through HVO's points-based membership club — Hyatt Residence Club — owners at Hyatt Ka'anapali can take advantage of the broader

exchange benefits provided through HVO's affiliation with ILG's Interval International. "Interval has been providing exchanges for HVO owners from the time the Hyatt brand took the revolutionary step of entering the timeshare market in 1994," says David Gilbert, president of Interval International. "The company's newest property is a fitting addition to an outstanding collection of resorts."

Leveraging Location

The Hyatt Ka'anapali Beach, which opened in 2014, comes as a welcome addition to the Hyatt Residence Club's offerings, according to Burlingame. The Maui property is the 16th in a network of resorts in U.S. locations from Carmel, California, to Key West, Florida. "We've worked really hard to build a portfolio of stellar resorts in difficult-to-replicate locations," he says.

HVO's first timeshare resort in Hawaii is built in a "V" shape to leverage its location on one of Maui's most desirable beaches. All but nine of the property's 131 units have direct ocean views; the others face the West Maui Mountains, as do some of the resort's amenities.

An artful blending of indoors and outdoors begins when a guest steps into the elevated 8,000-square-foot (743 square meters) open-air lobby and gazes across a vista of glistening pools terracing down to the magnificent ocean below.





"Hawaii is all about the outdoors," explains Ed Crovo, HVO's chief operating officer. "One of the things that struck me as the project was being built is how dramatic the entrance is. As you look out, the ocean and the island of Lanai are perfectly framed. Nobody else can claim that view."

Each unit boasts an outdoor lanai large enough for a *punee* (queen-sized Hawaiian daybed), several chaise lounges, and a table seating four.

"I knew we had a winner when we developed these oversized balconies," Crovo says. "You feel like you're hanging over the ocean. You can sleep out there with the sound of the waves crashing beneath you. It's not something you can experience in just any location."

The Hyatt Ka'anapali Beach was designed as a premium property, incorporating high-quality finishes and fixtures. The kitchens offer high-end appliances including a refrigerator, cooktop, dishwasher, and washer and dryer. Master baths feature free-standing soaker tubs and double vanities.

The materials, textures, and finishes in the units and throughout the resort provide a neutral background for a palette of warmer colors. Outdoor dining areas provide views of both the Pacific and the pool area, and a wide, curvilinear path bordered by extensive plantings winds from the lobby to the beach. Lush landscaping includes trees that were relocated during construction, as well as native and tropical species, all chosen for their adaptability to the climate.

Amenities include a lagoon pool with a zero-entry children's area and a separate adult infinity pool, the beachfront Pau Huaka'i tiki bar, the Lahaina Provision Company gourmet store, a casual dining restaurant, and a 3,000-square-foot (279 square meters) fitness center. Vacation owners can take advantage of the Hyatt Regency Maui Resort & Spa's amenities, which include multiple dining options, a day spa, a kids' play area, and a waterslide.

Selling Flexibility

Since the resort opened its doors last December, Crovo notes that sales activity has been building, "especially now that there is something to see, touch, and experience." The sales center, located in the Hyatt Regency Maui Resort & Spa, provides the experienced



representatives with the latest technologies.

The market for Hawaii is primarily the Western U.S., but buyers also hail from the Northeast corridor, not to mention Asia and even Europe. "We're also seeing positive interest from the Chicago area and Dallas," Crovo says, explaining that these are two major central U.S. cities with direct flights to Hawaii. With prices reaching US\$165,000, the project caters to an upper-income clientele.

During presales, about 50 percent of tours were guests at the Hyatt Regency Maui Resort & Spa, with the others coming from OPC locations at the Whaler's Village Mall and

the nearby Ka'anapali golf courses. Now that the resort is opened, in-house and mini-vacation guests have been added to the mix.

Crovo expects that a significant number of new owners will be taking their first vacations at their home resort. "Certainly, one of the things Hyatt Residence Club sells at the Maui property is, first off, a destination," he says. "If you want to come back year after year, you can. You have a deeded right to a specific unit type at a specific time of the year. If you're not able to do that, you can convert your week to points.

"It's really the best of all worlds," he continues. "You can get the destination you purchased, or if you want to go skiing, or take a city vacation, or see ruins in Mexico, you can."

While owners are sure to be impressed by the variety of ways they can now enrich their vacation experiences, their home resort may hold them in its thrall for some time to come.

"The Hyatt Ka'anapali Beach is an achievement that epitomizes Hyatt's reputation for creating iconic, high-quality resorts in world-class destinations," says Craig M. Nash, chairman, president, and CEO of ILG. "HVO shares our passion for delivering great vacation experiences, which is one of the reasons we're very excited to include such a renowned brand as part of the ILG family of companies." **[1]**

See page 2 for currency conversions.

Catherine Lackner, based in Miami, Florida, writes for newspapers, magazines, and various media, and has been covering the vacation ownership industry for 10 years.

GIVE THE PEOPLE WHAT THEY WANT.

Choice is king. Options are no longer an option — they're a must. Club Interval Gold® delivers. It's the best of traditional timeshare combined with the flexibility of points-based programs. Owners can trade up, trade down, and take long weekends all around.

And it gets *you* to the point — fast. No significant operational changes. Very little incremental expense incurred. Plug in and sell. Existing owners, new purchasers, all of the above — it's your call.



BRING MORE TO THE TABLE:

Club Interval Gold helps close sales and keeps members engaged year-round.

AND WHEN NEW OWNERS BECOME ENGAGED MEMBERS, WE ALL SUCCEED.



INTERVALWORLD.COM
RESORTDEVELOPER.COM

interval
I N T E R N A T I O N A L®

FOR MORE INFORMATION,
CONTACT YOUR RESORT SALES
AND SERVICE REPRESENTATIVE.

By Marcos Ommati



A New Twist on Entertainment

Surreal structures, strange characters, spectacular settings ... it's all part of the experience when **Grupo Vidanta** and Cirque du Soleil join forces.

Certainly, there is nothing else like it in the world — because it's a first: a fusion of culinary art and performance in an intimate theater, custom-designed to create an immersive journey. The moment the audience enters the theater, they wander into a fantastical world that celebrates its setting on the Riviera Maya in Mexico.

