

VACATION  INDUSTRY

JANUARY – MARCH 2012

review

A PUBLICATION OF INTERVAL INTERNATIONAL

EXPANDING
**GLOBAL
EXPOSURE**

International Conferences
Resort Destinations
Member Benefits
Industry Research

PROFILES

BLUE RESIDENCE CLUB ■ CLUB KAROS SPA ■ CLUB TESORO
ESSQUE ZALU PRIVATE RESIDENCE CLUB ■ JINFENG YINHUA HOLIDAY HOTEL
LA CABANA BEACH AND RACQUET CLUB ■ RESIDENCE RIO FALZÉ



WE SPENT THE FIRST
35 YEARS SETTING
THE STANDARD.

WE'LL SPEND THE NEXT
35 YEARS RAISING
THE BAR.



INTERVAL INTERNATIONAL[®]

Celebrating 35 years of innovation in vacation ownership.

ResortDeveloper.com

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ENHANCE SALES AND MARKETING PROGRAMS WITH DISCOUNT SHOPPING DOLLARS

Interval International® has expanded its long-standing relationship with Entertainment® and is now offering — at preferred rates — Discount Shopping Dollars as a marketing tool.

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

DISCOUNT SHOPPING DOLLARS FEATURES:

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

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

ALSO, ASK ABOUT DISCOUNT DINING DOLLARS.



By **Craig M. Nash**
Chairman, President, and CEO
Interval Leisure Group

How Do You Spell Relief?



In the past couple of years, a surge of boiler-room operations have been advertising a costly form of “relief” to vacation owners: These transfer companies offer to assume ownership of consumer timeshare interests for an upfront fee — sometimes as much as US\$8,000 — and promise to facilitate their sales.

Sounds like a straightforward prescription, but instead, many of these so-called relief companies entice customers with reports of eager buyers and then pocket the hefty fee. After that, their work is done. The title disappears into a black hole, the would-be seller is out several thousand dollars, and the resort developer or homeowners’ association has just lost an annual maintenance fee and perhaps has had to foreclose on that specific timeshare. Individuals and HOAs alike are discovering that such transactions bring anything but relief.

What Happens in Florida ...

Because of this newest sales scam, timeshare resale fraud is currently the number-one complaint received by the Florida state attorney general. As of November 1, 2011, the office had received more than 8,000 complaints for the year and more than 12,000 in 2010. That number exceeds the next four-highest categories of complaints combined.

The most common charges are: false claims that a specific buyer is ready to purchase as soon as the owner signs a contract; promises that the timeshare will be sold within a certain period; failure to honor cancellation policies and refund fees; and misrepresentations of agreed-to services.

The home of nearly 25 percent of U.S. timeshare resorts, Florida has always been a bellwether for industry trends and legislation that other states

eventually adopt. So it’s no surprise that the state is the epicenter of new regulatory efforts to immunize against resale fraud. Resale companies have not been covered under existing legislation. But that’s likely to change in 2012, when the Florida Timeshare Resale Accountability Act is introduced in the next legislative session.

If passed, the law will require all timeshare resale companies — including those identified as transfer agencies — to disclose the terms and conditions of services offered, allow for a reasonable rescission period, provide for the regulation of transfer and rescue companies, and establish penalties for companies that engage in misleading and fraudulent activity.

Search for the Cure

The American Resort Development Association (ARDA) and its Resort Owners’ Coalition (ARDA-ROC) have long served as watchdogs for fraud and unethical practices, and they’ve helped bring attention to this new outbreak, as well. In 2010, the association developed the Model Timeshare Resale Act, a thorough and meticulous template for state and national legislation. This document was shared with Florida Attorney General Pam Bondi to assist with drafting the state’s Timeshare Resale Accountability Act, and its impact was significant. ARDA and ARDA-ROC also launched the Timeshare Resale Resource Center to offer information about the resale process, resale companies, and state regulatory resources.

But as Howard Nusbaum, ARDA president and CEO, will tell you — and I agree — further steps must be taken to stop these harmful activities. First of all, we need to acknowledge that a viable resale infrastructure is not in place. While there are legitimate resale services that function as brokers rather

than entities that take possession, the original business model for timesharing hasn’t adequately addressed the issue. As we move in new directions, it only makes sense to find a way to provide accessible channels for consumers who, for various reasons — lifestyle changes, aging owners, new vacation interests — find the need to part with their timeshare.

Facing a Changing Profile

Our economic environment is changing at a rate that seems less *evolution* and more *revolution*. The freeze-over of the financial market and fallout from purchase-phobia has certainly challenged us. But with high occupancy rates, flexible products, and a slow thaw of the lending market, we’re holding our own.

Nonetheless, I think we all agree that we have a responsibility to find a solution to the resale conundrum. In addition to educating the vacation owner and working with HOAs, ARDA supports the implementation of best practices for internal resale functions and working with reputable licensed brokers. The organization’s vision is to create a robust secondary market, in which consumer expectations are met, and fraud is an exception.

This is well within our capabilities. Having always been part of the vigorous efforts to establish laws for consumer protection, I’ve seen the impact we have when we work together to support a common goal.

Indeed, timeshare “relief” scams are no small threat. As has happened so often throughout our history, all of us — developers, managers, HOAs, and resellers — find ourselves called upon not only to support legislation to protect vacation owners from these practices, but to work toward creating a healthy secondary market. That’s the only way we can successfully spell r-e-l-i-e-f. []

The timeshare industry has never been one to neglect its health. Since the 1970s, we’ve always responded promptly and proactively to any signs of infirmity. When outbreaks of unscrupulous sales tactics threatened our business, we pushed for regulations to protect consumers and subsequently powered our vitality for the decades to come. We’ve staved off potential ailments, from fraudulent practices to punitive tax laws, and continue our preventive course even now, during a financial firestorm in which we’re effectively adapting to a new business as usual.

Stricter financing requirements, new products with lower entry costs, increased consolidation of leading resort development enterprises, and a stronger emphasis on points programs: These are just some of the trends that follow us into 2012. With timeshare occupancy rates at 80 percent, we continue to be optimistic about the future.

Snake Oil and Sleight of Hand

Along with the positive news, however, we’re faced with the latest peril to our well-being: This time, it’s the *medicine* that menaces our industry.



offers great deals for resort staff

Resort employees can experience the advantages of vacation ownership with Interval International's VIP (Vacation Industry Professionals) Club!

Membership is complimentary for the staff at Interval-affiliated resorts.

VIP Club membership provides:

- The ability to purchase Getaways, seven-night stays at Interval member resorts and selected accommodations outside our network
- Email alerts about the latest hot deals
- Online Getaway booking capability 24/7, for travel within 24 hours, or up to a year later

If your resort is already enrolled in VIP Club, please visit the Web address on your membership card and follow the links to search available Getaways.

If your resort is not currently enrolled, or if you have not received a membership card, please contact **Sonia Landin** at +305.666.1861, ext. 7340 or Sonia.Landin@intervalintl.com for resorts in the U.S., Canada, Caribbean, and Latin America.

Contact **Jonathan Williams** at +44.0.208.336.9200, ext. 7549 or EMEA.Marketing@intervalintl.com for Europe, the Middle East, and Africa.

Contact **Anizell Chan** at +65.6318.2525 or Anizell.Chan@intervalintl.com for Asia/Pacific.



Interval International Resort Affiliations



OCEAN TWO RESORT AND RESIDENCES



AZUL FIVES HOTEL & PRIVATE RESIDENCES



Ocean Two Resort and Residences

In a stunning beachfront setting on the southern coast of Barbados, Ocean Two Resort and Residences doesn't need much more to secure its status as a vacation Eden. On an island celebrated for its natural beauty and idyllic climate, the property — one of the newest on Barbados, was developed to exceed even Caribbean standards for sundrenched getaways.

The resort's 70 units feature a tropical-chic flavor, with streamlined, modern furnishings, and high-end appliances and materials. Wi-Fi, high-speed Internet access, and flat-panel TVs ensure that guests can stay connected to the world beyond, and ample terraces open to ocean views that encourage restorative daydreaming.

On-site amenities include a serpentine, 150-foot (46 meters) pool with a swim-up bar, private cabanas, a rooftop infinity-edge pool and deck, spa services, a fitness center, a restaurant, a lobby bar, and a concierge lounge. Ocean Two is within walking distance of the well-known St. Lawrence Gap—area shops, restaurants, and nightspots.

Azul Fives Hotel & Private Residences by Karisma

Karisma Hotels & Resorts has affiliated a second property with Interval International: Azul Fives Hotel & Private Residences is not far from Azul Sensatori on Mexico's Riviera Maya. Both offer Karisma's signature Gourmet Inclusive concept with a host of upscale all-inclusive amenities and services.

Azul Fives includes 294 units on an ecological park with views of sparkling beaches and turquoise waters. The spacious two- and three-bedroom layouts showcase contemporary designer furnishings in dark woods, ample living and dining areas, oversized terraces, kitchens with high-end appliances, and LCD flat-screen TVs.

On-site amenities range from restaurants, bars, and lounges to the expansive Vassa Spa with multiple treatment rooms. Azulitos Kids' Club designed by Fisher-Price, a private beach club, swimming pools, and a tennis court are other features.

In nearby Playa del Carmen, visitors can stroll a pedestrian-friendly walkway lined with eclectic shops, nightclubs, and a variety of restaurants. Sightseeing trips to Mayan archeological sites and other regional attractions are easily arranged.

MIA at Riviera Maya

One way to get a new shared ownership property off to a good start is to locate it between the popular towns of Cancún and Playa del Carmen. MIA at Riviera Maya is the first project for Destinos Turísticos de Playa Pepempich and, indeed, the setting invites well-rounded leisure stays, with easy access to unspoiled beaches, nature parks, ecological reserves, and archeological sites.

The resort wraps around a common area laced with tropical garden walkways and ponds. Three-bedroom villas feature an open layout with a large living and dining space, and a full kitchen with granite counters and stainless steel appliances. The master suite has its own terrace and a large en-suite bathroom with two sinks and a sunken hot tub.

