

review

A PUBLICATION OF ILG

**From Crisis
to Comeback**
Developing a Rock-Solid
Disaster Plan



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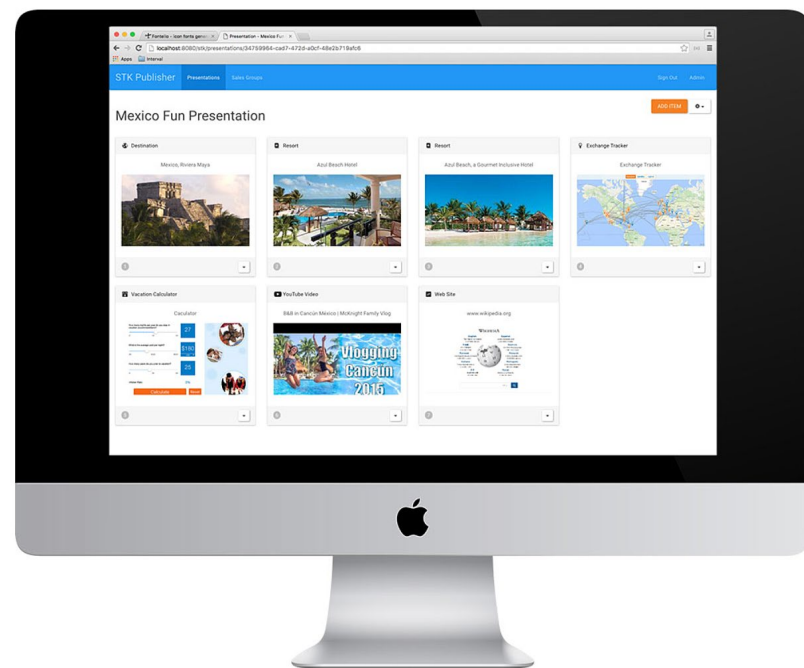
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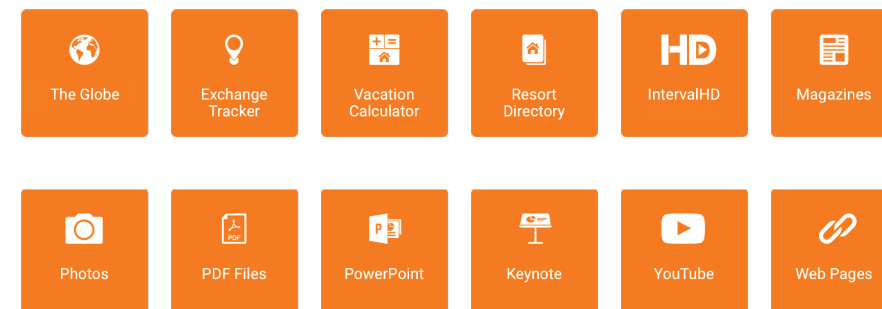
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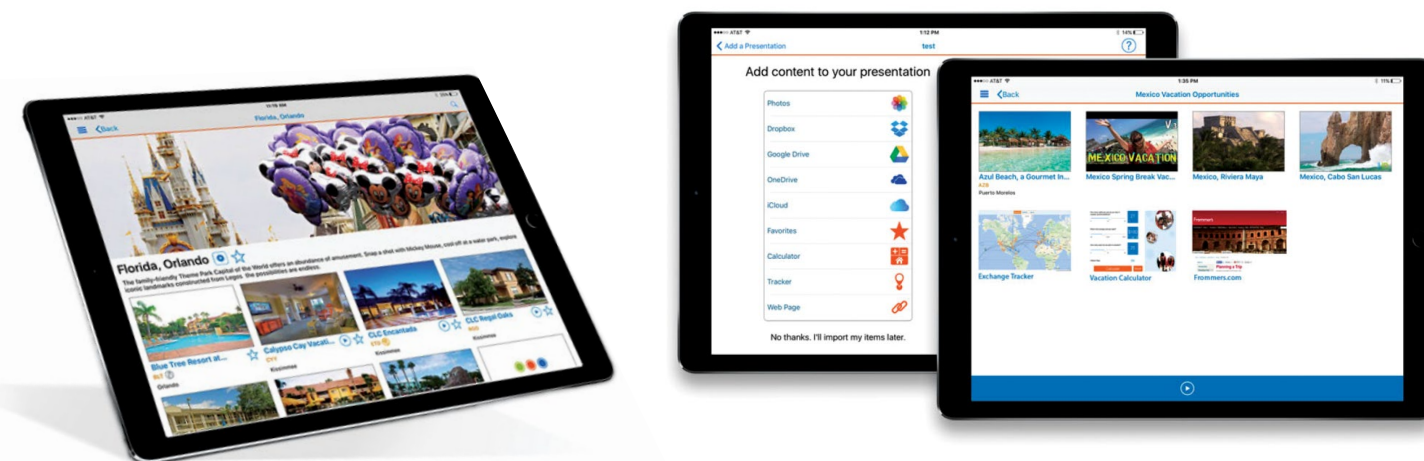
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CONTENTS

PROFILES

- Trapp Family Lodge Guest Houses** The Sound of Success **28**
- Grand Caymanian Resort** Polishing a Caribbean Classic **32**
- Le Blanc Los Cabos** From All-Inclusive to Awe-Inclusive **34**
- Enjoy Casino & Resort** Entertainment Company Takes to Timeshare **38**
- Hippocampus Viña del Mar Resort & Club** Expanding on a Firm Foundation in Chile **42**
- Residence La Ferriera** History Meets Hospitality in Tuscany **44**

IN REVIEW

- Management**
Planning for Disasters **14**
- Customer Service**
Consumer Feedback:
Good for Business **20**

IN EVERY ISSUE

- Viewpoint**
Wellness Check **4**
- In Brief**
Industry News Roundup **6**
- Insider**
Benefits, News, Updates, and More **8**
- Back Page**
What We're Talking About **56**



38

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Advertising Index

American Red Cross	19
American Resort Development Association	7
BakerHostetler	8
Bank of America Visa Card	48
DG Film Company	49
Dream Vacation Week	37
Entertainment Promotions	50
Equiant	10, 51
Fidelity National Timeshare	52
Harbor Linen	9, 53
Info-Exchange Seminar	25

Interval International	IFC, 11, 12, 26
Interval World	41
Leisure Time Passport	IBC
Meridian Financial Services	54
Preferred Residences	BC
Quantum Resort Theatres	55
Vacation Industry Review	3
Vacation Industry Review Digital	5
VIP Club	25
VRI	31
Winners Circle	25

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BY
Craig M. Nash

CHAIRMAN,
PRESIDENT, AND CEO
ILG

Wellness Check

In 2011, I received some bad numbers from my medical workup. That was my wake-up call to make a few critical life changes. Switching to a whole-foods, vegetarian diet and incorporating regular workouts into my schedule were two steps that helped me get back on track. Over the past seven years, I've noticeably increased my stamina, recharged my energy — and brought those numbers down to much healthier levels.

I'm still working on the life-balance thing. It's not easy to juggle work responsibilities and mindfulness practices. But while you won't find me meditating at my desk, I do find that long walks near the shore bring some Zen tranquility whenever I can get away for a weekend at the beach.

I know I'm not the only one who's seeking a better health report card. In the past few years, the quest for holistic well-being — physical, mental, and emotional — has crept into all facets of life.

At ILG, wellness in the workplace is something we've promoted for years, offering access to health checks on an annual basis, frequent internal communications about the topic, and programs that encourage walking and exercise.

We've always provided a generous number of vacation days per year, and, most recently, we're taking steps to encourage our associates to use those vacation days instead of passing them up from year to year.

Good for You

Here's why: Vacations are good for your health! But you already know this. Several studies conclude that taking time off helps prevent or reduce the effects of ailments from heart disease to stress to poor sleep. Our industry association, the American Resort Development Association, shares such news on its consumer website, vacationbetter.org.

And yet, not taking vacations is pervasive in the U.S. One study notes that 54 percent of U.S. employees leave vacation days on the table. In a recent issue of this magazine, we reported on the number of unused vacation days in 2016: 662 million.

Many of us won't be surprised by this — when it comes to foregoing vacation time, busy profes-

sionals are the worst offenders, and I confess I'm among them.

Yet there's good news on the vacation horizon: From 2015 to 2016, there was a slight uptick in the number of vacation days per year taken by employees, from 16.2 to 16.8. That extra half-day may suggest a climb toward the long-term average of 20.3 days, reached between 1976 and 2000.

What's the reason for the uptick? The broader trend toward an interest in wellness has bled into the travel industry. There is an increasing popularity in travel that includes health components as part of the experience. According to the Global Wellness Institute, the wellness travel market was US\$563 billion in 2015, up from US\$489 in 2013. And the forecast is that the number will grow to US\$808 billion by 2020.

Taking Wellness on Vacation

Today's health-minded traveler is seeking wellness amenities *beyond* fitness rooms and spas. And many vacation ownership resorts are responding: with a wider range of workout classes; guided runs; access to bicycles; even making athletic wear available for guest use. Restaurants are incorporating fresh, organic, and superfood ingredients into their menus; and spas offer treatments above and beyond the familiar, from hot stone massages to acupuncture to reflexology.

Indeed, the signs are clear that travelers are packing up their wellness habits and taking them on vacation. That employees are beginning to use more of their vacation time; that vacationers are seeking more on-site fitness-oriented activities; that guests are expecting in-room amenities that promote better sleep; that diners are demanding healthier menus: All of this means opportunity for our industry. By responding to the demand, we're not only giving members, owners, and guests the ability to maintain their positive behaviors, we're putting ourselves on the path to a healthier industry and promoting our own well-being.

Now, I guess it's time to walk the talk and start planning a vacation! []



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Giving Back

Thousands of walkers descended upon the Virginia Beach Boardwalk on Oct. 8, 2017, for the **10th Annual JT Walk and Country Music Beach Party**. Their goal: to have some family fun time while raising awareness and money for several causes. Presented by Diamond Resorts™ and The Virginia Gentlemen Foundation, the event was created when Josh Thompson, son of local resort developer Bruce Thompson, was diagnosed with ALS (also known as Lou Gehrig's Disease). Over the past decade, the JT Walk has raised millions of dollars for stem-cell research to fight ALS, as well as for other causes, including Wounded Warriors and Gold Star families.

A portion of the 2017 donations — US\$1.1 million — went toward the development of JT's Camp Grom, a 70-acre (28.3 hectares) beach-style adventure camp in Virginia Beach. Activities and facilities from wakeboarding to archery are designed for all, including children and adults with disabilities.



PGA pros, celebrities, and other players teed up for charity at Orlando's Tranquilo Golf Club between Jan. 12 to 14, raising US\$801,000 for Florida Hospital for Children. The 54th annual **Diamond Resorts Invitational Golf Tournament** drew more than 20,000 spectators to the Four Seasons fairway, with a host of famous names and faces golfing for a good cause. Pro golfer Scott Parel birdied nine holes for US\$125,000, and former tennis champ Mardy Fish took home US\$100,000, winning the tourney's celebrity division for the second time in three years.