With the world premiere of Joyá at Vidanta Riviera Maya, developer Grupo Vidanta and Cirque du Soleil introduce a story line complete with monarch butterflies, mariachis, mysterious cenotes, and other allusions to the rich mythical culture of Riviera Maya. And, even better, the venture is merely the first in other multisensory hospitality entertainment experiences to come. Already, a second



joint venture is in the works in Nuevo Vallarta.

Joyá Is Born

The idea started when Daniel Chávez Morán, founder of Grupo Vidanta, had a dream that at first was considered ... different. All he needed was a partner company that shared the same philosophy and product quality. So he contacted Québec-based

Cirque du Soleil, known for its high-quality, artistic entertainment productions that have been performed in locations from Las Vegas to London. That was more than five years ago, and after several meetings, Morán's dream finally became a reality.

The first joint effort for Grupo Vidanta and Cirque du Soleil, Joyá is

a unique show that follows a rebellious teenage girl who gets caught up in her eccentric grandfather's search for the secrets of life in the jungle. Opened in November 2014, the spectacular theater, designed and built by Vidanta's own architects, offers a new level of intimacy and technical innovation.

Joyá is also the first Cirque du Soleil show to include a dining experience as part of the performance. "We've had excellent acceptance. We're happy to see people of all nationalities enjoying the show," says Felipe Ramirez, vice president of the board of directors for Grupo Vidanta. "Theater visitors are thrilled with the quality of the facilities and, of course, the quality of the show, which augments the gourmet experience."

An Amazing Sandbox

"Grupo Vidanta is offering us an amazing sandbox in which we can unleash our creativity," says Guy Laliberté, founder of Cirque du Soleil. "Both our groups strive for perfection. Grupo Vidanta is passionate and cares for the environment. We set ourselves the challenge of creating something unlike anything the world has seen before."

A new endeavor in Nuevo Vallarta — tentatively titled Celebrate — is the second involving both companies. The property will feature three resort hotels — each themed — as well as a full Cirque du Soleil show, and a water park.

The development of the Nuevo Vallarta project aims to reimagine the theme park experience in the same way Joyá redefines theatrical and culinary entertainment in the Riviera Maya. "We have been dreaming together with Cirque du Soleil to create new categories of entertainment for Mexico and the world for more than five years," says Chávez Morán. "The demand we've seen for Joyá makes us confident in knowing future projects will be met with success. When guests see what we are able to build in Nuevo Vallarta, they will know we are now in the position to build our dreams."

The complex at Vidanta Nuevo Vallarta is about 20 minutes from downtown Puerto Vallarta in Riviera Nayarit, and is still in development. It will include water and nature park elements and visitors can immerse themselves in a magical realm of surreal structures, strange characters, spectacular rides, and unexpected adventures. The park will feature an outdoor evening show accommodating as many as 3,000 to 5,000 spectators.

"Riviera Nayarit's development is among the most spectacular in Latin America," says Ramirez. "We have hotels of different categories, including the Grand Luxxe, but nothing like this. What has been done in this destination has shown visitors that Mexican hospitality can be compared with the best in the world."

Environmentally Conscious

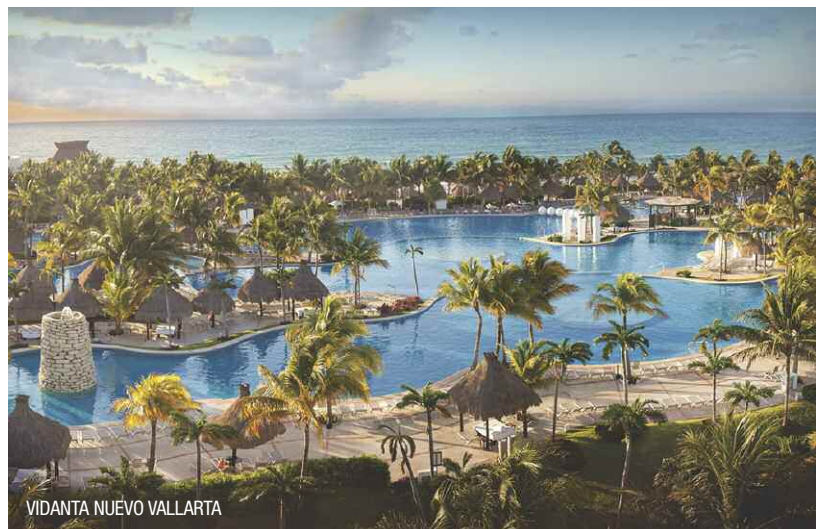
As is the case with all Grupo Vidanta developments, the resorts are designed to be environmentally friendly, as protecting the Earth is an integral part of the company's corporate policies and practices. "In Grupo Vidanta, we make sure we take great care in all our processes to protect the environment, and this is part of our culture as a group, of our policies, and of our day-to-day practices," says Ramirez. "We use biodegradable technology, vehicles that reduce the level of noise and emissions, local raw material, and we encourage recycling."

Grupo Vidanta's properties have been awarded Earth Check Certification, a globally recognized certification, for more than 10 consecutive years. "Our resorts have a commitment to preserve the environment. We create responsible and efficient solutions, and we stick to them. From the use of local resources to developing awareness programs, we pride ourselves on the positive impact our practices have in the world that surrounds us," says Ramirez.

He explains that it can be challenging to try to develop a region



VIDANTA RIVIERA MAYA



VIDANTA NUEVO VALLARTA

and be environmentally conscious, but, "Fortunately, the company has a well-structured senior management team that supports us fully in making our projects successful. Our teams of engineers and architects work with cutting-edge technology that allows them to move forward with precision in each one of the new projects."

The entertainment complexes were envisioned to promote tourism to their respective regions, and will also create thousands of new jobs. Construction for the Nuevo Vallarta project is expected to be completed in 2018. [1]

Marcos Ommati has more than 20 years of international experience in journalism. He is editor-in-chief of the U.S. Southern Command's *Diálogo* magazine and website.