Among the amenities are a restaurant, bar, deli, and snack bar; swimming pools and a hot tub; a fitness club; and a white-sand beach. Nearby activities include fishing, diving, snorkeling, kayaking, championship golf courses, and horseback riding.

Velence Resort

Midway between Budapest, Hungary's capital, and the popular tourist town of Lake Balaton, Velence Resort on the shores of Lake Velence offers similar wellness amenities and therapeutic waters — without the crowds. Guests can dip into one of the warmest lakes in Europe, boasting an average summer water temperature of 80°F (27°C), from a private beach.

To complement the lake's healing properties, an extensive facility features three mineral pools filled from the resort's own thermal spring, as well as saunas, steam cabinets, a plunge pool — even an invigorating ice cascade. Guests may schedule a thalassotherapy treatment, choose from a dozen styles of massage, take a class, or sign up for a personal trainer.

The timeshare units have kitchenettes, satellite TV, Internet access, and private balconies, some overlooking Lake Velence. In addition to the spa, the property has a bicycle trail, a clubhouse, a marina, a restaurant, a beach bar, and plenty of programming and activities for kids.

MIA AT RIVIERA MAYA



VELENCE RESORT



Resort Suites at Sunway Resort Hotel & Spa

What better spot for the first shared ownership project of Sunway Group, a widely recognized and diversified Malaysian conglomerate? Under its Sunway International Vacation Club brand, Resort Suites is part of Sunway Integrated Resort City, a man-made paradise spread over 800 acres (324 hectares). Located near Kuala Lumpur, Malaysia's capital, the leisure park has more than 7 million square feet (650,000 square meters) of world-class facilities.

At the property, 36 timeshare units offer easy access to the complex's amenities: Themed mall Sunway Pyramid houses more than 800 specialty stores. Sunway Lagoon, one of Asia's most



RESORT SUITES AT SUNWAY RESORT HOTEL & SPA

popular attractions, showcases the region's largest man-made surf beach, as well as an interactive wildlife zoo and extreme-sports venues. And Balinese-inspired Mandara Spa pampers guests with a menu of aromatherapy massages, wraps, and facials.

The studios include kitchenettes, along with living and dining areas and Wi-Fi.

On-site are a swimming pool with waterfall and poolside bar; a fully equipped, 24-hour fitness center; and five restaurants, featuring cuisine ranging from Pan-Asian to Italian-American.



Hospitality clients tell us that success depends on delivering stellar customer experiences. At Foley, we define success the same way — which is why we're a single source of award-winning client service and legal solutions.SM As a national Hospitality, Resort & Golf Industry Team, we're wherever you need us, with first-hand experience that spans timeshares, fractional ownership properties, hotels, golf courses, and resorts.

Tell us how Foley can help add value to your hospitality business. Contact Orlando Partners Bill Guthrie at bguthrie@foley.com or Dan Bachrach at dbachrach@foley.com.

Mr. Guthrie, a Hospitality, Resort & Golf Industry Partner, has handled condominium, resort, and hospitality legal matters for 17 years. He received his J.D. from the University of Florida Levin College of Law in 1994 and was admitted to the Florida Bar in 1994.

Mr. Bachrach, a Hospitality, Resort & Golf Industry Partner, has handled condominium, resort, and hospitality legal matters for 15 years. He received his J.D. with honors from the University of Florida Levin College of Law in 1996 and was admitted to the Florida Bar in 1996.

^{*}Foley received a top 10 ranking on the 2011 BTI Client Service A-Team survey (The BTI Consulting Group, Wellesley, Massachusetts) for strong client focus, breadth of service, innovation, and value for the dollar.

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TECH TALK

Moving Toward Mobile

When it comes to communication technology, there's no such thing as "little steps" any more. Progress is measured in giant leaps — leaps that can change the social network landscape in weeks and months rather than years. Interval International members appear to be keeping up with the pace — based on Interval's *Communication is Key: Communication Technologies & the Interval Member: US Interval Members*, released in summer 2011.



In 2008, a similar survey showed that the average Interval member owned a mobile phone, used the Internet daily, participated in some form of social media, and also seemed to be in the early stages of adopting text messaging. Back *then*, tablets were an unknown product, email on smartphones was mostly relegated to a few brands, tweets were for birds, and Facebook was just taking off.

And today? Take a look at some of these findings from the current study:

The New Social Mobility. The percentage of members who own mobile phones increased only slightly to 96 percent. But the manner in which they're used has drastically expanded: Use of text messaging jumped more than 12 points to 66 percent. Those utilizing phones for emails have nearly doubled. And the mobile app (which wasn't addressed in the 2008 survey) now contends with email and Internet.

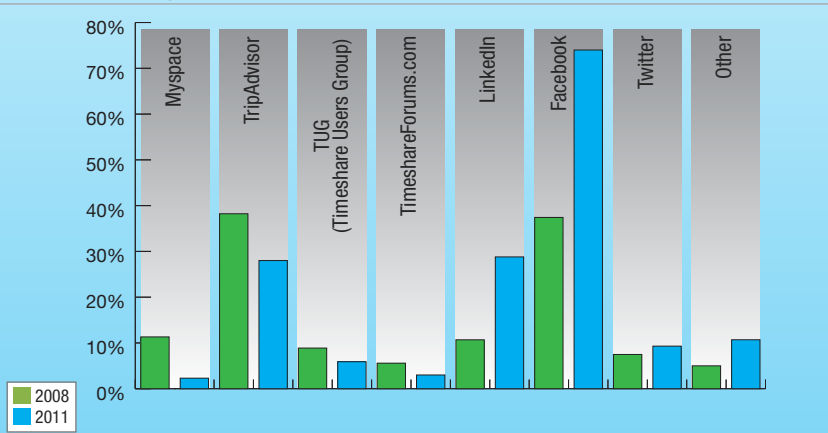
More Facebook Time. Results indicate that not all social media are created (or at least *used*) equal. The number of members on Facebook has nearly doubled and LinkedIn has grown by more than 2.5 times. But use of other sites, including TripAdvisor, Myspace, and timeshare-specific forums, has fallen.

The Value of Interval Community. Since 2010 when the forum launched, it has attracted more than 100,000 viewers. Of those who reported participating in Community, 64 percent said they've downloaded information from the site.

Online Buying. Members reported being very comfortable with making purchases online, with more than half paying monthly bills on the Internet, and some 65 percent shopping online "often" or "frequently."

Quick takeaway? Interval members are embracing new technologies at a rapid pace. The popularity of Interval Community and increasing mobility of communication devices suggest that members are open to conducting business and keeping in touch via social media, wherever they are.

Participation in Social Media



DEVELOPERS' PICK

CLUB INTERVAL GOLD



"...The most exciting new innovation in points programs ..."

Succinct. Direct. Short. And to the point. That comment came from Herb Hennessey, chief operating officer of Grand Seas Resort in Daytona Beach, Florida. Hennessey says that his embrace of Interval International's Club Interval GoldSM was immediate: "I knew that points was the way to go."

Barely a year old, the program continues to draw praise from clients who are using it. After all, the system that converts traditional fixed- or floating-week-based product into points was designed with timeshare resorts in mind.

Grand Seas Resort offers a fixed-week product, and Hennessey reports that the number-one request from prospects and owners has been for a points system. "We'd been talking about creating our own program, but we were excited that Interval decided to do it first." One of the primary reasons clients participate in Club Interval Gold is that they can avoid the investment associated with creating and operating a points-based program.

Hennessey attributes the high quality of the Interval product with thorough research and careful implementation. "Interval spent a lot of time on the program and that effort shows. It's probably the most exciting new innovation in points programs out there."



CRUISE — AND BLUES — NEWS

Interval Travel Earns Norwegian Cruise Award

Interval Travel achieved Norwegian Cruise Line's President's Club status for its 2010 sales results with the cruise line. The honor is given to the top-tier travel agencies for excellence in sales and outstanding support of the Norwegian product. Interval Travel has received the recognition for nine consecutive years.

Interval was presented with a piece of art created exclusively for the travel agency by Blue Man Group, the cast of electric-blue-skinned performers who entertain audiences with music, comedy, and audience participation. Norwegian is the official cruise line of Blue Man Group, which debuted at sea on the *Norwegian Epic*.

"We're pleased to receive this honor from Norwegian Cruise Line," says Raul Estrada, Interval's senior vice president of global member services, "and look forward to continuing to offer our members the wide array of flexible vacation experiences that Norwegian is known for delivering."

WHAT MEMBERS LOVE

Pure Platinum

HERE'S WHAT MEMBERS ARE SAYING ON INTERVAL COMMUNITY ABOUT INTERVAL PLATINUMSM MEMBERSHIP:

Love my Platinum! Joined on 3-10-11 and immediately got \$50 off a Getaway price for 4-2-11 to Williamsburg, Virginia, and a free Guest Certificate for my daughter's vacation in May. Can't beat that! Plus you get two ShortStay vacations for each week deposited for only \$159 each and lots of other perks. I am thinking about joining for four years. ... You get the fifth year free. ENJOY!! — Lazyriver75

Platinum pays for itself if you do about three Getaways a year or three Guest Certificates or a mixture of the two. I do a lot of Getaways so it is a good choice for me. Others love it for the free Guest Certificates. — siglersix

I have used the Platinum on a Getaway recently. Did you know that for the first year of your membership, you get \$75 off the price listed for the Getaway? In other words, take an additional \$25 off the listed Platinum price. Makes it a great deal. — GrandmaEm

I upgraded to Platinum several months ago. Right after I did, I noticed that I was having some great Platinum Escapes. Wonderful deal for my family and friends! — lovmycof

Getaways are one of the BEST features I offers. Just upgraded to Platinum because of them! — NewYorker1

Steve Beaudet/Norwegian Cruise Line

NEW AT INTERVAL



Discount Shopping Dollars

ENHANCE SALES AND MARKETING PROGRAMS

The latest addition to Interval Affiliate Advantages? Discount Shopping Dollars at preferential rates to Interval resort partners. The new product from Entertainment PromotionsTM is perfect for use as a purchase incentive, customer reward, and for other sales and marketing purposes.