Passages

Jamie Klein, president of The Lore Institute, passed away on Jan. 25, 2018, in San Clemente, California. Klein, a three-decades-plus veteran of specialty real estate sales and marketing lead management, was recognized for spearheading shared ownership campaigns for hospitality brands including Marriott Vacation Club, Four Seasons, and the St. Regis Residence Clubs. He was a public speaker, consultant, and author of *Lead Domination: 21 Proven Strategies for Effectively Generating Leads and Converting Leads Into Sales*. "Jamie was an important part of the St. Regis network, and we have such a great product because of his leadership," says Serge Rivera, president and CEO of ILG Vacation Ownership. "He will be missed."



Jamie Klein

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INSIDER

Global Insights About Interval Members

“How important is the ability to exchange your timeshare?”

“Are you familiar with or have you used a digital wallet such as Passbook for Apple, Apple Pay, or Android Pay?”

To get better acquainted with Interval members around the world, Interval International conducted an email survey in 2017 that asked these questions and more. The goal? To understand the differences and similarities of the various Interval member bases, compare prior survey results, research certain innovations, and explore new areas of opportunity.

“We are constantly working to better understand our customers so that we can continue to meet their needs and interests,” says Sharon Freed, senior vice president of consumer marketing. “For our affiliated resorts, the results allow us to provide information that supports sales and marketing efforts.”

In addition to market demographic insights and timeshare usage, the survey also revealed:

- high satisfaction with Interval services and member benefits
- a growing interest in taking a cruise
- online research remains the primary method for making travel plans

AFFILIATE ADVANTAGES

Compelling Videos, Preferential Pricing



DG Film Company, an Interval International Affiliate Advantages program provider, helps keep resorts competitive in the Digital Age. Scripted two- to three-minute showcase videos, aerial and underwater footage, 15- to 30-second social media clips, and social media management services: All are available to Interval-affiliated resorts at discounted prices exclusive to Interval.

“One of our experienced producers works directly with clients to capture the essence of what distinguishes their resort,” says DG Film Company’s owner, Demetrius Graham. “We really try to capture the social media market, which is beginning to outpace traditional marketing.”

After DG Film Company produced videos for several Divi Resorts Group properties, Divi purchased some of the raw footage to produce marketing videos and lobby presentations. “It gave us another dimension,” says Beverley David, Director of Marketing at Divi.

WHAT MEMBERS LOVE

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Members can choose from tens of thousands of hotels in cities worldwide. The hotel discount is available only at intervalworld.com.

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RESORT AFFILIATION

Ahnvee Resort & Sports is an all-inclusive property in the Dominican Republic, in the province of Puerto Plata. The resort developer, Brionne Gillion, is a new entrant to the vacation ownership industry.

The 130-unit resort comprises some suites with full-length pools, hot tubs, and European-style open bathrooms. Amenities include a full-service spa, two full-size swimming pools with bars, and a gym.

And the Winners Are ...

Interval International's Winners Circle program recognizes top sales professionals from Interval-affiliated resorts across North America, Latin America, and the Caribbean.* For the 2017 contest, 12 randomly selected nominees received a cruise for two with balcony accommodations, along with US\$1,000 in cash. The lucky dozen are:

- **Paul Alba** Willowbrook at Lake Harmony
- **Marcela Aulestia Sanchez** Zuana Beach Resort
- **Ana Carolina Comar** Plaza Vacation Club
- **Hector Campos** Villa del Palmar
- **Eric Grindlay** Morritt's Tortuga Club
- **David Huntley** Hyatt Residence Club Maui, Ka'anapali Beach
- **Atul Kumar** Westgate Lakes
- **John Ortiz León** Club Vacacional Fiesta
- **Nestor Perdomo** The Grand Bliss Riviera Maya
- **Nicki Victoria Simmons** Divi Village Golf & Beach Resorts
- **Trisha Solinger** Vacation Internationale
- **Paul Weldon** Grand Colorado on Peak 8

For details about the 2018 Winners Circle contest and to enroll, contact your Interval International resort sales and service representative.

*Interval recognizes top sales producers in Europe, the Middle East, Africa, and Asia with a separate promotion.



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The Elements of a Rock-Solid Disaster Preparedness Plan

By Joyce Hadley Copeland

FROM CRISIS

to Comeback

It was Sept. 5, 2017, and Irma was about to collide with the Caribbean island of St. John. Expected to veer north at first, the slow-moving Category 5 hurricane instead unleashed her full fury on St. John, as well as its neighbors, barreling down the center of the 20-square-mile (52 square kilometers) island with winds reaching 220 mph (354 kph) for five straight hours.

Days before, Thorp Thomas, senior vice president of ILG vacation ownership management, had begun tracking the storm's approach. Through email alerts and morning and evening calls, he coordinated with staff at The Westin St. John Resort Villas and updated corporate teams that would be affected during the event, and in its aftermath.

"We start looking at occupancy levels. We are monitoring evacuation orders. We are beginning to cancel reservations, trying to get people who are at the resort off the island," Thomas says. "You can imagine the thousands of details that flow from that."

The day before Irma struck, about 40 staff members who had volunteered to ride out the storm at the resort were moving furniture from pool decks, tying down anything that might become flying debris, and relaying instructions to approximately 300 guests still on-site. Veterans of past hurricanes, the staff knew exactly what to do. But Irma was about to give their well-oiled disaster preparedness plan its ultimate stress test.



Associates at The Westin St. John Resort Villas assisted in the cleanup after hurricanes Irma and Maria devastated the island.

Making Preparedness a Priority

A year like 2017, with devastating hurricanes, floods, earthquakes, wildfires, and other natural disasters, is a stark reminder of how essential it is for resort owners to be prepared for the worst.

"We thought it was going to be bad, but not nearly what the end result was — not to mention there was a second hurricane [Maria] on the way," Thomas says. Ultimately, 13 properties under the ILG vacation ownership segment and two corporate offices stood in the path of Irma or Maria. "The good news was that everybody, to a person, did their job. It was literally chaos — but *managed* chaos," Thomas recalls. "We made all the right decisions. We made them at the right time. A lot of that is preparation, a lot of it is experience."

A disaster preparedness plan is a set of standard operating procedures for safeguarding the lives of guests and employees, and protecting property and assets as much as possible during a disastrous event — and then bouncing back as quickly as possible. Because every resort is unique and no two events unfold

as expected, the best disaster preparedness plans address a mind-boggling number of details for a range of scenarios. They include risk assessments, timelines, communication systems, evacuation procedures, and security. The goal is to empower every employee with knowledge and responsibility so they can spring into action in an emergency. Just as important, the plan should provide aid and support for displaced employees and their families during what may be a long rebuilding process.

Covering All the Bases

To make sure all the bases would be covered in any disaster event, Westgate Resorts brought together its risk management staff, insurance experts, and resort operators to craft a plan that is reviewed and updated every year. This proved to be critical when one of its resorts faced a wildfire in 2016, not to mention the resorts affected by the recent hurricanes.

"We have the most detailed disaster preparedness plan," says Mark Waltrip, Westgate's chief operating officer. "We have a



Mike Hill/Alamy Stock Photo

command center with full video connective capability to all of the resorts. We have emergency communication plans — everything from converting to radio to what happens if the cellular goes down — and emergency generator-backup deployment.”

Preparation should begin long before a disaster is imminent, with proactive measures such as backing up important databases and records and storing them off-site, and reducing reliance on a power grid that may be down for weeks.

Educational efforts on Barbados speak to the cost benefits of addressing energy issues ahead of time. “The Barbados Department of Emergency Management has stated that every dollar a hotel spends on preparedness yields them a US\$4 savings in the event of a storm and recovery,” John Marcocchio, regional project manager of the United States Agency for International Development (USAID) Caribbean Clean Energy Program (CARCEP), told participants in a webinar presented by the Caribbean Hotel & Tourism Association (CHTA). With recent weather events, it has taken months to restore power to much of the region that still relies heavily on the grid.

Marcocchio advocates for reducing demand for fuel and water by maximizing energy efficiency and gradually shifting reliance to alternative methods for self-generation, such as microturbines that produce power at half the cost. “These machines are becoming much more user-friendly, with little maintenance. Couple that with a PV system [solar] and you’re very resilient, and you can also run right through the storm,” he says.

Another critical step is stockpiling supplies such as blankets, flashlights, and satellite phones, as well as food, water, and medical supplies to last at least 72 hours after an event, when communication may be cut off.

Westgate Resorts goes a step further. For its Florida resorts in Irma’s path, “We already had warehouses full of lumber, drywall, and paint,” Waltrip says. “All that was staged so that when the hurricane passed, within an hour we had a damage assessment of every facility and we were able to get every facility open within a day. We knew where the roof leaks were; we had the tarps; we knew where the windows got blown out; we had the boarding. And our team members all knew when to show up for work. It’s almost like planning for a military exercise.”

Behind-the-Scenes Partners

Meanwhile, thousands of Interval International® member exchanges at a host of resorts affected by the storms had to be canceled.

“We had members confirmed all the way from the Caribbean to the Carolinas,” says Soraya Gonzales, Interval’s vice president of resort assistance and client services. Days after employees returned to work after the Miami headquarters’ own encounter with Irma, Gonzales and her staff started reaching out to resorts, many still without power, for updates. They then emailed inbound guests at affected properties with instructions on what to do next.

“A good percentage of the members were grateful that we were proactive enough to reach out with options for either canceling or trading out for a different time or location,” says Tedwyn Perez, Interval’s manager of customer service correspondence.

But that’s only the tip of the iceberg when it comes to Interval’s preparedness plans. First, its secure data center is located outside of hurricane-prone areas and features redundant high-availability systems and multi-carrier voice and data networks. Calls coming in to the

Member-Services Centers are rerouted to advisors in unaffected areas. So the company is always open for business.

Communication, Communication, Communication

Rock-solid communication systems with everyone from first responders to guests’ families are the backbone of any disaster preparedness plan. In addition to its daily phone updates between on-site and corporate staff, The Westin St. John Resort Villas kept guests up to date on the storm’s progress multiple times a day by phone and email, and converted its lobby into an information hub. The resort’s website was updated to let family members know guests were safe. Twenty-four hours before the storm, security staff went door to door instructing guests — who were hunkering down in their units — to stay in the smallest, centrally located room without windows.

“We had done a lot of upgrading of the units over the past eight years — new roofs, hurricane-proof glass, hurricane straps, solid exterior facade work. We knew those units were very secure and we were spot on,” Thomas says. “There was an hour-long call [about] where

guests would be located. We wanted to make sure we knew exactly who was in every single unit.”

Thomas considers it a victory that there were no casualties from the storm.

Informed and Empowered

Timelines, alerts, and procedures are not stand-ins for common sense. “No matter how well you plan, at the end of the day, it comes down to how responsive your team is to the tragedy,” Waltrip says.

On Nov. 28, 2016, a wildfire started 10 miles (16 kilometers) from Westgate Smoky Mountain Resort & Spa in Gatlinburg, Tennessee. Freak 80-mph (129 kph) winds propelled coal and ash from treetop to treetop, reaching the first cabin at the resort just before 7:30 p.m. There were 1,200 guests on-site and only one two-lane road off the top of the mountain.