Grupo Vidanta Resorts Affiliated With Interval International

Acapulco, Guerrero Mayan Palace Acapulco

Nuevo Vallarta, Nayarit Grand Luxxe Residence Club The Bliss Nuevo Vallarta Grand Mayan Nuevo Vallarta Mayan Place Nuevo Vallarta

Playa del Carmen, Quintana Roo Grand Luxxe Residence Club Riviera Maya The Bliss Jungle The Grand Bliss Riviera Maya

Puerto Peñasco, Sonora Mayan Palace Puerto Peñasco

Riviera Maya, Quintana Roo Mayan Palace Riviera Maya

By Catherine Lackner

Perfecting Swings and Spreading Wings

It's a calculated risk to leverage an already-strong brand and nudge it into new territory, but that's just what **The Resort at Diamante** has done, and the move has propelled sales.

The shared ownership property is within Diamante Cabo San Lucas, a 1,500-acre (607 hectares) master-planned community hugging a magnificent stretch of Pacific coastline at the tip of Mexico's Baja Peninsula. At buildout, the enclave will comprise a shared ownership component as well as whole ownership villas, patio homes, and condominiums; a hotel; and clubs and restaurants, including a Hard Rock Hotel and Nobu Hotel. This is in addition to noteworthy golf courses designed by two legends of the game; a third course is planned.

"I believe we are one of the premier golf course resorts in Cabo San Lucas and probably all of Mexico," says Kenneth Jowdy, CEO of Legacy Properties LLC, the developer of Diamante. "But in the past two years, there's been a major change. We have significantly shifted from selling primarily to golfers to a 50-50 split between golfers and nongolfers." He attributes that transformation to the developer's decision to add amenities — including a sparkling lagoon, multiple beaches, and a sumptuous spa — to delight the visitor who has never held a golf club.



An Incomparable Site

That is possible because the site and its desirable location offer so many tantalizing possibilities. Says Jowdy, "The land itself is the most important component."

Jowdy has solid footing in Baja California, having been a developer there for 10 years. He opened Diamante's first golf course in 2009, during the height of the global recession, focusing on providing an exemplary experience for owners and guests.

"Diamante's shared ownership component offers luxury accommodations, exceptional service, and world-class golf and other amenities in a spectacular setting," he says. "The fast pace

of sales shows that our product's high-quality benefits and services are a winning combination."

The Resort at Diamante comprises more than 200 units to be constructed in three phases, with the first currently under construction. Each unit will be appointed with furnishings using indigenous woods, colorful textiles, and stone finishes that draw their inspiration from Mexican culture. Each will have a kitchen, Internet access, cable TV, an iPod docking station, and a private terrace.

Because of the resort's affiliation with Interval International, new purchasers will be enrolled as individual Interval members and will also become Interval Platinum® members, entitling them to a number of flexible exchange opportunities and upgraded benefits and services.

The affiliation with Interval presents distinct advantages to all parties, including the prominent worldwide provider of vacation services. "Mexico continues to be an important market for our company, and one of the top vacation exchange preferences for Interval's U.S. resident members," says Marcos Agostini, Interval's senior vice president of resort sales and business development for Latin America. "The Resort at Diamante is at the center of one of the most exciting projects in this highly demanded destination, with impressive golf and water features that make it unique. We are extremely proud that it will be a part of our network."

Grounded in Golf

Cabo San Lucas is known for its extraordinary golf courses, but the offerings at The Resort at Diamante surpass the area's already-impressive reputation. It is home to the Dunes Course, designed by Davis Love III and rated number 52 of the world's top 100 courses by *Golf Magazine* and number one in Mexico by *Golf Digest*, Jowdy says.

Diamante is also home to El Cardonal, Tiger Woods' first foray into the realm of golf-course design, which opened in December 2014. "Tiger Woods is one of the most popular golfers in the world, so that's been a draw for our property," Jowdy says. "Both of our designers were great, and very involved in the process." Woods had substantial input and made many changes during the construction of his course. "He has come down here many times and has very high standards," Jowdy says. "He was determined to make this a great course, and, more importantly, create a great experience for all who play."

Probably the most jaw-dropping of the nongolf amenities is the 10-acre (4 hectares) salt-water Crystal Lagoon. It's a perfect venue for swimming, sailing, paddle-boarding, and kayaking. Constructed using new technology, it is clean, energy-efficient, and uses fewer chemicals than traditional pool systems. Cabanas, beach areas, and jogging paths surround the lagoon. There are also two activities beaches currently being utilized (there will be seven beaches in total at buildout, Jowdy says), several outdoor swimming pools, a clubhouse offering gourmet and casual meals, a sports bar, and a 24-hour deli.

The Spa at Diamante offers a respite from the active, outdoors-oriented life, with treatments, massages, and wraps that draw ingredients from the land and ocean plants found in the region.

"These types of spas are very popular in Cabo and in other resort areas," Jowdy says. "They are a big draw for people."

Options for staying active include a fully equipped fitness center with a lap pool and hot tub, a golf practice facility with private



hitting bays and slider bar, a tennis court, a volleyball court, and many walking and running trails.

Reaping the Rewards of Exclusivity

The resort's two golf courses have created a stir in Cabo, where the sport enjoys intense popularity and where the weather makes hitting the links an inviting option most of the year. The Resort at Diamante has played that angle to its advantage in that the golf club is exclusive to owners and their guests.

"It's a private property. You can't get on the premises unless you're a resident, staying here, or attending a sales presentation," Jowdy says. "We get a lot of interest from people who want to play the golf course. But this is a private facility."

Interest is highest during the winter holidays, according to Jowdy, and purchasers come from "all over," though he estimates that 80 to 85 percent are U.S. buyers, 5 to 10 percent are Canadian, and 5 to 10 percent are Mexican. "The majority of our members and owners are from the U.S. and that will continue to be the case. However, our domestic and Canadian member base continues to grow, as well.

Prices and product types at Diamante are diverse. "In the time-share segment, we have two-bedroom units that go for around US\$40,000 per week and five-bedroom houses on the beach that sell for close to US\$150,000 per week during holiday season," Jowdy says. "We have flexible ownership opportunities that provide something for everyone interested in luxury travel. We have sold through a lot of our currently built units and we'll continue to build as we sell."

An On-Time Opening

That the resort is in an active build-and-sell cycle served it well when Hurricane Odile churned ashore in September 2014 as a Category 3 storm, slicing a swath of destruction in its wake.