The program is the outcome of Interval's long-standing relationship with Entertainment[®], a recognized market leader in the discounts and promotions sector.

Discount Shopping Dollars offer owners/members:

- Savings of up to 90 percent with more than 200,000 offers
- "Virtual dollars" redeemable for brand-name merchandise, dining, and entertainment
- Denominations from \$25 to \$500

To purchase Discount Shopping Dollars for a substantial discount, affiliated developers may contact Interval@entertainment.com or +855.554.3231.

Did You Know?

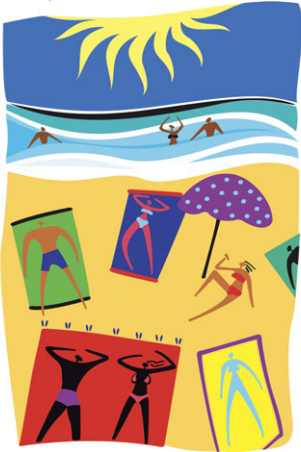
Which source of travel information elicits the most confidence from leisure travelers when making decisions about their vacations?

- Online travel information sites such as Expedia and Travelocity
- Online advisory sites such as tripadvisor.com
- Travel guidebooks
- Travel advertising
- Recommendations from family and friends
- Facebook/Twitter

[Answer: e. Recommendations from family and friends. According to the 2011 *Portrait of American Travelers*SM, 79 percent have confidence in information from friends and family; travel guidebooks elicit 59 percent confidence in information from travel information websites, 55; online travel advisory sites, 53; travel advertising, 30; and social media sites trail at 25 percent — but that's a jump from 19 percent from the year before!]

SURVEY SAYS

U.S. Interval Members Bullish on Future Shared Ownership Opportunities



U.S.–resident members of Interval International own approximately 1.9 weeks of shared ownership vacation time or its equivalent, travel an estimated 22 nights per year solely for leisure purposes, and report household income of approximately US\$121,175 per year. More than half further indicate a household income that is at least twice the median household income measured by the U.S. Census Bureau. Additionally, 20 percent state they are likely to purchase more time in the future.

These findings are from Interval International's *2011 U.S. Membership Profile*, which was developed from a sample of U.S.–resident vacation owners maintaining an active membership with Interval. The online study was undertaken to provide insights for establishing services and benefits to be offered to Interval members, and may also be useful to resort developers and prospective industry entrants in designing their products and building their marketing strategies.

Respondents desiring to purchase additional vacation time continue to seek warm-weather locations and family-style accommodations. They remain most interested in the two-bedroom configuration, with nearly two-thirds (65.8 percent) citing a preference for that unit type. Approximately 9 percent aspire to buy a unit consisting of three bedrooms or more.

"The opportunity to vacation with family and friends has long been one of the hallmarks of timesharing," notes David Gilbert, Interval's executive vice president of resort sales and marketing. "Even in tough economic times, it is encouraging to see that the appeal of vacation ownership remains strong among our members."

Other notable findings from the *2011 U.S. Membership Profile*:

- Members spend an average of 6.2 nights away from home when visiting domestic locations for leisure and 4.1 nights when traveling to international places.
- Florida, California, Hawaii, Arizona, and South Carolina represent the most frequently cited destinations members would like to visit in the next two years. Internationally, they cite the Caribbean as their most preferred locale.
- Fully eight out of 10 acquired their shared ownership interests from resort project developers and management companies.
- Approximately 83 percent of Interval's U.S. members report satisfaction with their vacation ownership.
- Nearly one-third own a second home (not including their timeshare).
- More than two out of every three (68 percent) would be interested in taking a cruise during the next two years. []



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Chicago Title Timeshare simplifies the way you do business through constant innovation and powerful expertise. From our dedicated and efficient team, to our Inventory Reclamation Program, Foreclosure and Online Title Transfer Services, Chicago Title Timeshare provides the most effective tools to the Vacation Ownership and Timeshare Industries.

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Unrivaled Power at the Point of Sale

Boost your year-round value through Interval Gold and Interval Platinum.

INTERVAL GOLD®

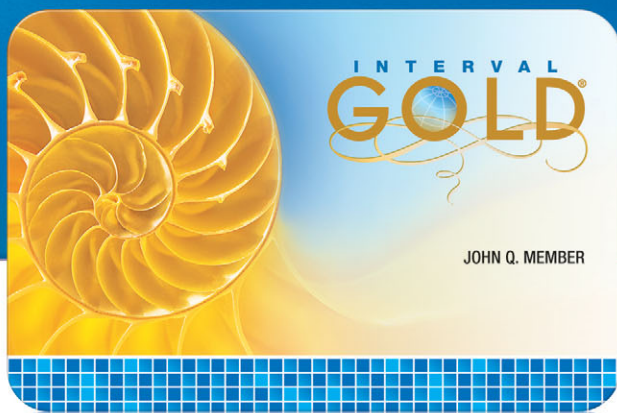
A proven product enhancement that is a strong purchase motivator, Interval Gold offers exceptional benefits including:

- **ShortStay ExchangeSM** — trade resort weeks or points for multiple vacations of one to six nights each
- **Interval Options[®]** — trade resort weeks or points toward the purchase of a cruise, golf, or spa vacation
- **\$25 off** the already-low prices of Getaways, weekly rentals of resort accommodations
- **Hotel, Dining, and Leisure Discounts** at thousands of establishments
- **VIP ConciergeSM** — personal assistance 24/7
- **Hertz #1 Club Gold[®]** membership
- **Cash back** on selected cruises booked through Interval Travel

INTERVAL PLATINUMSM

Our most prestigious level of membership, Interval Platinum delivers everything that Interval Gold offers ... and more! Interval Platinum benefits include:

- **A total of \$50 off** Getaways
- **Priority Getaway Viewing** — access to Getaways before other Interval members
- **Platinum Escapes** — deeply discounted vacation weeks available by email invitation only
- **Free Guest Certificates** — to give the gift of Getaway or exchange vacation time to friends and family, at no extra cost
- **Airport Lounge Membership** — access more than 600 airport VIP lounges in over 300 cities in more than 100 countries*
- **Companion Airline Travel Program** — to purchase one adult round-trip, coach-class ticket to selected cities and receive a companion ticket



Upsell your premium products with a two-tiered approach — Interval Gold and Interval Platinum!

Interval International offers tools for your success.

With 35 years' experience as a leader and innovator in the shared ownership industry, Interval International® has developed powerful tools to support the sales process and keep owners satisfied.

Interval's high-impact marketing materials beautifully showcase the advantages of shared ownership and the variety of exciting travel opportunities that await. Colorful posters, brochures, wall displays and maps, and DVDs convey a sense of fun and adventure, while illustrating the scope of Interval's global network.

After the sale, Interval's value-added benefits and attractive member communications reinforce the purchase decision, help reduce rescissions, and enhance buyer satisfaction. As owners sign in to IntervalWorld.com, peruse the *Interval International Resort Directory*, or browse *Interval World*® magazine, they are continually reminded of the advantages of shared ownership and Interval membership.

Interval's attractive marketing materials capture buyers' interest and keep them engaged.





Interval World® Magazine



Dream Vacation Week Package



Complete Sales Kit or Portfolio only



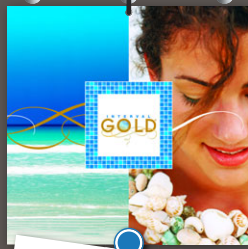
Resort Directory



Point-of-Sale Brochure



Interval Platinum SM Kit



Interval Gold® Kit



Poster Series



Club Interval Gold SM Kit



Leisure Time Passport® Kit



Interval Worldwide Resort Map



20-Year Calendar



Free-Standing Gallery Panels



Sales Center Showcase Panels



Your World. Your Time. DVD



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The Road to Recovery: Slow but Sure

By Peter C. Yesawich, Ph.D.

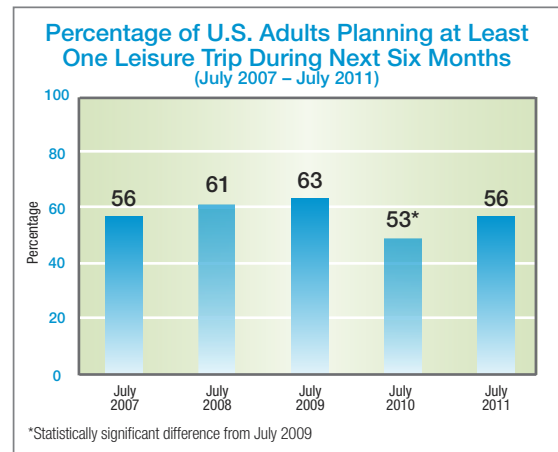
With a Traveler Sentiment Score of 116.2 in July, U.S. adults became substantially more positive than negative about their “interest in travel.”

Demand for leisure travel services is the precursor of demand for the purchase of vacation time. Hence, the evolving travel intentions of U.S. adults provide a valuable clue as to what developers and marketers of vacation time can expect in the months ahead.

According to the most recent *Ypartnership/US Travel Association Traveler Sentiment Index™*, 56 percent of U.S. adults were planning to take at least one leisure trip between July 2011 and January 2012. Although down from the incidence recorded in July 2009 when U.S. adults had more time available for leisure travel during the height of the Great Recession, the July 2011 percentage equals that observed in July 2007 prior to the beginning of the recession as revealed in the chart to the right.