“The entire team got disconnected from the world instantly when the phone lines burned,” Waltrip says. “But because they had been trained so well on how to take care of the guests, they knew exactly what



After a fire destroyed more than half the units at Westlake Resorts’ Gatlinburg, Tennessee, property, the developer immediately began the rebuild, scheduled for completion by the end of the first quarter of 2018.



to do. About 20 team members rushed up the mountain and started going door to door. We got everybody out — some through the flames — to emergency shelters. If you don't have that culture where team members feel empowered that they can do that, bad things can happen.”

Rescuing the Rescuers

When the worst has passed, the arduous job of rebuilding begins — both the property and the lives of valued employees who may be suffering financially and emotionally.

“We set up a temporary HR service center on the island of St. Thomas, where we distributed payroll checks to people who weren't on direct deposit,” Thomas says. “And because it had power, that little service center became a temporary safe haven, where people could get out of the heat, get supplies, and have some social interaction.”

Additionally, associates affected by the storms received support through the ILG Relief Fund. To date, hundreds of associates on St. John, Puerto Rico, and other locations have received grants, the total amount exceeding \$450,000. Those suffering from post-event stress were offered counseling.

Oyster Bay Beach Resort on the island of St. Maarten kept employees on for two months after Irma struck to help with cleanup. In addition to raising US\$185,000 for employee assistance from a GoFundMe campaign, “We have created a temporary leave of absence with modified pay,” says Ricardo Perez, general manager of the resort. He adds that employees will continue to receive 20 percent of their pay until the resort reopens, even if they find another job in the interim.

The morning after the Gatlinburg fire, Waltrip arrived to find a shell-shocked staff and 652 of the resort's 1,071 units burned to the ground.

“It was like walking through a bunch of soldiers after they had come out of a bad battle,” he says. “I decided to put them to work to get their minds off the tragedy and give them some hope. I turned to the team and said, ‘Guys, it's Nov. 29. We're going to be open before Christmas.’ We basically put every team member to work, and within 10 days we opened the resort with 350 units.”

Staging a Comeback

During the months of recovery from disasters, resorts continue to stay in touch with owners and guests. “We'll do our part in making sure that people see St. John as a great vacation destination again,” Thomas says. “A lot of owners can't wait to get back. That's all they talk about.”

A year after the Gatlinburg fire, Waltrip surveyed the nearly complete construction of the Westgate property. “The great thing was the look on people's faces, knowing that a year ago, all they could think of was their families, their future, their jobs. Not only did we come out of the fire, but we came out of it stronger than we were before.” []

Joyce Hadley Copeland is based in Tucson, Arizona, and contributes regularly to travel and hospitality publications and websites.

7 Key Steps in Disaster Planning

This list — while nowhere near comprehensive — can help a resort start the planning process or update a current disaster preparedness plan.

- 1 **Consult with experts.** This might include risk-management and insurance professionals, security companies, local first responders, and restoration teams.
- 2 **Ensure that systems security is in place.** Important databases and records should be backed up and stored off-site.
- 3 **Expand communications.** Beyond employees and guests, include their families, local police, and government agencies — and Interval International for help with canceling and re-routing exchanges.
- 4 **Develop evacuation procedures.** Establish exits, routes, and assembly areas for evacuees, and have a method to account for everyone on-site.
- 5 **Identify shelters.** Designate a safe place on-site, as well as off-site shelters nearby. Have a system for allocating enough cots, blankets, battery-operated radios, and food and water for the event and at least 72 hours afterward.
- 6 **Train employees.** Provide checklists, evacuation maps, safety procedures, and skills training in evacuating guests and shutting down equipment.
- 7 **Provide a post-disaster safety net for employees.** Offer counseling, financial support, employment, health care, and other services to help employees and their families get back on their feet.



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To provide much-needed supplies for resort employees in Puerto Rico, the U.S. Virgin Islands, and Key West, ILG associates participated in a drive to collect food and other necessities.

LISTEN UP!

Customer Feedback — Complaints Included — Is Good for Business



BY JUDY KENNINGER

Any business that collects customer feedback does itself a valuable service, as client opinions — from the complimentary to the critical — are a major factor in helping evolve, improve, and enact positive changes that keep customers returning.

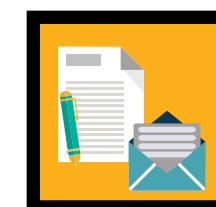
So when The Christie Lodge in Avon, Colorado, began planning its recent renovations, those involved knew just where to start.

“We looked at a year’s worth of comment cards to see what the 10 most frequent complaints were,” says Lisa Siegert-Free, managing director and general manager of The Christie Lodge Owners Association Inc. “Then we designed our renovations around finding solutions for them.”

When it comes to lodge guest feedback, some of the smallest changes can make the biggest differences. For example, the resort replaced mini-fridges inside guest rooms with larger models and moved beds away from the walls.

It became quickly apparent that the HOA has made all the right moves; comment-card ratings from guests who stayed in the renovated units outshined the ones from those who didn’t.

Those results come as no surprise to Jay Baer, author of *Hug Your Haters* and founder of Convince & Convert, a strategy consulting firm. “Customers will give you the information you need to improve your operation, make more money, and save money, but that only happens if you embrace complaints,” he says. “Good companies tolerate complaints, but great ones seek them out because they know that the people who are complaining are actually giving you what you need to discover where you can improve.”



Survey Says ...

There’s one form of feedback that every resort affiliated with exchange company Interval International receives: the post-stay comments from Interval members.

At Interval, Soraya Gonzales, vice president of resort assistance, explains that every member who accepts a confirmation receives an evaluation form. The exchange company emails members the day after checkout, providing an opportunity for them to rate their stay. Those who don’t respond initially get another chance on the eighth day and the 25th day following their stay.

Once the results are in, they are distributed to resort management. “They have access to real-time dashboard data, so they can compare multiple resorts within the same group, they can combine resorts, and they can compare categories across time,” Gonzales says. “There’s a lot that resorts can do with this information, including reconfiguring it for their specific needs.”

Many resorts also have an internal feedback system. The Christie Lodge uses CustomerCount, emailing a survey to each guest three days after they check out.

Medallia is the feedback engine of choice for Holiday Inn Club Vacations (HICV). It also uses the GetFeedback system through Salesforce, which Nick Pestillo, vice president of owner support at HICV, calls “very robust.”

“The after-call survey is just 10 questions,” he says. “As time goes on, fewer people are willing to do surveys, so our goal is to make it quick and easy.”

In the future, HICV will ask members who interact with its call center to respond to a text-message survey comprising just three brief questions about their experience:

- Was the interaction acceptable?
- Was the issue resolved?
- How would they rate the overall experience?

By simplifying and streamlining the way HICV solicits customer feedback, Pestillo says that management is hoping for an increased response rate.

The Christie Lodge also plans to implement a text analytics program through CustomerCount to analyze positive, neutral, and negative feedback to increase understanding of the data received.



To Incentivize or Not to Incentivize?

What’s the ideal survey length? “The best possible survey is one question,” Baer says, not too seriously. “There isn’t a magic number, but in general, ask only the things you need to ask.” With that, Baer urges resisting the temptation to tack on more questions,

since every added question can increase a survey taker’s frustration and, consequently, decrease his or her level of interest and participation.

Customers need to respond in order for ratings surveys to be effective. Baer discourages incentivizing members to respond by offering prizes or rewards; while it may seem like a logical option at first, it can quickly skew the results.

“When you do that, you’re biasing your sample because it’s people who want to be in the drawing,” he says. “Market research says that’s not a great practice.”

Baer cites new market research suggesting that compensating customers to provide a review does even more to diminish participation levels, “which sounds counterintuitive, but, in fact, that quid pro quo [something in return for something] makes customers feel icky about the scenario.”

In addition, offering incentives on a social media site may be in violation of that site’s terms of service.

Baer also advises against rewarding employees based on positive feedback; instead, he says companies should reward employees simply on the total amount of feedback given. Otherwise, “Employees won’t ask for feedback from customers who are unhappy,” he says. “You are, by definition, skewing your results based on who you mention it to. Base it on the percentage of customers who respond; if it’s above 80 percent, everyone gets a bonus, even if all the customers say their stays were terrible.”



Getting Social

If sending out surveys is similar to a private chat, feedback on social media is more akin to holding a town hall meeting, where everyone can hear every word of what’s being said. Review sites such as TripAdvisor, Yelp, and the like, are popular portals where a lot of customers

choose to leave their comments, so it’s important for companies to be there, too, Baer says.

“We need to say that we’re listening, however you want to talk to us,” he says. “Make it clear to customers that they can contact you through a panoply of contact mechanisms.”

Interval International members can obtain support by telephoning, emailing, and posting on social media, but many prefer to comment through the company’s members-only forum, Interval Community. With more than 208,000 participants worldwide, it is one of the largest timeshare social networking forums in the world, and Interval closely monitors the conversation on an ongoing basis. It’s exactly the type of structure that’s aided Interval in pinpointing areas of improvement for member engagement.

“It helps on several levels,” says Madeline Berges, Interval’s vice president of e-commerce and digital marketing. “It can help us identify bugs we may not have caught, so we can start investigating. Also, when members are telling each other they want a feature or service, we can enhance the value that we provide by offering it.”

Berges cites Interval’s introduction of the hotel exchange product as just one example, as well as updates to the Interval International app and the ability to upgrade to a larger unit for an additional fee.

The fact that Interval Community is members-only makes it an especially valuable space on the web. “Our Facebook page is open to non-members, so it’s more difficult to know who’s commenting,” Berges explains.

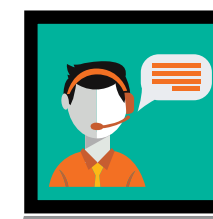
Interval is also active on other social media platforms, such as Instagram, Pinterest, YouTube, and LinkedIn. “By

keeping our finger on the pulse, we have been able to engage audiences across all our social media outlets,” Berges says.

HICV has a closed Facebook page accessible only to members. “We truly appreciate the way more senior members will talk new members through our system,” Pestillo says.

Despite the fact that the arrangement facilitated such an enhanced, albeit exclusive, dialogue between members, Pestillo initially expressed reservations about the arrangement.

“At first, I was nervous about offering it, but for the most part, we have had really poignant and constructive questions,” he says. “We also appreciate it when members point out the ways the club keeps improving.”



Your Response Required

No matter how a customer provides feedback — or whether it’s positive or negative — responding in a timely manner can cement a company’s relationship with that customer. According to Baer’s research, conducted with more than 2,000 American consumers who had

complained about a company in the previous 12 months, fielding a complaint (not necessarily solving the problem, just responding to it) increases customer advocacy by as much as 50 percent.

On the other hand, neglecting a complaint has been shown to decrease customer advocacy by as much as 25 percent.

The simple explanation, says Baer, is that “no response is a response. It says, ‘We don’t care about your dissatisfaction enough to even acknowledge it.’”

The amount of time you have to respond to a customer’s concerns may depend, sometimes entirely, on the channel where the feedback occurred. Baer’s research demonstrates that on social media, 40 percent of customers want a response in one hour; on email and the telephone, that window is about eight hours. Then there are other outlets where a less timely response is perfectly acceptable, too.