"With the hurricane, like everyone else, we encountered significant damage," Jowdy says. "We were lucky enough to have construction going on as part of our normal operations, so we were able to take construction workers from new build sites and move some of those resources toward fixing the damage. We were open within six weeks, although the rebuilding effort continued long after that," he says.

"We were open quickly because we wanted to get members back on the property," he explains. El Cardonal had a December 2014 opening date, which it fulfilled on time. "We did as well as possible under trying circumstances for the entire area, including challenges that our employees faced at home. We were just happy to get everyone back to work as soon as possible." [1]

See page 2 for currency conversions.

fastfacts

The Resort at Diamante

AN INTERVAL INTERNATIONAL PREMIER RESORT

Developer: Kenneth Jowdy, Legacy Properties LLC

Location: Cabo San Lucas, Baja California Sur, Mexico

Product: Deeded fixed and floating weeks

Units: 120 in three phases; two to five bedrooms

Website: diamantecabosanlucas.com

Social media: twitter.com/diamantecabo
facebook.com/diamantehome

youtube.com/user/diamantecabosanlucas

By J.B. Bissell

LES SABLES NOIRS, SICILY

The Italian Summer

Single-Season Resorts Please Owners and Guests — While the Sun Shines

When it comes to regional promotion, standard operating procedure throughout the timeshare industry is to advertise virtually every resort as a four-season destination. Vacation ownership properties situated in the mountains — obvious ski and snowboard hotspots — are routinely praised for their hiking and biking potential, too. Those located on the coast or countryside, where warm-weather outdoor activities reign supreme, are often lauded for their proximity to shopping, museums, and other indoor attractions suitable for times when the sun isn't shining.

All of this makes perfect sense. Truly, no matter the place, every season does come with its own array of vacation perks. Still, management at a number of Italian resorts has resisted this “there’s-lots-to-do-all-year-round” marketing trend. Instead, they’ve maintained the more traditional “come-see-us-in-the-summer” approach.

And it’s not just that summer is the best time to visit Les Sables Noirs, Residence Kamarina, and Serra degli Alimini 1... it’s the only time. “In Italy, the great majority of seaside resorts are strictly seasonal because the main market is domestic,” explains Darren Ettridge, Interval International’s senior vice president of resort sales and business development for Europe, the Middle East, Africa, and Asia. “Italians are driven by their wish to enjoy and relax on the beach at the height of the summer during the school holidays from June to September, so that’s when these properties are open.”

He explains that the whole economy of the seaside destinations is based on this historic domestic demand and tradition. “This is why the short seasonality concept continues to work in Italy, and local timeshare continues to offer one of the best ways to holiday,” he says. “The high level of comfort provides the benefits of owning a second home without the burden of owning it year-round.”

Perhaps surprisingly, from a business standpoint, the operation and



management is relatively normal, albeit a bit abbreviated. “Most of the sales and marketing is carried out on-site,” Ettridge says. “The sales agents use a soft counseling approach and work during the four months the resort is open to target guests.”

Throughout the rest of the year, developers take advantage of off-site marketing initiatives and specialized events, and also utilize directed media campaigns. “Many developers invest their marketing budget in local channels where there is a particularly high demand for a specific geographic area,” Ettridge adds. “Those are usually areas a short drive from the resort locations.”

No matter when or where consumers are purchasing, the bottom line is that they are purchasing. And with only four months’ worth of timeshare available, the supply is forever a little scarce. Which means demand is always up. “These resorts offer the possibility to enjoy Mediterranean-style hospitality, good food, and in most cases beautiful beaches,” Ettridge says.

“The fact that they have such a short seasonality typically just drives prices up and justifies high premiums for the peak weeks,” he adds.



RESIDENZIALE SERRA DEGLI ALIMINI 1



RESIDENCE KAMARINA, SICILY



LES SABLES NOIRS

Here are three resorts that are making the most of Italy's sunny season:

Les Sables Noirs

Located on the tiny island of Vulcano, just north of Sicily, Les Sables Noirs is situated in what must be one of the most dramatic locations in all of Italian timeshare. It's right on the coast, and the resort's beach is a striking stretch of fine black sand (hence the property's name). Take a look in the opposite direction, however, and you'll most likely see plumes of steam rising from the Gran Cratere (the obvious inspiration for the island's moniker). It's all quite surreal.

The resort itself is no less stunning. Each of the 29 units dedicated to timeshare — three studios, 16 one-bedrooms, and 10 two-bedrooms — have a kitchen and an attached garden area or terrace. They're bright and airy, and outfitted with comfortable Mediterranean-style furnishings. Public spaces include a swimming pool at the heart of the complex, a rooftop lounge, and, of course, the private black-sand beach, complete with lounge chairs and umbrellas.

Sales and marketing takes place mostly on-site. And, because Les Sables Noirs remains a mixed-use operation, with 15 hotel rooms in addition to the vacation ownership apartments, new leads arrive throughout the season. Prices for the deeded weeks average €20,784 (US\$22,671).

Residence Kamarina

The price point is a little lower at Residence Kamarina, where deeded weeks sell for between €7,000 and €21,000 (US\$7,638 to US\$22,911). For many families, that's part of the appeal, but it's also just the beginning. The resort is known for its large assortment of amenities.

Sports fans can play basketball, bocce, and tennis. There are two swimming pools, a kids' club for children ages 4 to 12, and a small grocery store and gift shop. Guests can dine on fresh seafood or wood-fired pizza at the restaurant, and then dance under the stars at the poolside lounge. There's even an amphitheater that hosts various live entertainment productions.

fastfacts

Les Sables Noirs

Developer: Framon Hotels Group
Location: Vulcano, Messina, Sicily
Product: Deeded weekly rights
Website:
www.hotelvulcanosicily.com

Residence Kamarina

Developer: New Kamarina SRL, Dennis Den Dekker, resort director
Location: Ragusa, Sicily
Product: Deeded weekly rights
Website: kamarina.it
Social Media:
facebook.com/residence.kamarina

Serra degli Alimini 1

Developer: Comunione Complesso Residenziale Serra degli Alimini 1
Location: Otranto, Lecce
Product: Deeded weekly rights
Website: serradeglialimini1.it
Social Media:
facebook.com/pages/Serra-degli-Alimini-1/180890865295374

All of these facilities are spread out over some 15 acres (6 hectares) on Sicily's southern shore, near Santa Croce Camerina. Which may just be the most prized amenity Residence Kamarina has to offer. When the Dekker family broke ground back in the 1970s, it was still possible to develop this particular section of the coast. Current building codes, however, prohibit seaside construction. Needless to say then, the resort's 176 one-bedroom units, 32 of which are reserved for timeshare sales, enjoy a privileged — and quite desirable — position right on the Mediterranean Sea.