Gas Prices Douse Travel Intent

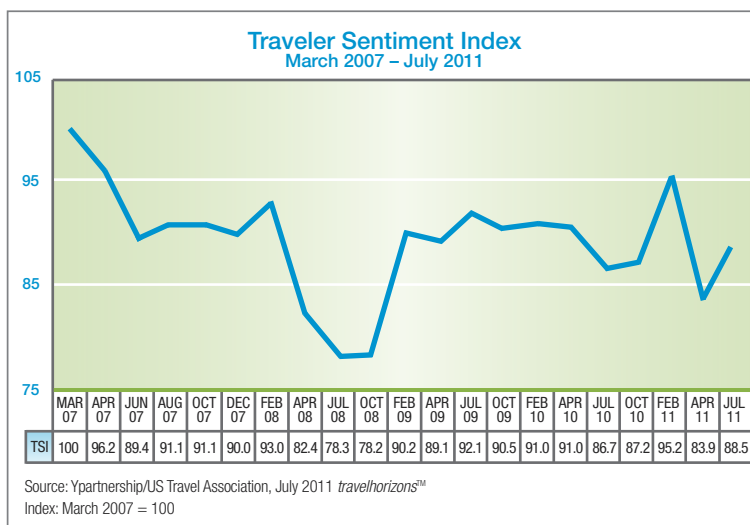
After tumbling in April 2011 — due primarily to the rising cost of gasoline and ominous forecasts that the price of gas could reach US\$5 per gallon during the summer — the Traveler Sentiment Index (TSI) recovered in July. As of that month, the overall TSI stood at 88.5 — up 4.6 percent from April, but still down 11.5 percent from the March 2007 base of 100. On a positive note, all six



TSI indicators improved between April and July 2011, with the “affordability of travel” increasing by nearly 30 percent, as gasoline prices declined from their April high. And although the actual impact of the escalating price of gasoline on demand for leisure travel services has proven modest in even the worst-case scenarios, marketers of vacation time should monitor this sentiment closely, as one’s personal automobile remains the most frequently used form of transportation to take vacations.

Yet, consumers’ intentions are nothing if not dynamic, as confirmed by the fact that February’s dramatic rise in domestic travel intentions was a short-lived phenomenon. Consistent with the trend observed in the TSI, the February Index of Consumer Confidence also rose to its highest level that month since February 2008. The corresponding lift in optimism suggested that American consumers had become more hopeful about the growth of the U.S. economy, and that sanguine view translated into a significant jump in leisure travel intentions.

This sentiment was quickly replaced with a dose of reality, however, as measured by both the March 2011 consumer price index and April TSI. Specifically, the April data signaled a note of caution for the industry. And although the July TSI revealed a more buoyant mood, it remains lower than the corresponding measurements taken through some of the most difficult months in 2009. The trend in the TSI since its inception is revealed in the chart to the left.



Continued on page 16



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Continued from page 14

These data suggest there is currently little pricing power in the marketplace, and purchasers of resort real estate, regardless of its form, will demand even greater value for their vacation dollar in the months ahead.

Travel Interest Inching Higher

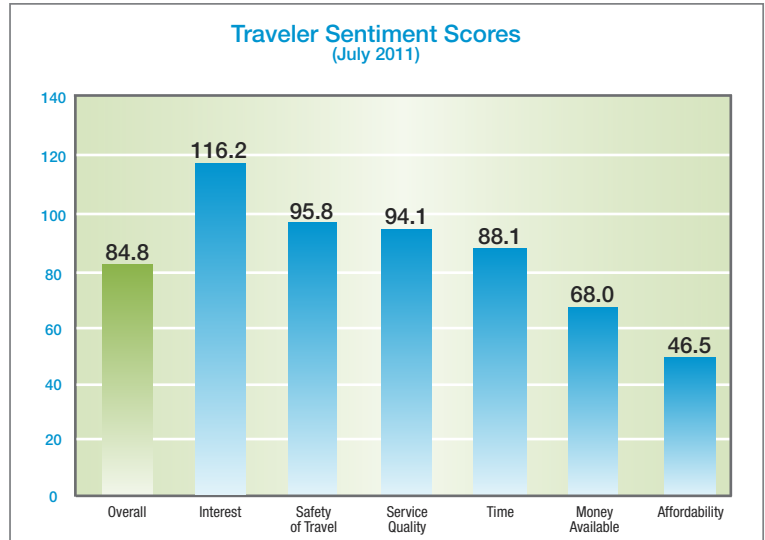
While the TSI reveals the travel intentions of U.S. adults, Traveler Sentiment Scores (TSS) at right reflect the differences between those who are positively predisposed toward leisure travel and those who are less so along specific expectations with respect to leisure travel. A score of 100 suggests that equal percentages of U.S. adults hold positive and negative perceptions along the variable measured. Scores above 100 indicate more positive than negative perceptions, while scores below 100 reflect more negative perceptions.

With a Traveler Sentiment Score of 116.2 in July, U.S. adults became substantially more positive than negative about their “interest in travel.” It should be noted that interest in travel is the only TSS factor that is greater than 100 and, in fact, has not dropped below 100 since the *travelhorizons*™ survey premiered in March 2007.

Perceptions of the “safety of travel in the U.S.” and “quality of service” weighed in just below 100 in July, while perceptions of service quality have hit the 100 mark only two times over the 21 survey waves conducted since March 2007 — first in March 2007 (100.2) and then in February 2009 (102.1). In general, service quality scores have hovered between the high 80s and mid-90s throughout the *travelhorizons* program.

The perceived “safety of travel in the U.S.” displays a similar pattern. Beginning with a score of 104.0 in March 2007, this measure declined to just below 100, until topping the 100 mark in both October 2008 and February 2009. The safety score has fallen below 90 only one time, in February 2010, apparently as a direct result of the December 2009 attempted airliner bombing.

Perceptions of “money available for travel” and the “affordability of travel” are the most negative among the six TSS indicators. In July, only 7 percent of U.S. adults felt that travel was more affordable than one year prior, while 61 percent reported that travel was less affordable. Perceptions of affordability have never approached 100 and, in fact, fell to an all-time low of 21.0 during the



Financial Factors Influencing Leisure Travel (July 2010, April 2011, and July 2011)

Financial Factor	July 2010	April 2011	July 2011	Change from July 2010
Price of a gallon of gasoline	51%	68%	62%	+
Price of air travel	55	62	59	+
Meltdown of U.S. economy	57	61	58	+
High level of credit card debt	53	57	57	+
Expectation of making less money this year	57	60	56	-
Expectation that I or spouse/partner will lose job	54	57	55	+
High level of personal debt	57	54	55	-
Rising cost of healthcare	54	56	51	-
Declining value of the dollar	49	54	51	+
Price of cruises	47	55	50	+
Possible increase in mortgage payment	50	52	49	-
Financial bailout	49	51	49	NC
Price of hotels/motels/resorts	46	51	49	+
Cost of theme parks/attractions	49	51	49	NC
Possible increase in monthly rent	50	53	48	-
High level of debt of family members	48	52	48	NC
Cost of entertainment	47	52	48	+
Value of my retirement fund	51	49	48	-
Volatility of the stock market	49	45	47	-
Size of the national debt	NA	NA	46	NA
Reduced value of my primary home	47	48	46	-
Value of my investment portfolio	50	46	45	-
Saving for retirement	47	45	45	-
Declining value of real estate values generally	46	50	44	-
Cost of dining out	45	46	43	-

Note: Percentages in bold denote a statistically significant difference from April 2011. Source: Ypartnership/US Travel Association, July 2011 *travelhorizons*

Continued on page 18



Puts You on the Path to Profits

Interval International has teamed with Trooval, Inc. to offer participating developers a way to reduce marketing costs, increase volume per guest, and ultimately boost their bottom lines.

The only business-intelligence company dedicated exclusively to the timeshare industry, Trooval has developed analytic software and services that answer these critical questions:

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- Which potential buyers have the means to qualify for financing?
- Which premiums should be offered for which tours?

Trooval's predictability services and tools allow sales and marketing staffs to invest in tours with the most potential. As an Interval Affiliate Advantage, Trooval will:

- Waive all training fees for the client's active sales locations at Interval-affiliated resorts for three months following contract execution (a value of \$5,000 per sales location).
- Waive initial segmentation-analysis fees for unlimited channels at one resort for each developer (an estimated value of \$10,000 to \$45,000).*

*A separate analysis is required for additional sales locations.

To learn more, contact **Laurie Hansen**, director of business development, at +321.388.2383 or Laurie@trooval.com.

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Continued from page 16

height of the Great Recession. The “money available for travel” factor actually peaked in March and April 2007, fell into the 50s during the recession, and has languished in the 60s since October 2009. These data suggest there is currently little pricing power in the marketplace, and purchasers of resort real estate, regardless of its form, will demand even greater value for their vacation dollar in the months ahead. The most recent TSS scores appear in the chart on page 16.

Financial Factors

As was the case in April 2011, the cost of gasoline remains the financial factor most likely to influence near-term demand for leisure travel services. The percentage of U.S. adults citing this as the variable of greatest concern increased from 51 percent in July 2010 to 62 percent in July 2011. (See chart on page 16.)

On a positive note, only nine of the 25 financial factors increased in rated concern between July 2010 and July 2011.

In summary, the most recent results of our *travelhorizons* survey reveal that leisure travel intentions are improving, yet concerns about the affordability of travel remain palpable. This suggests that developers and

marketers of vacation time need to ensure that their products deliver excellent value in relation to their cost at both point of sale and in the subsequent years of ownership. These concerns also underscore the need for creative financing and usage options that facilitate initial sales transactions. **[]**



Peter C. Yesawich, Ph.D.,

is chairman and CEO of Ypartnership, a marketing, advertising, and public relations agency that specializes in serving travel, leisure, hospitality, and entertainment clients. For further information on the results of the Ypartnership/Harrison Group 2011 *Portrait of American Travelers*™ survey, please visit the Publications section of ypartnership.com.

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Fourth Annual JT Walk Raises US\$1.4 million



In business, sports, or fundraising, goals are the brass ring — something to reach for but not always to achieve. In the case of the JT Walk, however, goals seem to be the starting point — something to get *past*.