“On review platforms such as TripAdvisor, customers often don’t expect a response, so if you get back to them in two to three days, that’s fantastic,” he says.

Baer also cautions that when you respond more rapidly to a certain channel, you’re actually training your customers to use that channel by rewarding that behavior. “When you answer a tweet in four hours but an email takes eight, you’re training customers to use Twitter to get a faster answer. Companies tell us that they prefer their customers use email over Twitter, so maybe they should have the same speed everywhere.”

Both The Christie Lodge and HICV do everything they can to acknowledge and respond to comments no matter where they get posted, including social media.

“We try to respond to every comment, whether it’s good or bad,” Siegert-Free says. For CustomerCount comment cards, The Christie Lodge responds within 48 hours.

In choosing how to respond to social media comments, HICV considers if the information is helpful to others or unique

SOUND ADVICE FROM JAY BAER ...



“Customers will give you the information you need to improve your operation, make more money, and save money, but that only happens if you embrace complaints.”



“Create a culture where your company demonstrates a willingness to engage with customers.”



“Good companies tolerate complaints, but great ones seek them out because they know that the people who are complaining are actually giving you what you need to discover where you can improve.”



■ ■ ■
 “No response is a response. It says, ‘We don’t care about your dissatisfaction enough to even acknowledge it.’”
 Jay Baer

■ ■ ■
 “When you reply, it’s a culture of embracing complaints: which then creates a safe space for customers to say, ‘it’s OK if I point this out; I know I’m not going to be ignored or lambasted.’”
 Jay Baer

to the situation. “If we can put information out there for everyone, it’s more transparent,” Pestillo says. “If it’s really specific, we will try to take that offline.”

In addition to simply responding to comments, Pestillo says that HICV is working to maximize customer feedback beyond its basic intent, to find ways to not only surprise, but to delight, its members. “As we look to the future, we want to marry our customer relationship management software with all the touchpoints, so we are hyper-focused on getting feedback as soon as possible,” he says.

Example: If a member calls looking for a unit at a certain location at a certain time, and it becomes available, HICV could call them back to offer it to them, even if the member had already made a reservation somewhere else. “We could offer them a chance to change to their original request,” he says.

HICV has also harnessed customer feedback to extend the hours of amenities at its resorts, add more inventory in certain locations, and revamp how information is presented on its website.

But the most important thing is to welcome *all* feedback. “Create a culture where your company demonstrates a willingness to engage with customers,” Baer advises. “When you reply, it’s a culture of embracing complaints: which then creates a safe space for customers to say, ‘it’s OK if I point this out; I know I’m not going to be ignored or lambasted.’” []

Judy Kenninger, RRP, is principal of Kenninger Communications and has been writing about the vacation real estate industry for nearly two decades.

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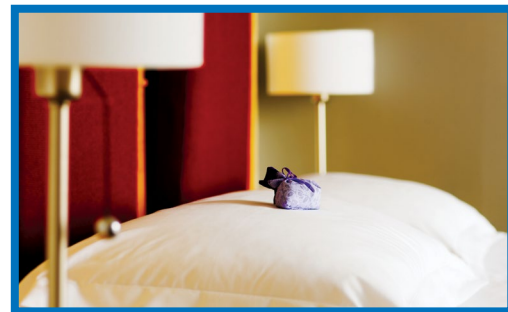
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From Austria to Vermont: The Sound of Success

BY CATHERINE LACKNER

From stage to screen, *The Sound of Music* has captivated generations of fans with the classic story of the von Trapps and the Trapp Family Singers. The tale of Maria and the family who fled Austria and the Nazis, has charmed millions.

The legend of the real-life musical von Trapps lives on in Stowe, in central Vermont, where Trapp Family Lodge has evolved from the original farmstead and home in the 1940s to a mixed-use resort including timeshare components.



From the buildings' chalet and chateau style to the elaborately carved wood furnishings within, the Austrian influence is ever-present. The lodge's Bierhall brims with authenticity, as do the baked and brewed selections in the Austrian Tea & Tap Room. And the restaurants? *Wiener schnitzel* and *apfelstrudel* are standard fare.

But beyond all these trappings, it's the von Trapp name that gives the resort its distinction.

"The family name is very important to us," says Walter Frame, the resort's executive vice president and director. "It's a worldwide, multigenerational brand; it's what differentiates us from everyone else."

The public's fascination with the family endures. Three generations of von Trapps have been involved in the resort, Frame says. Johannes von Trapp, youngest son of Maria and Georg Ritter von Trapp, is president of the resort today. (His parents are buried in the family cemetery on the property.) Two of the von Trapp grandchildren, Sam von Trapp and Kristina von Trapp Frame, have major roles at the resort.

Rising From the Ashes

The family's postwar foray into hospitality began after their retirement from the stage in the 1950s, Frame recounts, when the von Trapps began accepting guests at their farmhouse. Sadly, it burned to the ground in 1980.

The family decided to rebuild and expand the Lodge, but this time, the new and improved property came with the addition of a timeshare community. The resort reopened in 1983.

"A mountain resort in the European tradition," as it bills itself, comprises a 96-room hotel; two homeowner community components, one of which is the Trapp Family Lodge Guest Houses; several restaurants; one indoor and two outdoor pools; a microbrewery; a bakery; tennis courts; and trails for mountain biking, snowshoeing, and cross-country skiing, on 2,500 acres (1,012 hectares). There's also 6,000 square feet (557 square meters) of meeting space; the resort markets itself as a venue for weddings, family reunions, and other events.

In Stowe, widely regarded as the ski capital of the East, the von Trapp family added a cross-country ski center in 1968. The center, which also accommodates snowshoeing, boasts 37 miles (59.5 kilometers) of groomed trails and 62 miles (99.8 kilometers) of back-country trails, says Bill Hunt, the resort's sales manager.

These amenities dovetail perfectly with celebrations for the ski center's 50th anniversary. A week in January was devoted to nostalgic activities, including a 1968 retro night at the Bierhall, a group ski and lunch, and an opportunity to ski at 1968 prices.

But Trapp Family Lodge is an all-season resort, as well, so when it's time to put the slopes to sleep, summer activities include concerts in the meadow, tours of the property and its gardens, a rock-climbing wall, yoga classes, disc golf, bird-watching, and horse-drawn carriage rides.

A Refresh for Resales

Each of the 100 two-bedroom, two-bath units at Trapp Family Lodge Guest Houses can accommodate up to six people, and are equipped with a full kitchen, a balcony or private patio with panoramic mountain views, and a wood-burning stove in the living room.

Yet a major makeover of the guest houses is now in the works. Underway is a ground-up, down-to-the-studs interior renovation of all units, Frame says, and will include newly renovated kitchens and bathrooms, fresh carpeting and furniture, large flat-screen TVs, air



conditioning, and faster, reliable Wi-Fi. When the process is completed, every unit will be like new, he adds.

Because the resort was founded in the 1980s, all the original timeshare inventory has long been sold out, and the homeowners' association manages Trapp Family Lodge Guest Houses.

"We are not in traditional active sales now," Hunt points out. "We're in the resale phase." Current inventory now consists of units that owners are selling and those owned by the homeowners' association, Frame says.

"We've had a successful on-site resale program for 28 years," explains Treg Boerger, timeshare and fractional sales executive at the resort. "We've sold thousands of weeks for our owners." (Boerger, like Hunt, has been with Trapp Family Lodge for more than 30 years.)

Marketing a Resort and Region

Visitors to the resort and its restaurants frequently become prospects, and there are often referrals from current owners, who are surveyed on a regular basis to gauge their satisfaction and engagement, Boerger explains.

The resort appeals to families, but resale efforts for the Trapp Family Lodge Guest Houses also target an upper middle-class market with an age range of 45 to 60 years.

Trapp Family Lodge Guest Houses doesn't have a formal mini-vac program, but does offer discounted stays to those on its email lists, Boerger says. Some guests come to the hotel from booking.com and TripAdvisor, and subsequently become purchasers.

Ultimately, the location, the views, and the majestic countryside are potent motivators to buy, explains Boerger. "Everything we do has a Vermont flair," Frame adds. "That's why our slogan is, 'A little of Austria ... a lot of Vermont.' We market not just [the resort], but the region, too."

The Trapp Family Lodge website has an entire tab devoted to the Green Mountain State (nicknamed for Vermont's multitude of forests)



and its recreational venues, which include state parks, golf courses, art galleries, theaters, museums, and, of course, a wide expanse of mountains.

Going With the Flow

Trapp Family Lodge's focus on tradition doesn't prevent its leaders from following the trends of the new century.

Capitalizing on Austria's beer culture, but taking advantage of the popularity of handcrafted brewing, the Lodge started a nanobrewery about five years ago, producing small batches for guests. The home-brewed lager is also a mainstay of the Bierhall, a traditional European tavern with communal seating for 200 people.

Yet with beer steins emptying faster than the Lodge could keep up with, it soon grew into a microbrewery. "All of the beer is made entirely on the property," Frame says. While it and the resort's restaurants are open to the public, about half of the patrons in the tavern at any one time are on-property guests, Frame says. At present, the brewery design capacity is 50,000 barrels of beer annually — with flavor notes from citrus to caramel — exported throughout New England.

Green Thumbs at the Green Mountains

Taking advantage of the trend of experiential travel — the desire to learn something new or have a more authentic experience while on vacation — the resort has introduced baking classes and garden tours.

The verdant setting of the Trapp Family Lodge lends itself to one of the finest outdoor gardens in the region, which, according to Frame, supplies much of the vegetables and ingredients the Lodge's restaurants use. Guests are free to tour the garden and hear lectures from the master gardener who supervises it. Winter isn't left dormant; during the snowy season, there are classes on maple-syrup production, including the chance to tap a sugar maple tree.

Important Puzzle Piece

With much to do on-site, and the prospect of returning to a freshly refurbished unit, it's no surprise that many owners at Trapp Family Lodge Guest Houses vacation at their home resort yearly.

But when they want a change, the resort's Interval International affiliation pays off, says Boerger. As an enticement to owners new and old, the resort offers Club Interval Gold®, which includes various benefits the whole family can use.

"Interval is an important part of the puzzle," Frame explains. "They're particular about where they're going. Interval's Request First feature is very helpful. It gives them flexibility as well as security, and that really enhances the value of their purchase."

With the enduring fame and popularity of the von Trapp family and *The Sound of Music*, the resort continues to experience the sound of success. []

Catherine Lackner, based in Miami, Florida, writes for newspapers, magazines, and various media, and has been covering the vacation ownership industry for 13 years.

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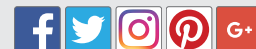
Trapp Family Lodge Guest Houses

AN INTERVAL INTERNATIONAL PREMIER RESORT®



FAST FACTS

Developer: Trapp Family Lodge, Inc.
Location: Stowe, Vermont
Units: 100 two-bedroom, two-bath guest houses
Product: Floating and fixed weeks, with points flexibility through Club Interval Gold
Website: trappfamily.com



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POLISHING A Caribbean Classic

BY JUDY KENNINGER

For many travelers, an introduction to Grand Cayman begins with a stopover during a cruise. But once they've visited, the island's charms — from gorgeous clear waters and coral sands to its famous turtle farm — lure them back again and again. However, they quickly discover vacations here are more than a bit pricey; a recent study found that hotels on Grand Cayman are the most expensive in the Caribbean, topping US\$370 per night.