Residenziale Serra Degli Alimini 1

Serra degli Alimini dates back a few decades, too. The resort was built in 1977, and has been meticulously maintained — and consistently updated — throughout the years, earning a reputation as the crown jewel of vacation ownership properties around Laghi Alimini in the Lecce region of Puglia. For proof, just ask one of the members of the HOA: It's a tightknit group of 1,160 folks who all own at least two weeks.

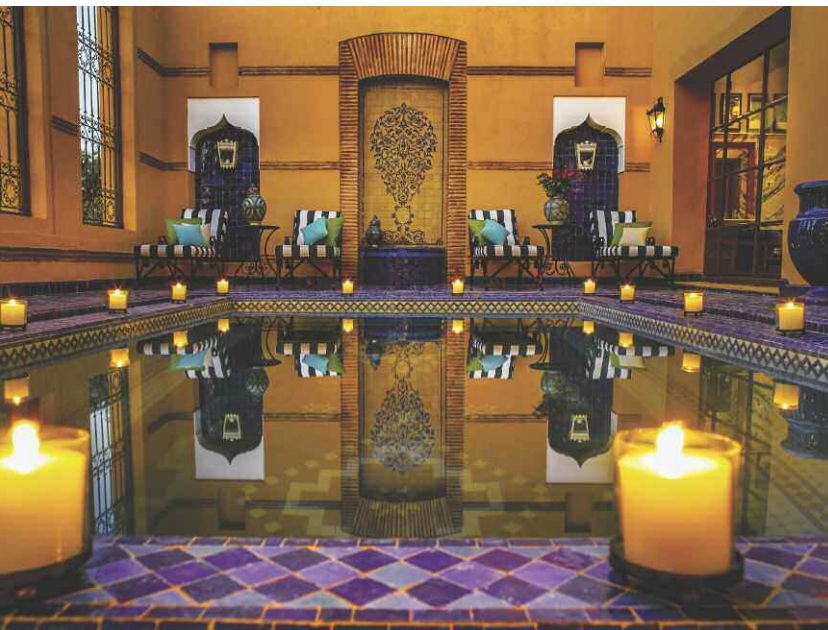
Considering the resort's location — just off the Adriatic Sea north of Otranto — it's easy to understand why so many owners would also be repeat purchasers. Guests can take a walk through a shady forest and emerge at a private beach, or go for a bicycle ride around the property and surrounding area. Ultimately, though, it's the familiar, friendly community atmosphere that makes Residenziale Serra degli Alimini 1 stand out.

The accommodations consist of 222 vacation ownership units, all of which have private parking, an equipped kitchenette, and a patio or balcony for outdoor seating. There are 22 studios, 66 one-bedrooms, 115 two-bedroom apartments, and 19 three-bedrooms.

Amenities such as the mini-market, beauty salon, pizzeria, and playground make guests feel at home — while the beach bar, live entertainment, and assorted water activities ensure they never forget they're actually on vacation. []

See page 2 for currency conversions.

By Betsy Sheldon



Exotic Meets Modern in a Moroccan City Within a City

Enveloped in seductive charms, Morocco's fabled Marrakech has a well-deserved reputation as an exotic destination, a place of serpentine paths weaving through the mysterious *medina* (old town); of lively squares filled with fire eaters, henna-tattooists, and entertainers; of merchants calling out from a dimly lit *souk* (market) brightened by fluttering fabrics and spices in paint box colors.



Magical Marrakech demands a certain amount of energy. So a home base that evokes tranquility and relaxation is a welcome counterpoint to the city's sometimes frenetic vibe. Thankfully, there's the Palmeraie Resort, a place that caters to a vacationer's every desire within its gates. The city within a city holds a luxurious spa, a range of restaurants, a 27-hole golf course, and a host of other amenities all connected by palm-lined pathways and fragrant gardens.

And thanks to Casablanca-based Palmeraie Developpement — there's a timeshare component, providing yet another avenue to experience everything the area has to offer. From delightful weather,

to proximity to the Atlas Mountains, to the mystique of the Red City, it has all the modern comforts of a made-for-leisure vacation home.

Experience-Based Business

"We wanted to provide our customers with an alternative to real estate and hotels," says Makram Bouthaleb, sales and marketing director for Palm World Vacation, Palmeraie Developpement's newly launched timeshare brand. "This is the perfect product between them."

Palm World Vacation may have just launched this year, but the parent company is anything but a novice to the world of real estate and hospitality. The well-established B Group was founded in 1962 by Abdelali Berrada Sounni, as a manufacturer and distributor of leather goods and home fabrics. The company continued to diversify and develop expertise and growth in the area of luxury Moroccan hospitality and real estate in both residential and second-home markets.

In 2014, B Group restructured, forming two separate arms: Palmeraie Industries and Services, and Palmeraie Developpement, which runs the real estate, hospitality, and leisure businesses. Today, the company employs 1,500 and is headed by Sounni's son, Hicham Berrada Sounni.

Learning the Shared Ownership Ropes

According to Bouthaaleb, it's impossible to talk about Palmeraie Resort's timeshare component — offered at two of the on-site Palmeraie properties, Secret Garden and Pavillon du Golf — without bringing Palm World Vacation's relationship with Interval International into the discussion. Palm World Vacation affiliated with the exchange company prior to the sales launch, and Bouthaaleb credits Interval's efforts for the smooth ramp-up.

"Interval provided a lot of help in terms of consulting about which of the resort projects would be most appreciated by Interval members," he says. "We're very thankful for the personalized, one-on-one contact we've received, as well as the intensive training for our sales and marketing teams. And we're grateful for all the technology and sales tools we're getting, which includes the Interval Sales Tool Kit."