Once again, the yearly event in Virginia Beach, Virginia, to raise awareness and funds for the battle against ALS (Lou Gehrig's disease) surpassed its goal, exceeding the amount of US\$1.2 million by US\$225,000. And instead of drawing the anticipated 5,000 participants, the day that started out in front of Ocean Beach Club on the Virginia Beach oceanfront attracted 8,000 people on Sunday, October 9, 2011.

In its fourth year, the JT Walk & Beach Party continues to rally friends, family, and the shared ownership community to contribute to the ALS Association and other projects in the name of Josh Thompson. Josh was diagnosed with ALS in 2007. His father, Bruce Thompson, CEO of Gold Key/PHR Hotels & Resorts, established the event as part of the ALS Association's Walk to Defeat ALS in 2008. That first year, the JT Walk team raised US\$1 million and drew 7,000 participants — seven times the goal. The following year, the Grommet Island Beach Park, a beachfront park designed for visitors with limited mobility, was added to the project list. And in 2011, the fundraiser allotted approximately half of the proceeds toward an intensive care transport designed for children to the Children's Hospital of the King's Daughters.

"Virginia Beach is blessed to have the Thompson family and Gold Key Resorts as part of its community," says Michelle DuChamp, Interval International assistant vice president of business development. "I am proud to have represented Interval at all four walks. It was worth every step." Interval is a supporting sponsor of the JT Walk.

Bruce Thompson reflects on the success of the effort: "It is the overwhelming outpouring of support from thousands of people, whose generosity knows no limits, that drives Josh's dream of turning tragedy into hope and sustains our family. We promise to continue our fight to find a cure for Josh and all others who suffer from this horrific disease."

At Interval's Shared Ownership Investment Conference in October 2011, Craig Nash, chairman, president, and CEO, and David Gilbert, executive vice president of resort sales and marketing, recognized Thompson's contributions with an award presentation. Says Nash, "It's a small gesture to show our admiration for the good that Bruce, Josh, and the Gold Key family have done."

The date for the fifth annual JT Walk is Sunday, October 7, 2012. Visit jtwalk.org for more information.

1,000 Vacations for Military Personnel Courtesy of Westgate Resorts

In tribute to the men and women who have served in Operation Iraqi Freedom, Operation Enduring Freedom, and the war on terror, Westgate Resorts has given away 1,000 three-day, two-night stays at one of four of its nine Orlando-area resorts. The one-time Military Appreciation Offer was for a weekday stay in a king studio villa at a property just a few minutes' drive from many of the area's world-class attractions and theme parks.

The company offered the package to the first 1,000 eligible callers who phoned Westgate starting at 9:00 a.m. Eastern time, on Tuesday, October 11. Mark Waltrip,

Westgate's chief operating officer, notes that all 1,000 stays were given away within the first four hours. "We are now taking names for the next time we do this."

In the meantime, Westgate continues to take 10 percent off the best available rate for government and military employees.

"Having served in the armed forces myself, I am extremely proud of the great American tradition of service to our country," says David A. Siegel, Westgate Resorts founder and CEO. "I consider it a privilege to provide 1,000 complimentary vacations to these deserving American heroes."



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Marriott Vacation Club International Cares for Local Kids



Marriott Vacation Club International presented a record-breaking donation of US\$170,000 to Greater Orlando Children's Miracle Network Hospitals, benefiting Shands Hospital for Children at the University of Florida and Arnold Palmer Medical Center.

Steve Weisz, president of Marriott Vacation Club International, presented the check to Cathy Droke, director of Greater Orlando Children's Miracle Network Hospitals.

"We are very pleased to present this year's record-breaking Caring Classic donation to Greater Orlando Children's Miracle Network Hospitals," says Weisz. "These extraordinary results could not be achieved without the support and generosity of the more than 200 Marriott Vacation Club business partners and participants who share our commitment to helping sick kids get better."

Since its inception 14 years ago, the company's Caring Classic corporate charity golf tournament has raised funds exclusively for Greater Orlando Children's Miracle Network Hospitals, contributing a cumulative total of nearly US\$1.4 million to the charity.

This year's tournament set a new record for the most money raised by a single-day event for Children's Miracle Network Hospitals in Central Florida.



Left to right: Cathy Droke; John Bozard, president of Orlando Health Foundation; Steve Weisz; Ed Kinney, event founder and vice president of corporate affairs for Marriott Vacation Club International; and Children's Miracle Network children Alexis Budd and Emma Provenzano with brother Brandon Provenzano.

Five Nonprofits Benefit From Festiva Charitable Fund



Jamie Compton (center), general manager at Rangeley Lake Resort, and Tamara Moran, director of in-house sales, presented the donation check to Bill Pierce, director of development for Rangeley Lakes Heritage Trust.

Every year since 2006, the Festiva Hospitality Group, Inc., has chosen nonprofit organizations in communities where Festiva employees live and work to benefit from its Festiva Charitable Fund, whose primary focus is to promote education and eliminate poverty in those communities. A committee is formed annually to choose organizations that will benefit that year, based on research and recommendations from staff in that community.

For 2011, groups in Asheville and Banner Elk, North Carolina; Portland and Rangeley, Maine; and Wisconsin Dells, Wisconsin, received support from the flexible endowment fund.

Staff in Asheville, Festiva headquarters, chose Bus-Pass-It-On, a grassroots initiative to address the transportation needs of the homeless, as the recipient. In Banner Elk, the Grandfather Home for Children received funds for its mission to serve victims of neglect and abuse. The Portland committee chose Preble Street, which provides accessible barrier-free services for people experiencing homelessness, hunger, and poverty. In Rangeley, the Rangeley Lakes Heritage Trust, dedicated to preserving natural areas, scenic beauty, critical wildlife habitat, and cultural heritage, was selected. And in Wisconsin Dells, The Kids' Ranch was awarded money for its early intervention efforts for youth ages 6 to 10.



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Shared Ownership: Focus of Meetings Around the World



Autumn 2011 was a busy time for shared ownership veterans, new entrants, and developers and institutions poised to join the industry. They traveled to Santiago, Chile; Orlando, Florida; Washington, D.C.; Marbella, Spain; and Australia's Gold Coast to learn, discuss, debate, and exchange information, success stories, and advice. The "meeting season" launched with the Australian Timeshare Holiday Ownership Council (ATHOC) event September 11 to 13, and wrapped up with the American Resort Development Association (ARDA) fall conference November 9 to 11.



Words of Wisdom Shared Perspectives at Shared Ownership Investment Conference

- “No more business as usual.”
- “Value is still in vogue.”
- “Expect a strong recovery.”
- “Still waiting for recovery.”
- “As supply levels off, demand grows.”
- “Be concerned — not alarmed.”
- “Financing is the key.”
- “Occupancy remains strong.”
- “FICO scores matter.”
- “Flexibility is number one.”

Just some of the catch-phrases heard from speakers, presenters, and delegates at the 13th Annual Shared Ownership Investment Conference, October 17 to 19. The observations reflect a span of opinions and realities facing the industry, many of them seemingly contradicting. Any number could serve as timeshare tag lines. In the aggregate, they illustrate the dynamism of the shared ownership environment today.

Bringing Down the House Held at The Peabody Orlando in Florida, the conference hosted some 500 registered delegates who participated in panel discussions, informative sessions, luncheon programs, and networking events. Special guest speaker Jeffrey Ma,

subject of bestselling book *Bringing Down the House* and the real-life inspiration for the movie *21*, spoke about how Web 2.0 is changing business. And Peter C. Yesawich, Ph.D., chairman and CEO of YPartnership, talked about his agency's *2011 Portrait of American Travelers*™.

Yesawich presented the latest findings from the annual study, which continues to underscore consumer concerns about value and time. As part of the New Frugal, customers still seek quality at an affordable price. “Cheaper,” said Yesawich, “is chicer.” His analysis of the time crunch, peppered with punchy descriptions such as “time poverty,” “speed vacations,” and “share of clock,” sheds light on travel trends such as last-minute planning, weekend getaways,

and an unwillingness to spend a lot of time *traveling* to a destination. “We live in a new culture of impatience,” he said. Yesawich also noted the growing interest in “comfort” vacations and spa facilities.

Meet the Leaders

During the “Meet the Leaders” session, a panel of industry experts commented on current issues affecting the shared ownership and hospitality industries and the near-future outlook. Howard Nusbaum, chairman and president of ARDA, moderated the discussion among Sheldon Ginsburg, chairman and CEO of Shell Vacations LLC; Craig M. Nash, chairman, president, and CEO of Interval Leisure Group; Sergio Rivera, CEO of Starwood Vacation Ownership; and David Siegel,



Facing page: Peter Yesawich shared findings from the most recent YPartnership study. Clockwise from top left: Terry Jones (left) of Beach Quarters in Virginia Beach, Virginia, took home US\$5,000 as a Winners Circle contestant; Bruce Thompson, CEO of Gold Key/PHR Hotels & Resorts, received an award for his contributions to his Virginia Beach community and to efforts to find a cure for ALS (see related story on page 20); David Gilbert and Craig M. Nash made the presentation to Thompson; Conference sessions attracted audiences with timely topics and lively discussion; The Meet the Leaders panel included (left to right): Sheldon Ginsburg, Craig M. Nash, Howard Nusbaum, David Siegel, and Sergio Rivera.

president and CEO of Westgate Resorts. This august group engaged in a conversation characterized by honesty, straightforward assessments, self-critique, and a hopeful outlook for succeeding in a climate where “business as usual” is no more.

Winner Takes US\$5,000

The meeting was also an opportunity to recognize 10 outstanding sales professionals from the U.S., Mexico, the Caribbean, and South America. Guests of the conference, the Winners Circle contestants were each called on stage to select a travel case: nine contained US\$500 — and just one held a check for US\$5,000. The lucky winner of this year’s drawing was Terry Jones, with Beach Quarters in Virginia Beach, Virginia.