To Chicago, Illinois-based Singerman Real Estate, these conditions made a 2016 investment in Grand Caymanian Resort very attractive. Luke Lopatka, associate vice president at Singerman, observes that Grand Cayman's stable government, reputation for safety, and relatively limited vacation ownership product contributed to the confidence in the resort's potential. Singerman believes that the resort's location near the island's famous Seven Mile Beach makes it a perfect fit for timeshare.

Upgrades Ahead

The Grand Caymanian Resort is located on 6.7 acres (2.7 hectares) on Grand Cayman's majestic North Sound, adjacent to the Links at SafeHaven 18-hole golf course. There are currently 56 suites (26 studios and 26 one-bedroom suites that combine to form two-bedroom lock-off suites, plus four Grand Villas two-bedroom units) in the timeshare portion; the rest of the resort operates as the Holiday Inn Resort Grand Cayman, for a total of 175 units in the two buildings.

The units are some of the most spacious on the

island, Lopatka says, and all feature a balcony or patio, as well as views of the North Sound, gardens, greens of the North Sound Golf Club, or the swimming pool. Fully equipped kitchens, dining and living areas, washers and dryers, and whirlpool tubs are standard.

Amenities include a large swimming pool, beach volleyball, and a full activities program. Water sports, including scuba diving, are offered on-site. A fitness center and a daytime shuttle service to Seven Mile Beach's supermarket and downtown area are complimentary. The on-site restaurant, Blue Iguana Grill, offers local and international items on the breakfast, lunch, and dinner menus, and there's also a pool bar.

The resort already gets rave reviews for its staff and location, but Lopatka says Singerman is considering making a substantial investment to bring the timeshare units up to more modern design standards. "We believe that we can enhance the property's appeal to existing and potential new timeshare owners by refurbishing the rooms," he says, while also indicating that the resort's public spaces are due for enhancements. Singerman's goal is to create a brand-quality vacation ownership product at an accessible price point.

Even better for current owners, the cash infusion from Singerman will allow the resort to update back-of-the-house elements, such as the heating and cooling system. "Energy is very costly on the island, so these improvements will help keep maintenance fees in check," says Lopatka.

Grand New Product

The planned makeover won't stop with furniture, fixtures, and equipment; the timeshare product and how it is sold are getting a revamp, too. Leading these efforts is Jay DiGiulio, president of Boutique Real Estate Advisors, a sales and marketing firm experienced with fractional and timeshare properties.

Although the underlying legal structure of the product — right-to-use with a 99-year term — will remain the same, the addition of the Interval International® Club Interval Gold® product will provide a new world of flexibility to buyers.

"The points overlay allows members to come for more frequent, shorter stays, and to select the suite size that fits their travel party," DiGiulio explains. They can also use points toward the purchase of a cruise, golf, or spa escape through Interval Options®, and, of course, they can exchange through Interval, too. "It's really a brand equalizer, helping us compete with the major players," he says.

A new sales center is planned, featuring technology upgrades such as the Interval Interactive Kiosk, which allows sales representatives and prospects to search the 3-D Globe, explore the Resort Directory, watch Interval HD videos, and view live exchanges on Exchange Tracker, generating excitement for a timeshare purchase and exchange. "The Exchange Tracker and Vacation Calculator are both very powerful tools," DiGiulio says.

With the spring 2018 relaunch of timeshare sales at the Grand Caymanian Resort, prices will start at US\$10,000 for a studio suite and reach US\$49,900 for a Grand Villas two-bedroom. "Our prices will still be very competitive with other projects on Grand Cayman," DiGiulio says.



Attracting the Affluent

To fill that new sales center, the resort will target travelers on the Eastern Seaboard and in Canada, as well as the Chicago area. Because the resort is in the Caribbean, buyers tend to be in the upper-income range, which Lopatka says fits well with the decision to go with Interval as an exchange partner. "The high quality of Interval's resort network and the demographics of Interval owners are a good match for our client," he says.

Lead-generation methods will include referrals from current owners, a mini-vac program, and in-house sales. Thanks to the high price of whole ownership real estate on the island — a recent study pegged the average listing in excess of US\$850,000 — the resort will also encourage participation by real estate brokers.

"The demand for real estate on the island is extremely robust," DiGiulio says. "There are exciting new projects in the works and the Caymanian dollar is on par with the U.S. dollar, so Americans are very interested in owning here. This is just a more affordable way to do it."

Should demand outstrip supply, another advantage of having the hotel project on-site is that more suites could eventually become part of the timeshare plan. Based on the market, DiGiulio anticipates the addition of suites to the Grand Caymanian.

Neil Kolton, director of the Caribbean and Florida at Interval, believes that will be the case. "Cayman is an underserved, very stable market, with very little timeshare," he says. "The occupancy rate and average daily rate is very high, so there's a lot of growth potential for timeshare. With this property's location right by Seven Mile Beach and the ability for guests to cook some meals in their home away from home, there's a lot of opportunity."

The timing for the relaunch is right, because Grand Cayman was unscathed by 2017's hurricanes Irma and Maria, which wreaked havoc on many other Caribbean islands. Travel articles, including a September 2017 piece in *The New York Times*, are recommending Grand Cayman as an alternative destination. "We're seeing an increase in demand this year, and once travelers come here once, they'll want to come back," DiGiulio adds.

Yes, they will. []



Grand Caymanian Resort

AN INTERVAL INTERNATIONAL SELECT RESORT®

- Developer:** West Bay Hospitality Ltd.
- Location:** West Bay, Grand Cayman
- Product:** Right-to-use with a 99-year term
- Suites:** 26 studios and 26 one-bedroom suites that combine to form two-bedroom lock-off suites, plus four two-bedrooms
- Price:** From US\$10,000 to US\$49,900
- Website:** grandcaymanian.ky/

FAST FACTS



Elevating All-Inclusive to Awe-Inclusive

BY JOYCE HADLEY COPELAND



It might be difficult to make a splash in an already crowded luxury market like Los Cabos — unless you are Palace Resorts. For more than three decades, the developer has carefully cultivated a portfolio of 10 award-winning, all-inclusive oceanfront resorts in Mexico and Jamaica by relentlessly pushing the limits of its own superior standards for opulence and service. Paying meticulous attention to even the smallest details led to what the company calls The Palace Life, a version of all-inclusive it has named Awe-Inclusive™.

Nowhere is this more evident than in its adults-only, all-inclusive Le Blanc Spa Resort brand, with its newest property at the southern tip of Mexico's Baja California peninsula. In fact, by the time the 373-unit Le Blanc Los Cabos opened its doors, the brand's flagship property in Cancún had already earned a AAA Five Diamond award for the eighth year in a row, and has consistently been rated as TripAdvisor's No. 1 traveler-ranked resort in Cancún.

A Different Caliber of Luxury

It is a story told in superlatives.

"Le Blanc Los Cabos brings a different caliber of luxury to the destination," says Gibran Chapur, executive vice president of Palace Resorts. "The brand is renowned for its over-the-top amenities, from personal butlers to in-room 24-hour room service, and customized pillow and aromatherapy menus."

Le Blanc Los Cabos also features a 29,000-square-foot



(2,694 square meters) full-service spa with an incredible hydrotherapy facility, a fitness and wellness center, juice bars, four plunge pools, gourmet specialty cuisine, and much more. It is the ideal fit for a sophisticated enclave like Los Cabos.

As with all Palace Resorts, Le Blanc Los Cabos is the result of hundreds of thoughtful decisions about every aspect of a guest's experience. From high-tech suites to spa treatments, the goal was to create a multidimensional, multisensory, multicultural world made up of layer after layer of personalized indulgence.

360-Degree Pampering

Le Blanc Los Cabos comprises four buildings that curve around to embrace a spectacular setting on the Sea of Cortez. Master architect Roberto Elias envisioned the grand, seven-story entrance to end in a terrace with an extraordinary panorama of the sea and surrounding mountains. Restaurants and bars also have ocean views and generous outdoor spaces.

The elegant, sleek lines and chic minimalism of the architecture are echoed in spacious suites, along with the interplay of hues reflecting the blue sea and desert mountains. Francois Frossard designed the suites to be both lavish and irresistibly comfortable. Ranging in size from 760 square feet (70 square meters) to 1,400 square feet (130 square meters), units have terraces and oversize bathrooms with luxurious bathtubs and rain showerheads.

"Le Blanc Los Cabos was designed with the most discerning luxury traveler in mind," Chapur says. The vision was to exceed the expectations of guests, no matter which direction they turn. Call it 360-degree pampering.

High-definition, flat-screen smart TVs with Apple TV provide entertainment, minibars are replenished with top-shelf spirits and snacks, and bathrooms are equipped with CHI blow-dryers, flatirons, and Bulgari personal products, including a decadent array of bath salts. Guests are invited to conjure their own relaxing sanctuary by infusing their rooms with rich scents such as lavender and sandalwood, and to sleep deeply on the perfect pillow, including goose feather, hypoallergenic, or orthopedic.

And, if anything more is needed? The 24-hour butler service is on call to remedy that.

Staying Ahead of Trends

"As a brand, we're continuously looking for ways to stay ahead of the trends in the market," Chapur says. Le Blanc Los Cabos includes the aforementioned BLANCSPA, which features the latest spa technology, interweaving chromotherapy and diamond facials with re-emerging cultural rituals. Guests never have to interrupt their fitness routines, whether they are into TRX training, aqua spinning, or yoga. There is even a meditation area within the state-of-the-art fitness center for the ultimate tranquility.



Cabos to elevate the gastronomic experience in its seven gourmet restaurants. Case in point: The property's Lumiere restaurant offers a seven-course French tasting menu paired with fine wines.

Palace Resorts goes the extra mile to forge alliances with companies and celebrated chefs who share a passion for innovation and quality. Thanks to a partnership with Certified Angus Beef, Le Blanc Los Cabos offers only premium-quality beef, world-renowned for its flavor, juiciness, and tenderness. In collaboration with talented pastry chef Antonio Bachour, dessert menus are a confection of unique sweets, including Bachour's trademark

bonbons and his distinctive take on s'mores. The pastry chef also put his creative twist on the restaurant's existing menu so that each dessert is a work of art.

The alliances are also a great way to keep resort culinary teams on their toes. Executive chefs learn specific techniques for preparation and presentation directly from the culinary team at Certified Angus Beef and Bachour.

Living The Palace Life

Members of Palace Elite enjoy The Palace Life experience at Le Blanc Los Cabos and the nine other Palace Resorts in Mexico and Jamaica — along with a host of special benefits such as Best Price Guarantee, access to special suite categories, and perks for family and friends who may be interested in joining. Prospective members learn about different levels of membership in the exclusive vacation club at on-site sales centers.

Providing Palace Elite vacation club members access to the Interval International® worldwide exchange network permits Le Blanc Los Cabos and other Palace Resorts to offer yet another layer of quality and choice.

"The incorporation of vacation exchange allows us to offer Palace Elite members true world-class destination experiences with Interval International," says Chapur. "We are confident that our relationship with Interval will be a long-term and win-win as our members mutually benefit from each of our offerings."