Through Interval, owners at Pavillon du Golf and Secret Garden will be provided a Club Interval Gold overlay to the floating-week, floating-unit product, "to optimize the flexibility our owners will enjoy," notes Bouthaaleb. The 10-year right-to-use, single-week product is registered with Morocco's Office Des Changes, an important distinction in a country that closely regulates and authorizes the transfer and receipt of money from abroad.

Internationally Oriented

Bouthaaleb, with more than 20 years of experience in selling and marketing high-end shared ownership, heads up a sales team of 11. Target markets include Moroccans, Middle-Easterners, Americans, and Europeans. "We have the advantage of being three hours away from Europe," he notes. "They come to see Morocco, but also enjoy having a modern accommodation providing them with the comforts they're used to in their country."

Because of Morocco's close historic ties to France and the fact that — as Bouthaaleb notes — "French is almost the *first* language in Morocco," efforts are heavily concentrated on the French market. Plans are to open an office in Paris by the end of 2015.

"But English is almost equally understood in Morocco, so we can appeal to English-speakers, as well," he adds. "We are very internationally oriented — this is one of the keys to our success as a travel destination. And Marrakech in particular has been really, really popular. When you talk about Marrakech, it's like talking about Saint-Tropez, France."

But Bouthaaleb also finds a prime market in Morocco and North Africa — and notes that the exchange benefit is particularly appealing. "Someone from Morocco may look to use our product to allow them to discover all of the other destinations available through our affiliation with Interval," he says. "We're opening the world to our clients." Which is no small attraction, he says, explaining that Moroccan law makes it difficult for Moroccans to take a lot of money out of the country. "The exchange allows them to travel outside the country without having to pay for their accommodations, except for the exchange fee. This is a key advantage of shared ownership for Moroccans."

Over-the-Top Amenities

But owners, Moroccan and otherwise, will find a



lot to entice them to explore their own property. Secret Garden, designated an Interval International Premier Resort, comprises three-bedroom detached villas. In addition to its sweeping square footage (6,458; or 600 square meters), over-the-top villa amenities include

a private pool and a *hammam*, not to mention a personal butler, a cook, and a gardener.

Pavillon du Golf is also an Interval International Premier Resort. Decorated in Moorish style, with rugs and upholstery in rich reds, the comfortable one- and two-bedroom suites overlook the golf course. The units include all the modern amenities, from flat-screen TVs and Wi-Fi to fireplace and *tagines* (traditional Moroccan serving ware).

Within the Palmeraie Resort grounds, owners may take advantage of golf, the spa and traditional hammam, a fitness center, a kids' club, jogging and walking trails, tennis, and even paintball. In addition, excursions into Marrakech and other tours can be arranged: Spend the night in the desert, visit the seaside village of Essaouira, or schedule a camel ride.

More changes are on the horizon for the destination within a destination. Within the complex, the group is developing a new property, Les Jardins de l'Atlas, that will also offer what Bouthaaleb describes as a cable-skiing system. "Instead of being pulled by a boat around the lake, this is a cable that pulls you across the water on skis." He reports that this will be the first in Morocco. "We're always trying to bring new products that attract people and help develop tourism in the region."

Long-Term Vision

When considering the future, Bouthaaleb says that the company sees a bigger picture than just Palmeraie Resort and Marrakech. As part of Morocco's Vision 2020 — a tourism initiative to double the size of the tourism sector by the year 2020 — the group aims to consolidate its activities, develop new activities, and strengthen its leadership in Morocco and Africa.

"It is with deep-seated conviction, and thanks to our group's acknowledged expertise, that we work on a daily basis to help build the Morocco of today and tomorrow's world," says founder Abdelali Berrada Sounni. "Whatever the scope of the projects we develop, our values remain unchanged: quality, innovation, and commitment to creating harmony and a better life."

Palmeraie Développement intends to launch other new concepts in luxury, mid-range, and social housing, with major developments planned in Morocco and beyond. On the drawing board are projects in Casablanca, Tangier, and Agadir, Morocco.

Meanwhile, Bouthaaleb is excited about the introduction of timesharing to the mix at Palmeraie Resort, and is confident that shared ownership will be a key part of the company's ongoing success. "We stepped in with two feet, and look forward to working with Interval. We intend to extend the Palm World Vacation product to other resorts in Morocco, so we have a long-term vision and we are committed to providing our guest with the best experience and ensuring that Palm World Vacation becomes a respected name in timesharing." [1]

See page 2 for currency conversions.

fastfacts

Palm World Vacation

Developer: Palmeraie Développement
Headquarters: Casablanca, Morocco
Product: 10-year, right-to-use, floating week and floating unit, with a points overlay with Club Interval Gold
Resorts: Secret Garden and Pavillon du Golf in Marrakech, Morocco
Price: Secret Garden: €19,000 to €30,000 (US\$20,000 to US\$31,800) Pavillon du Golf: €5,000 to €12,000 (US\$5,300 to US\$12,700)
Website: palmeraiemarrakech.com
Social Media:
 facebook.com/palmeraiinfo.developpement
 Twitter.com/palmeraieresort
 Youtube.com/palmeraihotels



Celebrating
More Than
28 Years
of Providing
Servicing
Solutions



Equiant Delivers Receivables Excellence

Interval International® has partnered with Equiant, a leading provider of consumer accounts receivables outsourcing, to help affiliated resorts maximize revenues, control payment cycles, satisfy staffing needs, and improve the overall performance of their businesses.

Equiant's servicing solutions combine industry expertise with a partnership approach at volume-based pricing, all while striving to exceed client expectations.

Resorts that choose to participate in this Interval Affiliate Advantage can receive preferential pricing on:

- Loan receivables servicing
- HOA/maintenance servicing
- Invoicing and payment processing
- Merchant services including POS transactions
- Delinquency control
- Portfolio management
- Platform as a Service (PAAS)
- On-site transitional staffing
- Document custody services
- Securitization reporting
- Backup reporting
- Data collection analytics (BITS)
- Disaster recovery plans



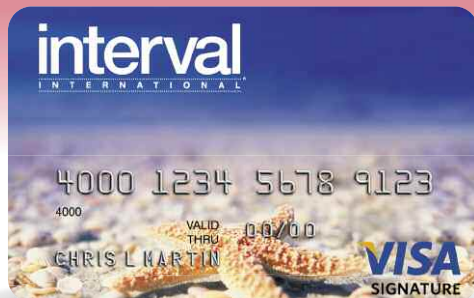
To find out how Equiant can create a custom solution that suits your operational needs, contact Peter Moody, vice president of business development, by telephone at 480.636.4888, or by email at PMoody@equiant.com.