David Gilbert, Interval’s executive vice president of resort sales and marketing, reflects on the importance of the conference. “We’re proud of the leadership role we’ve taken to communicate the potential that shared ownership offers developers and lenders in the resort real estate sector. These events are especially relevant in today’s economic environment because they provide delegates with valuable information on how to capitalize on the current marketplace.” [1]

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Meetings Around the World



South American Hotel & Tourism Investment Conference, Santiago, Chile

A robust attendance at the 2011 South American Hotel & Tourism Investment Conference signaled the potential for shared ownership growth on that continent. Interval International was a gold sponsor of the meeting in Santiago, Chile, September 21 and 22. The gathering attracted more than 300 participants from 18 countries.

Marcos Agostini (above, at lectern), Interval's vice president of resort sales and service, Latin America, participated in the "Development Strategies for Shared Ownership" discussions. "This conference has become an influential event in South America, and we are pleased to support it," Agostini says. "It's a great opportunity for delegates interested in the industry, providing access to information about the opportunities in the region."

The program included educational sessions led by renowned international experts from the private and public sector, as well as multiple networking activities. The sessions explored new projects, analyzed regional trends, and studied key issues that affect future development in South America.

Alternative Ownership Conference Asia Pacific, Bangkok, Thailand

New Challenges: Future Visions was the theme of the Alternative Ownership Conference Hotels and Resorts Asia Pacific (AOCAP).

The Shangri-La Hotel in Bangkok, Thailand, hosted the event held October 9 to 11. Interval International, a platinum sponsor of the conference, was represented by several senior-level executives, including David Clifton, senior executive of business development; Darren Ettridge, senior vice president resort sales and business development, Europe, Middle East, Asia and Africa; and Joe Hickman, executive director of resort sales and service, Asia Pacific.

Clifton moderated a panel entitled "Sales and Marketing Track," which examined innovative approaches, differentiated products, and contrasting markets. Hickman moderated a panel named "Technology Track: Software for a New Level of Service," and Ettridge participated in a discussion on the value proposition of differing shared ownership products.

The event attracted 100 delegates from across Asia and beyond. "This was the third AOCAP we have sponsored and participated in, and it was by far the best organized and attended conference to date," says Hickman.

Resort Development Organisation, Marbella, Spain

Interval International was a platinum sponsor at the second annual Resort Development Organisation (RDO) conference held in Marbella, Spain, September 26 to 28. Approximately 180 delegates from across Europe and beyond met to discuss and debate issues under the theme Mapping the Journey.

Darren Ettridge, senior vice president of resort sales and business development, EMEAA, for Interval, took part in a panel debate entitled "Fractionals — What Next?" Michael Myers, group director of marketing and travel, led a session named "What Do They Think of Us?" featuring video interviews with two leading British travel journalists.

Also in attendance from Interval's London office were Jose Miguel Echenagusia, vice president of legal services, EMEAA; Janice Anderson, vice president of client services, EMEAA; Joachim Mezger, vice president of resort sales and business development, Europe; Elisa Suero-Diez, regional director for Spain; Chris Sheldon, assistant director of sales for several European countries; and Tania Potter, account executive.



Australian Timeshare Holiday Ownership Council, Gold Coast, Australia

Joe Hickman (far left), executive director of resort sales and service, Asia Pacific, and Sean Farquhar (second from right), executive director of operations, Asia Pacific, represented Interval at the annual ATHOC Conference September 11 to 13. Farquhar spoke about the differences and similarities of serving the Asian and Australia/New Zealand markets. Approximately 100 delegates from the region attended the three-day event at the Watermark Hotel in Surfers Paradise, Queensland, Australia.

Interval also hosted a luncheon and took the opportunity to present the Australia and New Zealand Interval affiliates with their Interval International Premier Resort® and Interval International Select Resort® awards.

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Kittitian Hill St. Kitts



The first phase of construction is underway for Kattitian Hill, with completion slated for November 2012. From its location on 400 acres (160 hectares) of rolling green hills, the resort is poised to set a new level of vacation living on the Caribbean island of St. Kitts. Kattitian Hill will feature a mix of whole and fractional ownership villas, cottages, and townhomes with views of the nearby islands of St. Barth, St. Maarten, St. Eustatius, and Saba.

When the entire resort community opens after phase two development in the following year, it will include a self-contained village, designed to celebrate the art and culture of Kattitian living, and offer

guests the opportunity to participate in local activities and events.

Situated at the heart of the property, the village will include an array of fine dining and entertainment options, gourmet and duty-free shops, and a creative arts center with an amphitheater, cinema, artisan shops, and artists' studios where visitors can purchase handmade jewelry and art.

Among the other upscale amenities and personalized services are concierge,

in-room, and pre-arrival services; a 20,000 square-foot destination spa; a beach club with valet service; signature pools with multilevel decks and outdoor hot tubs; a state-of-the-art fitness center; tennis courts; and an Ian Woosnam 18-hole championship golf course and clubhouse.

Belmont Resorts, Ltd., developer of Kattitian Hill, reports that the property is being designed to incorporate all the elements that are essential for environmentally responsible development

in the Caribbean, with the goal of becoming a model for sustainable luxury living.

Bill Bensley, founder of the prestigious Bill Bensley Design Studios, is responsible for the architecture, interior, and landscape design. The Bangkok-based firm is renowned for integrating the environment and cultural art forms into its projects, and has worked for hospitality brands around the world.

The first phase of construction includes hotel cottages, villas, the golf course and clubhouse, the beach club, pools, restaurants, bars, and shops. The second phase will include the village, spa, and spa cottages. All components of Kattitian Hill will be managed by Sedona Resorts International, a division of Sedona Resorts. **[]**

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Blue Residence Club

Beachfront With Benefits

By Judy Kenninger



Aruba's tagline is "One Happy Island." Anyone who purchases a piece of that island at the Blue Residence Club, scheduled for a summer 2013 opening, will certainly have a lot of reasons to feel happy. Beautiful beaches? Check. Spectacular views? Check. Nonstop entertainment? Check. Whole ownership with access to Preferred Residences benefits? Check here, too.

The project's first phase encompasses whole ownership units, and a fractional product is under consideration for a third tower in phase two. The resort's developer agreed with Interval International that participating in the Preferred Residences program was a natural fit. "Potential buyers know the Preferred Residences brand and recognize that standards will be kept high," says

Alberto Perret Gentil, senior vice president and chief operating officer for Grupo Pering and project manager for Blue Residence.

All purchasers will receive a complimentary membership in Preferred Residences and the extensive benefits that entails. "This gives Blue Residence owners a way to enjoy year-round leisure and lifestyle benefits in the same type of premium accommodations they have at their own property," explains David Gilbert, executive vice president of resort sales and marketing for Interval International.

Island Home

Aruba, part of the Kingdom of the Netherlands, is just 20 miles (33 kilometers) long and located north of Venezuela. Together with Bonaire and

Curaçao, it forms a group referred to as the ABC islands of the Leeward Antilles. Its mild, dry climate and the fact that it lies outside the hurricane belt have made it a popular tourist destination, as visitors can reliably expect warm, sunny weather.

Travelers here tend to favor the island's renowned white-sand beaches; some host more sunbathing, swimming, and snorkeling, while others attract more active beachgoers for kayaking, parasailing, kitesurfing, and waterskiing. Aruba is known as one of the top wreck-diving destinations in the world, with more than 20 dive sites and 11 diver-friendly wrecks.

Among the man-made attractions on Aruba are 10 full-service casinos offering Las Vegas-style action, along with entertainment, dining, and nightclubs.

Three golf clubs, two nine-hole courses and an 18-hole championship course, are open year-round.

The island relies on tourism; it's more than 50 percent of the gross domestic product. Of the 7,500-plus hotel rooms, 41 percent are timeshares. "Condominium development is the most recent real estate trend in Aruba," Perret Gentil says. "Since the island has a high percentage of repeat visitors, the interest in second homes is only increasing."

Timesharing: a Good Omen

Blue Residence is just the latest endeavor to capitalize on that interest for Grupo Pering, which was established in 1950. The Caracas, Venezuela-based firm is one of the country's largest privately owned real estate, engineering, design-build, and construction firms. Its full-service office just completed and sold out a similar project, Oceania Residences, an example of the large, mixed-use, multifamily properties the company is known for.

"When we started, there were no beachfront condominiums in Aruba," Perret Gentil says. "But it seemed to us that if there were successful developments on other Caribbean islands or places like Cabo, there would be a market here, particularly with Aruba's beautiful beaches, proximity to Venezuela, and easy access from the northeast United States."



Market research showed that the island's rich history of timesharing was a good omen. "Brokers commented that they saw a natural progression from vacation ownership to a condominium purchase," Perret Gentil says. "Owners in Aruba tend to own several weeks, which means that their total investment is often a significant portion of the potential purchase price of a condominium."

Other factors that gave Grupo Pering the confidence to build were the island's 1.3 million annual tourist visits, and recent large investments from Marriott, Starwood, and Ritz-Carlton. The Queen Beatrix International Airport, which receives 14 daily flights from the United States, as well as nonstop flights from Europe and South America, has an area dedicated to U.S. flights with full immigration and customs facilities, so U.S.-bound passengers can clear immigration and customs on departure.

The quick and complete sellout of Oceania Residences' first 54 units, along with 73 in phase two of the Oceania project, confirmed their wisdom.

Going Up

Now Grupo Pering's second resort, Blue Residence Club, is becoming a reality. The first phase of construction is underway on the 5-acre (2 hectares) site, which includes 84 units in two eight-story towers. Presales began in March 2011 for the first 42 units, and, in six months, 26 had already sold. "We're very pleased with

sales," Perret Gentil says. "They've been even better than expected."

Each tower will contain 24 two-bedroom, two-bath units (each measuring 1,023 square feet/95 square meters); 10 three-bedroom, three-bath units (1,615 square feet/150 square meters); four three-bedroom, four-bath penthouses (2,153 square feet/200 square meters); and two five-bedroom, five-and-a-half-bath penthouses (3,197 square feet/297 square meters). On-site amenities will include a clubhouse, pool, snack bar, convenience store, landscaped sundeck, fitness center, and full-service spa.