"The adults-only Le Blanc Spa Resort luxury brand is a centerpiece of Palace Resorts' network of all-inclusive resorts, and Le Blanc Los Cabos is an ideal addition to Interval's quality exchange network," says Marcos Agostini, Interval's executive vice president of global sales and business development. "We're excited to offer our members the opportunity to experience this innovative resort."

Without Limits

With the success of Le Blanc Los Cabos, the future is bright for a company with innovation in its DNA.

"We are so excited to continue to grow our most coveted brand, Le Blanc Spa Resort," says Chapur. "It only made perfect sense to do so in a destination such as Los Cabos, a magical place known for its luxurious offerings, untouched beauty, impressive landscapes, and unparalleled picturesque views. There are no limits to what the future holds for Le Blanc Los Cabos. You'll have to stay tuned!" []



To make certain that guests engage in every way possible, the all-inclusive experience at Le Blanc Los Cabos includes a resort credit of up to US\$1,500 for a stay of five nights or more. Guests can use the credit like cash to add extras such as spa treatments, destination tours, or special dining experiences to their vacation.

Bringing Synergy to the Table

A la carte dining at multiple, multiethnic restaurants on-site is commonplace at all-inclusive resorts, so it's safe to expect Le Blanc Los

Le Blanc Los Cabos

AN INTERVAL INTERNATIONAL PREMIER RESORT®



- Developer:** Palace Resorts, Jose Chapur, president; Gibran Chapur, executive vice president
- Headquarters:** Cancún, Quintana Roo, Mexico
- Product:** 25-year right-to-use vacation club
- Units:** 373 guestrooms and suites
- Website:** leblancsparesort.com/en/los-cabos

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ENJOY CONRAD, PUNTA DEL ESTE, URUGUAY

South American Entertainment Company Takes to Timeshare

BY J.B. BISSELL

It's a success story that might seem just a little sentimentally familiar — an entrepreneur with a dream singlehandedly builds a continental empire. For **Enjoy Casino & Resort**, a multinational hospitality corporation based in Santiago, Chile, that plot line is no fairytale.

In fact, the businessman-makes-good story of Antonio Martínez Seguí leads from operating a single casino in the 1970s to continued expansion through the '80s and '90s to branching out into hotel development. And even after four decades of exponential growth, the company continues to evolve. Its next venture? Timesharing.

Martínez began with the Casino de Viña del Mar outside Valparaíso around 1975, and by the mid-1990s, he had added more casinos. In 1997, he branched out to hotel operation. Progress unfolded quickly after that, and by 2009, shares of Enjoy started trading on the Santiago Stock Exchange.

"From that early single casino, Enjoy's Latin America offerings have become incredibly varied and customized to the needs of different types of customers," says Eliseo Gracia Martínez, Enjoy's director of hospitality and casinos.

The Next Step

Launching a vacation extension was a logical progression for the hospitality company; nearly an understatement, as Enjoy was already operating 10 properties before its current expansion into timeshare.

"We've developed a very successful hotel business with steady growth during the last few years, as well as important improvements in our service model and overall customer experience," Gracia continues. "Because of all that, Enjoy has huge brand equity throughout South America."

Of course, being a household name across South America has its advantages. With name recognition comes a huge built-in customer base, manifesting itself through the 1.5 million-member Enjoy Club. The loyalty program, according to Gracia, connects each of Enjoy's various resort offerings with airline, rental car, and banking alliances, subsequently providing its customers full access to a world of entertainment and benefits.

The timeshare offering is a 15-year right-to-use points product. The entry-level cost for Enjoy Vacations averages about US\$12,000. An expanded membership package, known as Enjoy Vacations Plus, will be available for approximately US\$20,000. All of it, explains Gracia, is fully flexible.

"You can use your points for accommodations," he says, "but also for different services and products, such as food and beverages in the restaurants, show tickets, rewards in the casinos, and more."

In 2017, Interval International was selected as the exchange provider for the member base, opening the door to a world of vacation accommodation options and other valuable amenities. Gracia notes that the partnership between the two entities makes the program extremely "multilocational," giving members the opportunity to redeem their points at high-quality resorts all around the world.

Full-Service Fun

No matter which level of membership consumers purchase — or, for that matter, which destination they choose to visit — one thing is certain: Every Enjoy resort is built for fun.

From Antofagasta to Viña del Mar, from San Andrés to Santiago, these are not low-key properties. That's not to say they're not family friendly, but for vacationers looking for a quiet, out-of-the-way lazy-afternoon-in-the-shade type of locale, these resorts may not be the best fit.

The company itself was founded on the strength of its casinos, and gaming remains a proud centerpiece of all but two of its developments. And we're not talking a handful of slot machines and a poker table tucked into a little side room off the main lobby. The casino at Enjoy Chiloé in Castro, Chile, has 230 slot machines and 17 gaming tables, and yet, it's the smallest in the chain's lineup. In terms of sheer numbers, the Enjoy Viña del Mar claims title to the largest Enjoy gambling establishment, with some 1,500 slot machines and 68 tables.

It's sure to impress high rollers, but that's just the beginning of it. Enjoy cut its industry teeth on gaming through casinos — and almost certainly generated a great deal of initial positive buzz and customer loyalty. But the grand evolution of the total package cannot be overlooked.

Gracia says that the 10 properties operate more than 60 restaurants and bars. Each resort with a casino hosts signature restaurants, buffets, and bars. Stand-alone properties — namely Enjoy Park Lake and Enjoy Puerto Varas — have one signature restaurant and a bar.

A swimming pool and spa facility both are standard at all Enjoy properties. Most have a hot tub, too, and five of the properties are home to an OVO Nightclub, Enjoy's distinct discotheque concept, where evening and late-night fun — from guest DJs spinning popular dance music to various themed parties — can be found.

Individual Flair

Amenities at each property share similarities, but don't mistake the resorts for mere carbon copies.

"Each one has a special identity," says Gracia. "The Enjoy Santiago is positioned in nice proximity to some of the local vineyards, and gastronomy is popular around Puerto Varas. We have beach resorts, such as Coquimbo, Viña del Mar, Pucón, Park Lake, and Punta del Este,



HOTEL DE LA ISLA, ENJOY CHILOÉ, CASTRO, CHILOÉ ISLAND, CHILE



HOTEL DEL VALLE, ENJOY SANTIAGO, RINCONADA, VALPARAÍSO, CHILE



HOTEL DE MAR, ENJOY VIÑA DEL MAR, VALPARAÍSO, CHILE



HOTEL DE LA BAHÍA, ENJOY COQUIMBO, LA SERENA (TONGOY), CHILE

and then destinations where other outdoor activities are at a premium, including Chiloé and Pucón.”

Yes, Gracia mentioned the Pucón location twice. That’s because the Condominio Gran Hotel Pucón not only has a special identity within the Enjoy family, but it might be one of the most distinct resort properties on the planet. Thanks to Chile’s unique geography, it’s both situated right on the beach and home to a ski center, so guests can take advantage of the nearby seasonal snow operation.

As cool as that fact is — that the slopes and the seashore can coexist so harmoniously — Gracia concedes that the Enjoy Conrad in Punta del Este, Uruguay, is the company’s flagship resort. “It has the most complete value proposition for our customers,” he says. “Not only because of all the different amenities of the property, but also

the variety of attractions of the destination itself.”

With restaurants aplenty, varied night-life, and all manner of beaches, Gracia says that tourists — many hailing from Brazil and Argentina — come to the Enjoy Conrad any-time from summer to the low season.

It’s easy to understand why Enjoy Conrad is the resort face of the company, and explains why so many travelers choose to check in there. Whitewashed against a backdrop of the ocean, the 294-unit building resembles more an ultra-modern sculpture than comfortable lodging for more than 600 people.

And while Punta del Este is renowned for its array of vacation activities and attractions, guests could easily spend a very enjoyable week in town without ever leaving the grounds of Enjoy Conrad. Amenities include tennis courts, a gym and spa, and

a large outdoor pool that overlooks the ocean. There’s a casino, of course, an OVO Nightclub, and no less than nine restaurants and lounges, including a European-style bistro, a Mediterranean eatery, and the popular poolside bar, where drinks are served cold, umbrella-adorned — and with a smile.

“Punta del Este, for sure, is one of the most high-end destinations in South America,” says Gracia. “The Enjoy Conrad fits in perfectly there. It’s really a special property.”

Special Contributions

With timeshare opportunities now on offer in Uruguay, Chile, and Argentina, Enjoy Vacations is poised to bring something special to the entire South American travel market. Telemarketing and incentive strategies are currently in the works to touch Enjoy Club’s already-established member base, in tandem with a natural client flow throughout its casinos. For example, according to Gracia, there are more than 2 million visitors per year at the Viña del Mar Casino alone.

“Ultimately, Enjoy Vacations members will connect with all our offerings through Enjoy Club,” Gracia adds. “They can use those points to stay at Enjoy properties — or travel around the world with an exchange through Interval.” Or, he says, members may also choose to transfer Enjoy Vacations points over to the Enjoy Club, and redeem them for various vacation products and services.

In other words, what began as a relatively modest dream has now taken the natural next step. “The company’s long experience in the entertainment and hospitality industry lends it an advantage as it enters a new arena,” says Marcos Agostini, Interval’s executive vice president of global sales and business development. “Its footprint in Chile, Uruguay, and Argentina will bring to market a multivacation club that will offer an array of travel experiences. I’m confident this new segment in Enjoy’s business will be a success.” []

Enjoy Casino & Resort

Developer:	Enjoy Casino & Resort
Headquarters:	Santiago, Chile
Product:	15-year right-to-use points program
Price:	An average of US\$12,000 to US\$20,000, based on level of membership
Resorts:	Approximately 1,362 total units at 10 resorts
Website:	enjoy.cl

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Expanding on a Firm Foundation in Chile

BY CATHERINE LACKNER

Juan Ignacio Soza and his partners pride themselves on their research skills and ability — with a little prescience thrown in — to read the market. And for that, they can hardly be blamed: **Hippocampus Viña del Mar Resort & Club** marked its 20-year anniversary in November 2017, and is extending the celebration well into 2018, amid strong sales — and plans to add a second property.



Starting on the Right Foot

In 1995, when Soza — president and owner of Hippocampus Viña del Mar Resort & Club — first contemplated building a resort, he and his partners visited timeshare properties in the U.S. “We decided to build 100 two-bedroom lock-off units,” says Soza. “We took from the industry that this configuration was to be the future.”

They also investigated what was then a new way of selling. “Very few developers were using the points system at that time; it wasn’t too popular,” he says. “But we thought it was the best system. Today, everybody is selling points, so we were right.”

They kicked off the project in 1995 with a revised total of 92 two-bedroom, two-bath units, each approximately 915 square feet (85 square meters), arranged in five buildings. True to the partners’ vision, each unit had a lock-off, raising the total number to 184. The developers held a grand opening in November 1997, and welcomed the first owners the following year. “It was one of the few resorts in Chile at that time that was built to be a timeshare,” Soza says. Materials and finishes were selected with an eye toward their resilience and ability to hold up over time.