Brought to you by:

Bank of America



The Interval International Visa Signature® card with WorldPoints® rewards can help increase sales and builds brand affinity with your owners' vacation purchase decision. Present this valuable card to prospective owners as an alternate form of payment for their unit purchase or an affordable trial ownership program. The online application process is quick and convenient, and the card is yet another perk of Interval membership.



The Interval International Visa Signature® Card With WorldPoints® Rewards Is a Tool for Our Times

When you tell your prospective owners about the Interval International Visa Signature card with WorldPoints rewards, you will be offering them a card with:

- **No annual fee**
- **5,000 bonus points** if they make at least \$500 in purchases in the first 90 days*
- **1 point** for each net retail purchase dollar spent, including the vacation ownership down payment
- **Points** that can be redeemed for:
 - Interval International membership renewals and upgrades
 - Cash
 - Hotel, car rental, and air travel rewards
 - Cruise discounts and onboard credits
 - Gift cards from top retailers
 - Resort Accommodations Certificates

This information is for educational purposes to be used by resort affiliates of Interval International and is not intended to be provided directly to potential applicants for a credit card. Please refer customers who wish to have more information or to apply for a credit card to Interval International. Offer is valid for U.S. citizens and residents.

*Bonus Points Offer. You will qualify for 5,000 bonus points if you use your new credit card account to make any combination of Purchase transactions totaling at least \$500 (exclusive of any fees, returns and adjustments) that post to your account within 90 days of the account open date.

Limit one (1) bonus points offer per new account. This one-time promotion is limited to new customers opening an account in response to this offer.

Other advertised promotional bonus points offers can vary from this promotion and may not be substituted. Allow 8-12 weeks from qualifying for the bonus points to post to your rewards balance. The value of this reward may constitute taxable income to you. You may be issued an Internal Revenue Service Form 1099 (or other appropriate form) that reflects the value of such reward. Please consult your tax advisor, as neither we, nor our affiliates, provide tax advice.

This credit card program is issued and administered by Bank of America, N.A. Visa and Visa Signature are registered trademarks of Visa International Service Association, and are used by the issuer pursuant to license from Visa U.S.A., Inc. WorldPoints, Bank of America and Bank of America logo are registered trademarks of Bank of America Corporation. ©2015 Bank of America Corporation.

To learn more about promoting this credit card to your prospective owners, contact Interval International at +866.554.8168, email WorldPoints@intervalintl.com, or visit ResortDeveloper.com.





Meridian Financial Services = Collections at No Cost to You

Meridian is a veteran of the shared ownership industry. We understand the impact of bad debt, as well as the importance of keeping your owners' accounts current, and preserving their confidence in the purchase decision.

Meridian Financial Services, an Interval Affiliate Advantage, is a sophisticated third-party collection agency able to service whole and partial portfolios.

Services include:

- Full-service collection agency for domestic and international clients
- No-cost-to-client recovery program
- Customized industry collection strategies
- Credit reporting
- Skiptracing
- Online services
- Credit and collection consulting

Take Advantage of Preferential Pricing and Value-Added Benefits



To learn, at no cost, how Meridian can work for you, please contact:
Greg Sheperd, president,
+866.294.7120, ext. 6705; GSheperd@merid.com
Zaida Smith, vice president, international sales,
+866.294.7120, ext. 6747; ZSmith@merid.com

Discount Shopping Dollars

POWERED BY

entertainment.



Enhance Sales and Marketing Programs

Through its long-standing relationship with Entertainment®, Interval International® offers preferred rates on Discount Shopping Dollars as a marketing tool.

This Interval Affiliate Advantage provides a high-value sales proposition at attractive prices. The premium can be used as a **purchase incentive**, **customer reward**, or for any **other sales or marketing purpose**.

Discount Shopping Dollars features:

- Online offers that save buyers up to 90 percent on brand-name merchandise, dining, and entertainment
- More than 200,000 bargains
- Denominations from \$25 to \$500
- Customizable based on quantity purchased
- Flexible delivery methods
- The trusted brand of Entertainment®, a recognized market leader in the discounts and promotions sector
- Discount Dining Dollars also available



To learn more, contact Entertainment Promotions™ at +855.554.3231 or email Interval@entertainment.com.



Keeping Resorts Competitive in the Digital Age

DG Film Company, a full-service production company with more than 15 years of experience — including the creation of customized resort presentations worldwide — has joined the Interval Affiliate Advantages program.

- DG Film Company offers professional film presentations that meet clients' marketing needs while remaining within budget
- Resorts are showcased in a captivating style, incorporating creative video elements that appeal to clients' target audiences
- Website videos boost Internet search results and increase the rate of viewer response

For a two- to three-minute showcase video, participating resorts will receive preferential pricing on the following:

- Script development, including music and narration
- On-location filming of interiors, exteriors, amenities, or other aspects of the resort or destination
- Interviews with resort representatives and owners
- Aerial and underwater shots
- Video optimization for the Internet and master DVD for in-house application



intervalHD

Resort video footage can be included on Interval HD at IntervalWorld.com.

Sample videos can be found at dgfilmco.com. See how DG Film Company can help achieve crucial marketing goals for your resort property. Contact the company at 435.674.1133 or by email at Production@dgfilmco.com.





Trust a Proven Leader

Fidelity National Timeshare provides a variety of transaction-focused services exclusively to the shared ownership industry. Led by industry veterans, this powerhouse offers decades of experience and a wealth of real-world knowledge.

As an Affiliate Advantages partner, Fidelity National Timeshare offers resorts affiliated with Interval International preferential pricing* on:

- Agent and escrow services
- Document management
- Default solutions
- Inventory control
- Title insurance
- Trustee assistance
- Merchant account processing
- Accommodation recordings

*Excluding pricing that is set by local, state, or federal governments.