Prices start at US\$420,000 and climb to US\$1.4 million for the largest penthouse. Buyers have the option of purchasing a complete furniture and interior design package at the time of sale. "Most owners want the luxury of the total package," Perret Gentil says. "If they decide not to use our decor, they'll still need to comply with Preferred Residences standards and have their units approved by the rental or property manager to be included in the rental or exchange program."

Adding to the project's allure is its location on Eagle Beach next to the Bubai

Bird Sanctuary, which provides both great views and a quiet neighbor. Within walking distance is Palm Beach, a renowned 2-mile-long (3.2 kilometers) strip that's home to high-rise luxury hotels and dotted by water sports concessions, piers, bars, restaurants, and shops. Minutes away, golfers can play a round at a Robert Trent Jones II championship course.

An identical third tower and a second pool are planned for phase two, which may contain fractional units, Perret Gentil says. "We're going to make the decision based on market conditions when we begin sales on phase two." A feasibility study advised that a one-twelfth share be offered.

Holiday or Getaway

Blue Residence is primarily targeting buyers from Venezuela and the northeast United States, but Perret Gentil sees other opportunities, too. "Lately, we have seen a big interest among Canadians, and we also hope to target Brazilians," he says. European prospects aren't as likely due to fewer flights from there, but Blue Residence remains an affordable choice.

More than 95 percent of buyers are expected to purchase their condominium

as a vacation home. "Venezuelans come for Christmas, Carnival, Holy Week, and other holidays, while Americans tend to use their condos about three months a year," he says. "Venezuelans can come for a weekend getaway because it's so close. They also see this as a secure investment in hard currency, away from the volatility of the Venezuelan economy."

Referrals come from the Oceania resort, where the first sales office is located. A second is under construction at the Blue Residence site. Independent real estate brokers are also welcome to tour their prospects.

The Preferred Residences affiliation has helped with sales. "Our buyers value the opportunity of exchanging their property for another vacation destination around the world and the many ways the program helps them maximize the use of their leisure time," Perret Gentil says, adding that the program "delivers a menu of benefits and services that will enrich our owners' lives for years to come." [1]

See page 2 for currency conversions.

Judy Kenninger has been covering the hospitality industry with special focus on vacation ownership for more than 15 years. She lives in Brownsburg, Indiana.



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Blue Residence Club

- DEVELOPER: Grupo Pering
- LOCATION: Oranjestad, Aruba
- PRODUCT: Whole ownership with potential for fractional
- UNITS: 84 in first phase, 127 at build-out
- PRICE: US\$420,000 to US\$1.4 million
- WEBSITE: bluearuba.com

Essque Zalu Private Residence Club

Revolutionizing the Guest Experience With a Personal Navigator



By Joyce Hadley Copeland



manager and co-owner of the exclusive Essque Zalu Private Residence Club, which opened its doors in June 2011. “We would like to give our guests an option to purchase a second home over here so they can come year after year,” he says.

The concept of the private residence club, which folds the services of a luxury hotel into fractional ownership of a high-end property in a prime vacation destination, is just gaining a foothold in this part of the world. Tucked into a natural cove overlooking the turquoise Indian Ocean with lush, green forest at its back, Essque Zalu Zanzibar is a world-class resort. From its location to its amenities, the property checks all the boxes for its prospective market composed of Europeans, South Africans, and, increasingly, well-heeled residents of mainland Tanzania and other emerging African nations including Kenya and Uganda.

Navigators: Making the Impossible Possible

But the enthusiastic hoteliers behind the project wanted to push the envelope by introducing another — human — component to a vacation experience here: the Navigator.

Equal parts concierge and personal host, one Navigator per guest party is the go-to resource from the moment they step off the airplane. At the resort, Navigators steer their visitors past the routine check-in process and provide a brief orientation on the way to the suite or villa. “We don’t have *reception* here,” Bercelli says. “All the paperwork can be

One of Africa’s most important ports at the height of the spice trade, Zanzibar is an equatorial Eden with a casbah tang. The island, 25 miles (40 kilometers) off the coast of East Africa and slightly larger than Hawaii’s Oahu, is ringed by beaches that reveal lush coral reefs at low tide. Warm breezes carry the scents of clove, nutmeg, cinnamon, and lemongrass cultivated on nearby plantations. The multicultural markets and winding lanes of Stone Town were already centuries old when legendary Scottish missionary David Livingstone launched his final quest for the source of the Nile River from here in the mid-19th century.

It’s this exotic blend of a tropical environment and colorful history that draws visitors to return. “We find that people who come to Zanzibar usually come back,” says Pietro Bercelli, project





done later, when it's more convenient. Maybe at the pool later today or tomorrow."

No request is too large or too small for these around-the-clock assistants. Spa appointments? A private chef? Off-site snorkeling trips or tours of the island? Done. If a guest takes a liking to artwork in the lobby, the personal Navigator will arrange for him or her to purchase and take it home.

This untraditional approach to service is a new concept in hospitality. "Our Navigators are all young, local hoteliers who have a background in the hospitality industry and have been specially trained for their unique role here at Essque Zalu Private Residence Club," Bercelli explains. "As enthusiastic ambassadors of the resort, they provide a lasting first impression and exceed our guests' expectations. Their role is to make the impossible possible." Navigators receive ongoing training to keep their skills sharp. Their genuine enthusiasm removes barriers for the guests from day one.

From Welcome to Welcome Home

No surprise that the bond that connects Navigator and guest can seamlessly translate into a smoother, more natural relationship-based sale. "Rather than bring in a salesman from outside, the Navigator introduces visitors to the private residence club as part of the personal relationship they develop with them," Bercelli says. It is an efficient and cost-effective approach that almost transcends the concept of the "soft sell." In fact, it's safe to say that many prospective owners — pampered and pleased at every turn — are already sold on the resort by the time the subject comes up.

"Our guests are seeking authentic experiences," Bercelli says. Careful consideration to the smallest detail has led to a multisensory cultural environment

designed to surprise and delight in unexpected ways, from handcrafted native art and colonial four-poster beds in each unit to the saltwater infinity pool that seems to disappear into the Indian Ocean.

A cluster of 40 suites and nine expansive two-story villas with pitched Makuti thatched roofs surround a central jetty that extends almost 500 feet (150 meters) into the turquoise ocean, Essque Zalu Zanzibar could be another sleepy fishing village like neighboring Ras Nungwi. This end of the island is known for its fantastic beaches and snorkeling and diving spots. The retreating tide under the resort's jetty reveals sea urchins, blue starfish, and conch shells.

The Gourmet Deli (one of three distinct a la carte and gourmet restaurants on-site) serves fresh, locally grown organic produce. And in lieu of traditional markets like those in the UNESCO World Heritage Site Stone Town, the 5,382-square-foot (500 square meters) art gallery showcases Zanzibar's rich heritage in the paintings, sculpture, photographs, and glasswork of local and regional artists.

More mainstream amenities include a spa and wellness center, an activity-driven kids' Petit VIP Club with a certified staff, and an upscale wine and specialty cigar bar.

Affordable Luxury

The majority of units are one-bedroom suites with 592 to 624 square feet (55 to 58 square meters) of living space and an additional terrace or balcony, adding 108 to 237 square feet (10 to 22 square meters) overlooking the gardens, pool, or ocean. Three- and four-bedroom, two-level villas range from 1,991 square feet (185 square meters) to 3,132 square feet (291 square meters), plus a generous ground-floor patio with private plunge pool and timber deck and an upper-level terrace.

Villas have their own massage rooms and gourmet kitchens. All accommodations have large bathrooms with solar-heated showers. A minibar is stocked according to the preferences of individual guests.

The private residence club option makes this level of luxury convenient and affordable. "It's very difficult to purchase a second home in Zanzibar," Bercelli says. "Going through the local government costs a lot of money. Most people start and never finish."

Working with leads generated by a specialist in marketing high-end fractional properties worldwide, Essque Zalu Private Residence Club promises a much smoother purchase process. And the payoff for buying multiple weeks? Sweet flexibility. "For example, someone who buys three weeks can spend those three weeks in a suite or two weeks in a two-bedroom villa and one week in a three-bedroom villa. We give people the option to purchase only the time they will use in a luxury resort with all the amenities," Bercelli says.

Beyond Glitz and Gold

Another plus for the Essque brand: the Preferred Residences exchange program

for fractional resorts, private residence clubs, and condo-hotels.

"As our second Preferred Residences location in Africa, we couldn't be more delighted with the addition of Essque Zalu Private Residence Club," says Darren Ettridge, senior vice president of resort sales and service for Preferred Residences in Europe, Middle East, Africa, and Asia. "Our members will enjoy stunning ocean views, the staff's exceptional attention to guest service, and the location, providing an ideal balance of beach relaxation, outings to Stone Town, and organized tours to the exotic spice markets."

"Zanzibar is a fascinating place where time and choice have become more valuable than glitz and gold," Bercelli says. "Owners and guests at Essque Zalu Private Residence Club want bespoke luxury that is finely tuned to their personalities and preferences. As we say on our website, 'It's thought luxury, not bought luxury.'" [I]

See page 2 for currency conversions.

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

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Essque Zalu Private Residence Club

DEVELOPER: Essque Hotels

LOCATION: Zanzibar, Tanzania

PRODUCT: Fractional, right-to-use for 93 years

UNITS: 40 one-bedroom suites; nine two-story villas (six three-bedrooms and three four-bedrooms)

PRICE: From US\$18,000 to US\$100,000

WEBSITE: essquehotels.com



La Cabana Beach and Racquet Club

An Aruba Resort Celebrates With a Makeover

[] By Matt McDaniel

When a 20-something gets a facelift, people typically react with surprise and a bit of confusion. But if that 20-something in question is an Aruban timeshare resort with only soft-goods updates over the years, a little cosmetic work goes without saying. One vacation ownership mainstay on the island, however, invested in a bit more than a nip-and-tuck: La Cabana Beach and Racquet Club went through a US\$36 million makeover.