“Even after 20 years, you don’t notice that the resort is that old,” says David Toro Herrera, the resort’s general manager. “We took special care to ensure the quality would be long-term.”

Each unit has an ocean view, Soza adds. “We don’t have a first and a second class here; all rooms have the front view.” In addition to breathtaking Pacific Ocean vistas,

the lushly landscaped resort offers indoor and outdoor pools, a sauna, a gym, tennis courts, a minimarket, and a restaurant serving international cuisine.

Nearby is the famous Casino de Viña del Mar, which presents sought-after entertainment year-round. Valparaíso, a UNESCO World Heritage site and seaport, is a 30-minute drive from the resort; the ski region of Portillo is a three-hour drive away.

Outlook for Chile

Sales were brisk from the start, with units purchased mainly by Chileans, who make up 95 to 98 percent of owners. Chile has one of the strongest economies in South America, with residents who vacation frequently and love beach destinations in particular, Soza says. The resort is close to Viña del Mar, which Soza describes as “the most important beach in Chile.”

“Since the 1990s, Chile has earned a reputation for being the best-managed economy in Latin America,” according to a 2017 article in *Forbes*. “Policymakers built up strong institutions, developed new industries that helped foster more than two decades of impressive growth,” the article reports. Though the writer notes that there is some political unrest and a slight slowing of the economy, the *Forbes* article is generally optimistic.

That optimism extends to the tourist industry. “In 2017, Chile’s performance continues to be on the up,” according to a November 2017 analysis by *ehotelier*. As of August, 4.3 million international travelers have visited Chile. That’s an 18.3-percent increase in relation to record-breaking 2016.

Market Opportunities and Sales Strategies

The developer initially pursued the Argentinian market, but because of economic and political difficulties there, Soza says they decided to remain focused on the Chilean population. “We realized about 2 percent of our customers would be Argentinian and that most of our sales would be local.”

Chile’s robust economy provides a healthy market to pursue, according to Soza. Most of the population is concentrated in Santiago, the capital city, which is 75 miles (120 kilometers) from the resort, where fully 40 percent of Chileans live.

“It’s a small, but mostly affluent, market,” Soza says. With a population of nearly 18 million, Chile is much smaller than Argentina (population 43.85 million) and Brazil (population 207.7 million). “We are concentrated on upper-middle-class Chilean buyers who live within 150 miles of the resort,” Toro explains. “Our estimation is that about 227,000 families will be potential buyers.”

The developer originally maintained several off-premises sales offices, but gradually closed them to shift its attention to on-site sales. “We realized that our closing rates were much higher at the resort, so we closed our sales centers in the malls,” Soza says.

One off-premises site in Santiago remains, but the bulk of leads comes from mini-vacs, including a private vacation program called Romantic Break. Other marketing tools include social media, referrals, telemarketing, and search engines such as Booking.com and Expedia.

Something to Celebrate

Plans are in place for a formal celebration of Hippocampus Viña del Mar Resort & Club’s 20th anniversary this spring, with cocktail parties for the owners, employees, stakeholders, and elected officials from the entire region.

But first, the principals would like to see their new additions completed. They include a new outdoor swimming pool and facilities building — with an event room and a spa — and 10 new units.

In late 2017, Soza anticipated that the projects will be completed in spring 2018. He points out, “You can’t do any construction during the high season,” which runs from December to March.

Past and Future

Once the anniversary milestone has passed, the developer will embark on the next project. “Considering the inventory constraint, due to a good sales level, we are planning to build a new resort in Chile,” Soza confirms. Site selection — tricky and vital to the project’s success — is scheduled to begin in the first half of 2018. Other details were still being roughed out late last year.

“We could build further to the north, which has higher temperatures year-round,” as it’s closer to the equator, Soza explains. “But it has an even smaller market. If we build closer to Santiago, the market is much larger.”

Whatever location is chosen, Interval will remain the exchange partner of choice, Soza says. “Chileans are traveling around the world a little more every year. We put exchange strategy into the main part of our sales presentation, because our prospects are very interested in taking advantage of great opportunities to exchange their points to travel to other tourist destinations. Interval has been our partner since the beginning and surely adds an important value to our product.”

“We couldn’t be more pleased with our relationship with Hippocampus Viña del Mar,” says Marcos Agostini, Interval’s executive vice president of global sales and business development. “Juan Ignacio Soza and partners have a long-established relationship with Interval and a shared commitment to quality.” []



Hippocampus Viña del Mar Resort & Club AN INTERVAL INTERNATIONAL SELECT RESORT®

Developer: Inmobiliaria Hippocampus Viña Del Mar S.A.
Location: Viña del Mar, Chile
Product: Points-based, right-to-use 11-year term
Units: 92 two-bedroom, two-bath lock-off units
Price: From US\$7,000 to US\$10,700, depending on season
Website: hippocampus.cl

FAST FACTS





History Meets Hospitality in Tuscany

BY LAURIE CHARLES

Comfort. Service. Quality. These are attributes travelers expect of their resort accommodations when they go on vacation. And while these are all solid expectations met by Interval International-affiliated resorts, there is one feature that captivates like a charm: a property that embraces its storied past. Such is the case for **Residence La Ferriera**.

Constructed in 1875, the resort, located in the Tuscan village of Loro Ciuffenna in the province of Arezzo, has held several functions throughout the centuries. Originally built as a metal foundry for the production of agricultural tools, the property later served as a flour-processing mill, silk manufacturer, power station, and soap producer, but all work came to an end in 1969.

The structure was left abandoned for nearly three decades until 1996, when brothers and local contractors Mauro and Massimo Rampi purchased it and brought it back to life as a timeshare residence.



The resort consists of 19 units: 11 one-bedrooms, which range from 538 square feet (50 square meters) to 753 square feet (70 square meters), and eight two-bedrooms that measure 753 square feet (70 square meters) to 969 square feet (90 square meters). All of the residences include internet access, a flat-screen TV, spacious dining and living areas, and a kitchenette equipped with a refrigerator, coffee maker, and microwave; some of the units feature a private balcony or terrace. The aforementioned brick-and-stone motif carries on into the apartments, where Cotto tiles, wooden beams and windowsills, and pieces of exposed rock peek out of the walls, creating a rustic feel.

Beyond accommodations, Residence La Ferriera offers an on-site restaurant popular among guests and locals alike, a wine shop (“with a wide choice of the best Tuscan wines and olive oil,” says Mauro Rampi), an outdoor

From Vacation Ownership to Resort Development

Though Residence La Ferriera was the Rampi brothers’ first shared ownership project, Mauro Rampi was well-acquainted with timeshare before the decision to establish his family’s own vacation ownership property. In addition to his role as managing director at Residence La Ferriera, he sat on the opposite end of the shared ownership spectrum as a timeshare *owner* at Residenza Nevesole Folgarida in Trentino, Italy. “This is where I got the idea to enter into the timeshare industry,” he says. And the rest is history.

Situated about 31 miles (50 kilometers) southeast of Florence, 19 miles (30 kilometers) northwest of the city of Arezzo, and 37 miles (60 kilometers) northeast of Siena, Residence La Ferriera is located in the heart of Tuscany. A storybook village where terracotta and mustard stone houses overlook the rocky gorge formed by the Ciuffenna River, Loro Ciuffenna transports travelers to another era. A bridge that dates to the Middle Ages connects the town, which is divided in two by the gorge, and leads wanderers to the Porta dell’Orologio, or the Clock Gate, the center of the city, where ancient churches and buildings are scattered throughout.

Tuscan Charm

While Loro Ciuffenna lures visitors with its cobblestone streets, narrow alleyways, and medieval architecture, Residence La Ferriera is an equal charmer. The property was renovated by the Rampi family upon purchase, but its 19th-century appeal remained intact. Brick and stone — prominent design elements of the region — make up the facade of the resort, and a stream flowing from the Ciuffenna River welcomes guests to the property.



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swimming pool (open during the summer from May 1 to Sept. 30), a tennis court, laundry facilities, and private parking. Close by are a wellness center and spa located less than a half-mile (100 meters) from the resort, horseback riding, and sport fishing.

Amenities aside, Residence La Ferriera organizes excursions such as wine tours of Tuscany and day-trips to Arezzo and Cortona, Cinque Terre, Siena and San Gimignano, Pisa and Lucca, and other neighboring towns. "You can reach the major cities of Tuscan art in less than an hour," adds Mauro Rampi. The resort also offers Italian language courses, as well as tastings at the restaurant. More than its catalogue of cultural experiences, Residence La Ferriera is a family affair — Mauro Rampi's son Tommaso and daughter Virginia are the executive managers of the resort — giving it an authentic touch of Italian hospitality.

A Taste of Loro Ciuffenna

Aside from being a living homage to its history, Residence La Ferriera features a half-board meal component, which includes breakfast and dinner, for owners and guests. "We offer meal plans in half board because we know that our guests like touring the region and visiting all the attractions of the area during the day, but when they come back, they like to find our warm, familiar atmosphere and gourmet food," says Mauro Rampi. "We are receiving good feedback."

While the half-board meal plan is definitely a perk for guests — and gives visitors the opportunity to immerse themselves in the other flavors of the region (the restaurant closes for lunch) — the feedback Mauro Rampi speaks of doesn't just stem from the convenience factor of having a breakfast-and-dinner meal package — the kitchen staff takes pride in its work, and it shows.

"In Italy, the food is not only food; it also means culture, tradition, and history," he says. "Everything that is offered at the restaurant La Ferriera is handmade, from the bread and cakes to the pasta and marmalade — even the raw materials (oil, wine, vegetables, fruit, meat, fish, and flour) come from nearby." And that's something everyone who digs into a plate of gorgonzola-and-walnut-stuffed *cappellaccio* pasta appreciates — that, and the restaurant's preservation of history: The old stone grinders used during the property's flour-processing days are still visible.

Beyond Italy

"The timeshare program was born when we restored the resort, and it has grown together with our partners and members," says Mauro Rampi. Residence La Ferriera offers fixed units, fixed weeks, and deeded ownership, sold on-site through lead generation.

"Our prerogative is to share our reality on-site; we try to foresee people's needs and pay particular attention to the cleanliness and maintenance of the exterior and interior of the resort and apartments," he says.

Prices range from €6,400 (US\$7,887) to €27,744 (US\$34,184), depending on the unit size. Owners who purchase at the resort get a one-year Interval Gold® membership, along with a three-year standard Interval International® membership.

While sales have been focused on the Italian market, Mauro Rampi is hopeful that ownership at the resort will expand beyond Italy. "We wish to grow into other markets because we firmly believe in what we are and in what we can offer, especially in the wonderful region that hosts us." And as their resort is affiliated with Interval, the Rampi family feels they are on the right track. "We have a valuable relationship with Interval International that we have kept for years," says Mauro Rampi. "Our property and its destination are truly demanded by the exchange guests."

"We are proud to add such an excellent property with centuries-old history to our network of more than 3,000 affiliated resorts," says Darren Ettridge, Interval's senior vice president of resort sales and business development for Europe, Middle East, Africa, and Asia. "And we're certain our members will be just as pleased."

Keeping History Alive

"Our uniqueness lies in the family warmth we give our customers," says Mauro Rampi. "We are in the corner of paradise, surrounded by the extraordinary nature of our environment, full of history, in the most enviable triangle of the world, between Florence, Arezzo, and Siena."