To learn more, contact Kerri Luther, national director of business development, at Timeshare@fnf.com.



Jeff Caminos

Jeff Caminos has been promoted to vice president of operations for Aston Hotels & Resorts and Aqua Hospitality. He brings more than 30 years of hospitality experience from several hotel management companies. In his new role, Caminos is responsible for the hotel and condominium resort properties on the island of Oahu.



Ralph Fiol

Ralph Fiol has rejoined Interval International's Miami-based IT department as assistant vice president of digital innovation. He leads efforts to accelerate business growth through technology. Fiol works closely with the marketing and resort sales and service departments to deliver intelligence on emerging technologies. He originally joined the company in 2001 as a project leader.



Peter Moody

Peter Moody has been promoted to vice president of business development for Equiant, an account receivables servicing provider. In his new role, he is responsible for the recruitment and servicing of clients within the vacation and timeshare industry, as well as for corporate marketing and advertising.

Roxanne Passarella has been recognized as one of a select group of young professionals, Top 40 Under 40, in Atlantic City. She is in-house counsel and chief operating officer of FantaSea Resorts Development Corporation, the largest privately owned and operated nongaming resort property in Atlantic City.

Interval Recognized With Best Sales Technology Award



Interval International received the award for Best Sales Technology for the Interval Sales Tool Kit app at the Global Networking Expo (GNEX), hosted by *Perspective* magazine. Nearly 200 delegates representing 115 companies from around the world gathered

to network, learn, and discuss issues critical to the ongoing success of the shared ownership industry. Representing Interval at the conference were Bryan Ten Broek, senior vice president, resort sales and marketing, and Jay Wilson, vice president, resort sales and service.



Advertiser Index

Bank of America Visa Card	47
Caribbean Hotel & Tourism Association	17
DG Film Company	50
Entertainment Promotions	49
Equiant Financial Services	46
Fidelity	51
Interval International	IFC, 2, 23, 37, IBC
<i>Interval World</i>	33
Meridian Financial Services	48
Preferred Residences	7
Shared Ownership Investment Conference	BC
<i>Vacation Industry Review</i>	25
<i>Vacation Industry Review Digital</i>	13
VIP Club	11
VRI	5

Hyatt Resort Earns Eco-Award

Hyatt Coconut Plantation in Bonita Springs, Florida, has been recognized with the "3 Palm Designation" from the Florida Green Lodging Program. Launched in 2004, the Florida Green Lodging Program is a voluntary initiative of the Florida Department of Environmental Protection that designates and recognizes lodging facilities that make a commitment to conservation and protecting Florida's natural resources. The program's environmental guidelines allow the hospitality industry to evaluate its operations, set goals, and take specific actions to continuously improve environmental performance.

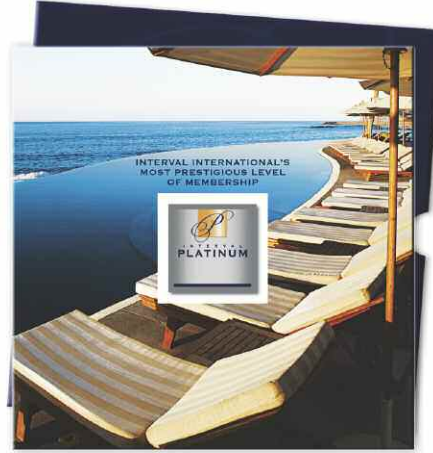
PASSAGES John Roderick passed away in March 2015. He was group sales director for Interval International for Europe, Middle East, and Africa, joining the company in 1989 with more than 20 years of international industry experience. He left in 2003 to develop his own business in South Africa. "I had the opportunity to get to know John during the period of rapid European timeshare growth in the early '90s," says Craig M. Nash, chairman, president, and CEO of Interval Leisure Group. "He was a key player in Interval International's expansion, and was well-liked by both employees and developer clients alike. His memory will live on among those who knew and worked with him."

MORE IS MORE.

Value is the name of the game.
Give your owners more bang for their buck.
Benefits that they will actually use.

INTERVAL GOLD®

The industry's first upgraded membership. A proven purchase motivator. Delivers more flexibility with ShortStay Exchange® and Interval Options®, more value with discounted Getaways, and more perks from third-party partners that your owners know and trust.



INTERVAL PLATINUM®

Our most prestigious level of membership gives owners even more: the complete Interval Gold benefits package, a suite of additional Getaway-related discounts and privileges, and an airport lounge membership — all designed for the most active travelers.

BRING MORE TO THE TABLE:

Interval Gold and Interval Platinum help close sales
and keep members engaged year-round.

AND WHEN NEW OWNERS BECOME ENGAGED MEMBERS, WE ALL SUCCEED.



INTERVALWORLD.COM
RESORTDEVELOPER.COM

interval
I N T E R N A T I O N A L®

FOR MORE INFORMATION,
CONTACT YOUR RESORT SALES
AND SERVICE REPRESENTATIVE.

17TH ANNUAL

shared ownership

INVESTMENT  CONFERENCE®

Fontainebleau
Miami Beach

September 30 –
October 2, 2015

An Outstanding Resource for Knowledge, Insight, and Expertise

Who Should Attend:

- Resort Developers
- Hospitality Executives
- Condominium Developers
- Hoteliers
- Hospitality Investors
- Real Estate Investment Trusts
- Investment Bankers
- Shared Ownership Consultants
- Private Equity Firms

Why You Should Attend:

HEAR the latest about shared ownership trends and opportunities.

LEARN how projects are financed.

DISCOVER how timeshare sales and marketing practices are evolving.

SHARE insights and make valuable contacts, including developers, hoteliers, lenders, and investors.

OBTAIN complimentary research studies (combined retail value of \$1,100).



\$259 per night

RATE VALID THROUGH AUGUST 30

Hotel Reservations: visit
SharedOwnershipInvestment.com

\$999 THROUGH JULY 15
\$1,199 FROM JULY 15

**SAVE
\$200**

FOR SPONSORSHIP AND CONFERENCE INFORMATION:

SharedOwnershipInvestment.com