While the Rampi family takes satisfaction in the Italian hospitality offered and the idyllic location of the resort, the preservation — and pride — of the property's past is what really sets Residence La Ferriera apart. As an outstanding timeshare resort in the heart of Tuscany, it's on the front end of excellence. []



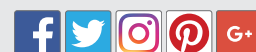
For more information, contact Nicole Meck at 949-470-8324 or nicole.meck@intervalintl.com, or go to resortdeveloper.com.

- Bank of America Visa Card | 48
- DG Film Company | 49
- Entertainment Promotions | 50
- Equiant | 51
- Fidelity National Timeshare | 52
- Harbor Linen | 53
- Meridian Financial Services | 54
- Quantum Resort Theatres | 55

Residence La Ferriera

AN INTERVAL INTERNATIONAL MEMBER

FAST FACTS



- Developer:** Mauro Rampi and Massimo Rampi
- Location:** Loro Ciuffenna, Arezzo, Italy
- Product:** Fixed weeks, fixed units; deeded ownership
- Units:** 19: 11 one-bedrooms, eight two-bedrooms
- Price:** One-bedroom: from €6,400 (US\$7,887) to €15,300 (US\$18,852) per week
Two-bedroom: from €7,665 (US\$9,444) to €27,744 (US\$34,184) per week
- Website:** residencelaferriera.com

Brought to you by:
Bank of America 



The Interval International Visa Signature® card with WorldPoints® rewards 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 of account opening*
- **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 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 to 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. ©2018 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.



Keeping Resorts Competitive in the Digital Age

DG Film Company, a full-service production company with 20 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:

- 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



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.



Discount Shopping Dollars
POWERED BY
entertainment



Equiant SM



Celebrating
More Than
30 Years
of Providing
Servicing
Solutions



Boost Your Sales and Marketing Programs

Improve your results with Discount Shopping Dollars provided by Entertainment® — a high-value reward offered at a fraction of the worth of the benefit. They can be used for any sales and marketing promotion, including:

- Purchase incentives
- Thank-you gifts for new owners
- Referral rewards

Discount Shopping Dollars features:

- Deals on dining, shopping, entertainment, travel, brand-name merchandise, and gift cards for up to 50% off
- More than 250,000 offers
- 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

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



To learn more, contact Entertainment® Corporate Marketing Solutions at 855-554-3231 or email interval@entertainment.com.



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.



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.



With more than 40 years as a manufacturer and distributor of institutional textiles made specifically for the hospitality industry, Harbor Linen has put together the most extensive line of bed and bath linens available today.

With the power of Bed Bath & Beyond behind us, we are able to provide our customers around the globe with a quality product, shipped in a timely manner, at a very competitive price.

We want to help grow your business. Here's what we offer:

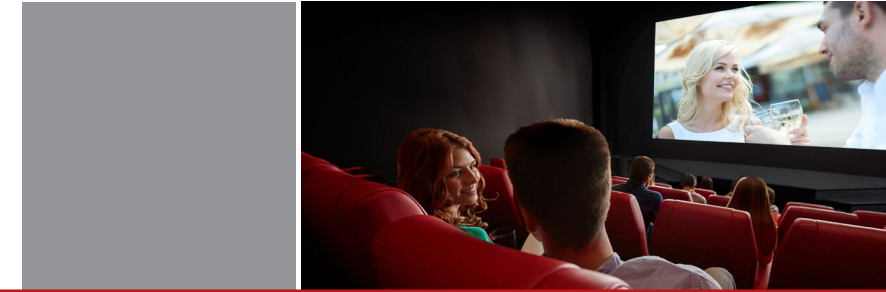
- Seasoned team of hospitality experts
- Nationwide and international sales force
- Preferential pricing with volume discounts available to Interval International-affiliated resorts
- Free freight (in the continental U.S.)
- Bonded warehouse in Miami for Caribbean shipments
- Distribution centers in:
 - New Jersey • Georgia
 - Missouri • California
 - Florida • Nevada
 - Panama • Mexico



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

To learn more, contact:
 Chris Rogers, vice president,
 800-257-7858, ext. 4459; crogers@harborlinen.com
 Tammy Potis, sales executive,
 800-257-7858, ext. 4413; tpotis@harborlinen.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



Resort-Owned Theatres With First Run Movies

Quantum Resort Theatres can transform an unused or under-used space into an entertainment showcase by incorporating the same design elements and technology used by commercial theatres. And our exclusive agreements with the motion picture studios give your resort access to first run, newly released movies.

Quantum Resort Theatres offer the following benefits:

- Increased potential of new timeshare sales
- Additional profits from movie-ticket sales
- Significant expansion of food-and-beverage sales
- Enhanced excitement by offering a dinner and a movie
- Improved brand loyalty due to this one-of-a-kind resort experience

Interval-affiliated resorts receive preferential pricing and a complimentary design package. The Quantum team will help the resort incorporate the incredible acoustical and visual performances, while reducing capital and/or operating expenses.



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



For more detailed information, please contact
 Ken Hoffman, CEO, at 949-842-6418 or
ken@quantumresorttheatres.com
quantumresorttheatres.com

What can an organization do to recruit and keep strong talent?



MICHAEL FLISKEY, CEO, DIAMOND RESORTS

Fliskey: “Create a company culture that attracts the industry’s top talent. Our team members are more than employees — they’re part of a global Diamond Resorts family, and that is an important part of not only recruiting daily, but retaining talented professionals.”

Garcia: “In today’s world, job experience is no longer linear, but multidimensional. Employers must look beyond a candidate’s skill and education to aspects such as leadership, entrepreneurship, and personal aspirations. We need to embrace these multiple facets to draw the best people.”



ERIKA GARCIA DEISTER, CEO, MARKETING 4 SUNSET GROUP



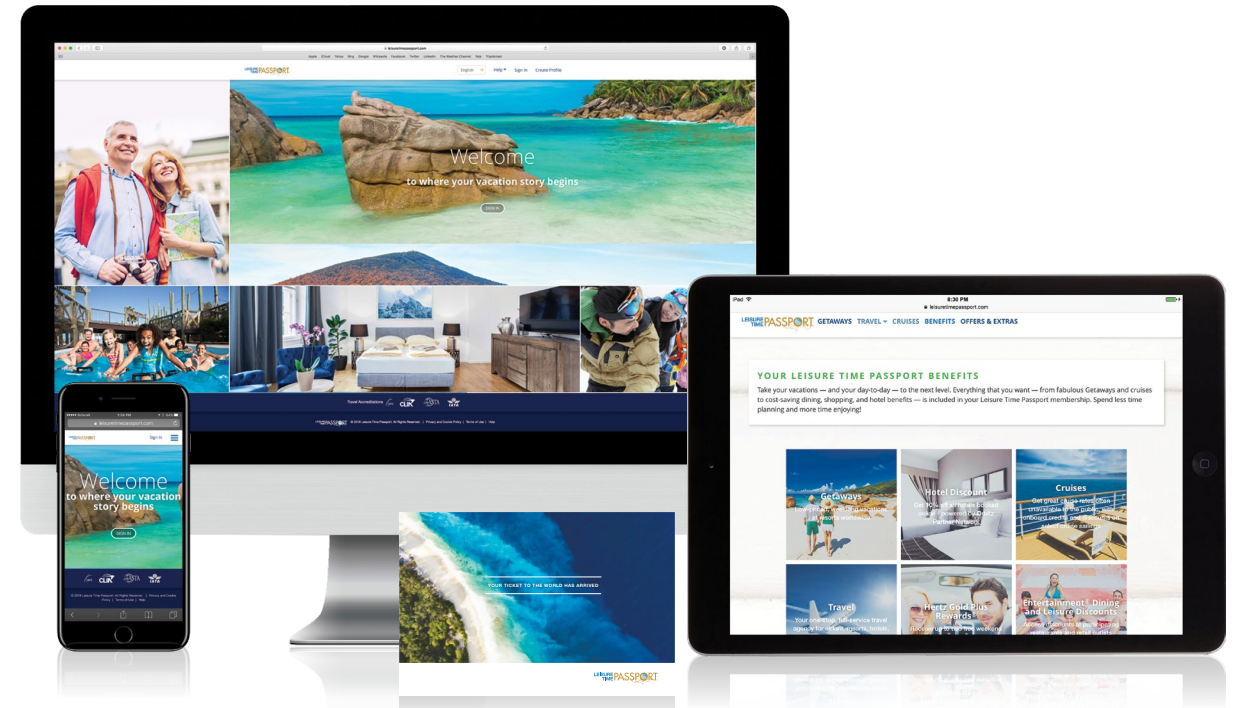
JEANETTE MARBERT, PRESIDENT AND CEO, ILG EXCHANGE AND RENTAL

Marbert: “Successful organizations, including ILG, use many tools to attract new talent. But first, your own employees are your strongest advocates, so it’s important to strive to meet and exceed their expectations. As a result, they will not only work to their full potential, they’ll also work to spread the story of why your company is the best place to be.”

Stuart: “Norwegian Cruise Line is in the people business. To us, that means family comes first, and transparency, teamwork, inclusivity, and entrepreneurial spirit are core to our operations. We find that high-performing individuals seek an environment where they can make a difference, drive business results, and ultimately achieve their professional and personal goals.”



ANDY STUART, PRESIDENT AND CEO, NORWEGIAN CRUISE LINE



LEISURE TIME PASSPORT

The perfect complement to your trial ownership or exit sales program.

Planning vacations and saving money are easy at home or on the go with leisuretimepassport.com. From booking a Getaway, cruise, or hotel to taking advantage of other fabulous perks such as dining and leisure discounts, members can enjoy all that membership affords.

Here are three ways Leisure Time Passport can boost your bottom line:

- 1. Close more sales:** Give potential owners a taste of timeshare before they commit.
- 2. Optimize your spend:** Recover costs associated with your overall marketing expenditures.
- 3. Increase customer satisfaction:** Leisure Time Passport® purchasers receive a host of valuable benefits including Hertz Gold Plus Rewards®, Dining and Leisure Discounts Powered by Entertainment®, VIP ConciergeSM, Golf Connection, Dining Connection, and City Guides.



Enhance your trial ownership or exit sales program by offering year-round leisure benefits. For more information on how Leisure Time Passport can increase your sales, call Tanique Ramgeet at 305-925-7310, or email info@leisuretimepassport.com.



EXCLUSIVITY
IS EVERYTHING

*Preferred*SM
RESIDENCES

When you align your resort with Preferred ResidencesSM, you benefit from the support of a powerful brand while you maintain your property's distinct style.

Preferred Residences is a hospitality-branded program for luxury shared ownership resorts, private residence clubs, and condominium-style hotels. Along with a branding boost, you'll also receive custom sales and marketing support, and exclusive lead-generation opportunities. Your owners will enjoy benefits including exchange opportunities, access to special discounts, and valuable privileges.

It's simple: A partnership with Preferred Residences delivers results — and the edge you need in today's shared ownership market.

preferredresidences.com

For more information, contact Michelle DuChamp at 305-925-7240 or email at michelle.duchamp@preferredresidences.com.