In 1988, a wealthy Aruban, whose family already owned several island businesses — including a bank, travel agency, and insurance company — decided to build a hotel. He quickly learned he would stand to make more money by developing a timeshare property, so he started building La Cabana in 1989. Construction moved at a brisk pace and the shared ownership resort officially opened in December 1990. He sold out in 1997, and the owners' association took over.

But this was no passive assembly. Its board of directors understood that the future of La Cabana not only depended on its loyal, maintenance-fee-paying owners, but also upon exchangers. They knew that this new generation of vacation owners coming to La Cabana was younger, more travel-savvy, and had higher expectations regarding lodging and customer service than ever before.

Floor-to-Ceiling, Wall-to-Wall

It's not that La Cabana wasn't top-notch to begin with. Located on Eagle Beach, which *Condé Nast Traveler* listed among the top 10 most beautiful beaches in the





world more than once, the 10.25-acre (4 hectares) property has always offered spacious, well-appointed units with stunning views of the Caribbean Sea. But once an oceanside resort's age can be calculated in decades rather than years, it usually means the exteriors have had ample time to become weathered and the interiors might be visually reminiscent of a bygone era.

Such was the scenario at La Cabana, which entered its third decade last year.

"We wanted to get away from the old and obviously outdated decor," says Joe Najjar, the general manager at La Cabana. "The direction we went was very Caribbean, very colorful, and a little bit Tommy Bahama. We used bright colors with light-colored furniture to contrast, along with colorful bedspreads, mahogany wood in the bathrooms and kitchen cabinets, granite countertops in the bathrooms and kitchens, and tile floors. We went floor-to-ceiling and wall-to-wall."

Minimizing Downtime

The refurbishment didn't stop there, though. La Cabana replaced the limited kitchens in the one-bedroom units with full kitchens, which they relocated to another part of the unit to create a better flow and feeling of spaciousness. They replaced the bathtubs and rebuilt the space around modern shower stalls. "We pretty much gutted the whole unit and rebuilt it," Najjar states. All in all, the refurbishment cost per room is estimated at US\$50,000.

As with any timesharing operation, net downtime had to be minimized. La Cabana began the room updates in May 2008 and completed them in August 2011, closing down small sections at a time in order to maintain operations and reduce the impact on owners and exchange guests. "We divided the entire renovation into 12 phases, and shut down each phase for approximately three months," says Najjar.

According to Najjar, the owners are "extremely thrilled" with the new units, which they paid for through a special assessment that averaged roughly US\$1,000 per unit for the studio and

one-bedroom units, with cost for the two-bedroom units slightly higher. Najjar explains that since they would not need all the funds at the beginning of the three-year project, they offered two options for the 2007 assessment: Pay all at once and get a 10 percent discount, or agree to a three-year payment plan.

An Eye for Art

The renovations at La Cabana include more than just the units. The resort completed a full remodel of the main lobby in July 2011 that opens up the space and gives more of a sense of arrival through a raised porte cochere, piped-in music, travertine tile, and a special-ordered water-and-fire sculpture. Individual self-service pods are equipped with state-of-the-art technology to speed up the check-in process.

The redecorated lobby also has several comfortable seating areas, and features the works of local artists, including a commissioned stainless steel sculpture behind the front desk. "We've invited them to show their paintings in support of the local arts scene," Najjar notes. "We plan to have new art exhibits every three months, and the theme for the next 12 months is the four elements: earth, fire, water, and air. After that, we'll likely purchase our favorites to display in our mezzanine lounge area, and continue to encourage local artists to exhibit."

Najjar notes that other areas of the resort have been updated in recent years as well. "Over the past five years, we've renovated them all pretty much," he says. "The health club still has a few touch-ups to be done to it, but the activities center was completely renovated two years ago. The Las Ramblas restaurant was relocated to another location and received new furniture, floors, and landscaping in the past two years, and the Islander Grill restaurant's roof was totally rebuilt and the entire space refurbished in the past year." And the bars will be seeing an upgrade within the next couple of years, according to Najjar.

State-of-the-Art Casino

That's not all that's on the horizon. "We still have quite a bit to be done, actually," Najjar says. "We've earmarked about US\$8 million to spend in 2012 and 2013." He relates that La Cabana is going to remodel the 16 two-bedroom oceanfront suites and all the interior corridors throughout the resort. What's more, they will be repairing the concrete exteriors of the building and changing out the balcony railings and some of the ground-floor facades. Additional changes include upgraded landscaping and new signage throughout the property.

Perhaps the biggest news regarding the future is the arrival of an 8,500-square-foot (790 square meters) casino adjacent to the lobby (and available to the public) that is expected to open in February or March 2012 and will feature 225 slot machines, eight gaming tables, a sports bar, and a large stage for live entertainment. Najjar says the casino, which is a joint venture with a yet-to-be-disclosed local operator, will have a Cuban vibe and employ state-of-the-art technology throughout the facility.

Exchange Guests Welcome

"We're continuously looking at enhancing the product, because we realize that we live in a day and age where our clientele has changed, the demands are different, the needs are different, and certainly the

amenities that we have need to be adapted to adjust," Najjar states, adding that La Cabana will continue to do what's necessary in order to stay relevant to owners — and exchange guests.

"We love exchangers because most of the time they are first-timers to Aruba, so they are anxious to go out and discover the island. We like when they tell others they meet about what a great property La Cabana is," Najjar explains. "We also like what we've accomplished with Interval International throughout the years and the support we've gotten from them, and the business that keeps flowing our way from them."

"I've known Interval International since day one and they've been very flexible and very good partners with us over the years," says Jessica Franken, assistant general manager. "Year after year we keep renewing our agreement with Interval," adds Franken, who's been with La Cabana since before it opened in 1990. "Our relationship with them has been tremendous, and that's the reason we still are affiliated with them after all these years." □

See page 2 for currency conversions.

Orlando-based freelance writer Matt McDaniel specializes in the shared ownership industry. He has written for national and international publications.

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AN INTERVAL INTERNATIONAL SELECT RESORT™

La Cabana Beach and Racquet Club

OWNERSHIP: Owners' association (developer sellout in 1997)

LOCATION: Eagle Beach, Aruba

PRODUCT: Fixed-time, fixed-unit weeks, deeded in perpetuity

UNITS: 449: 146 studios, 278 one-bedrooms, 13 one-bedroom deluxe units, and 12 two-bedrooms

WEBSITE: lacabanabrc.com

Club Tesoro

U.S. Real Estate Investor Taps Into Timesharing in Mexico

[] By Matt McDaniel



While Irvine, California–based Steadfast Companies has yet to become a household name in shared ownership, the private real estate investment company is hardly a small-time player, what with a diverse US\$1.5 billion portfolio of commercial and multifamily properties across the United States and in Mexico. Founded in 1994 by Rodney F. Emery, chairman and CEO, closely held Steadfast Companies today owns and/or operates five shopping malls and more than 14,000 apartment units.

And now the enterprise has launched Tesoro Resorts (*tesoro* means “treasure” in Spanish), a collection of properties in Mexico, including Club Tesoro in Cabo San Lucas.

A Plan in Gestation

“Our founding partner, Rod Emery, built the vision for the company based on specific basic principles,” explains Luis Garcia, a Steadfast Companies partner and managing director of international properties. He reels off the five pillars: proceed with integrity, value people, embrace opportunity, pursue excellence, and do good as we do well. “We do our best to operate by those core values, including taking on the challenges and opportunities that are presented to us,” says Garcia.

One of those opportunities was the acquisition of the properties in Mexico. Garcia notes that adding a timeshare component was not an overnight decision, as Steadfast purchased the resorts in 2004 and started sales at the Cabo San Lucas location in February 2011. “It was in gestation for a few years,” he says, explaining that Steadfast

had been involved in vacation ownership previously in Las Vegas from 2003 through 2005. “Unfortunately, the market conditions and other factors didn’t make it a very successful experience,” he states.

Garcia says the company gained valuable perspective from that episode and has a much stronger business plan in place now. “We needed to diversify our markets, and within that diversification we wanted to make sure that we covered timesharing as a market segment,” he says.

Part of the Big Picture

“We treat timesharing as a separate and distinct operating business, but we also consider it completely within our overall real estate strategy to ensure that we get enough occupancy throughout the project,” Garcia says. “We have 286 rooms in Cabo, for example, and 70 are timeshare units. We looked at timesharing as a way to recover our capital in a quicker fashion, as well as to ensure that we’ve got a stable base of occupancy.”

Club Tesoro boasts a waterfront location, as do all Tesoro properties in Mexico. A private lounge at each property is reserved for the exclusive use of Club Tesoro owners during their stays. The club offers a great variety of services and provides an upgraded VIP owner experience, one of the many advantages of ownership. This “club within a club” operates similarly to an airport VIP lounge, according to Garcia.

Pointed Advantages

The Club Tesoro offering is a right-to-use product with both an internal and external points overlay, with the external overlay provided by Miami-based exchange provider Interval International.

"People are buying a timeshare that they can convert to points," says the Lore Institute's Jamie Klein. Steadfast has retained Klein to help launch the business and to support sales and marketing efforts. Klein says that most resorts in Mexico sell a floating ownership that covers the entire year, "But the reality is most people want to be there in January, February, or March." To that end, Club Tesoro has a "home resort reservation priority" system, which ensures that owners can reserve a week during the first two months of the year. Exchange through Interval can be done at any time throughout the year.

"Once they convert to points," Klein explains, "they can buy more points to accelerate their vacations both within the Tesoro system and the Interval system. They can buy more points or borrow points from next year if need be."

Garcia adds, "We believe this will provide the ultimate in vacation experiences, flexibility, and consumer satisfaction for the Club Tesoro owners."

A Draw to Middle-Class Families

Klein reports that Steadfast is marketing Tesoro — corresponding with the company's core values — as a high-touch, customer-friendly brand, more for the middle class both in price and product. He says, "They're really stepping up the way the consumer will be treated in the marketing process, the sales process, and the customer-service process."

Club Tesoro's target audience is mostly younger, middle-class families in North America's Western regions and, to a much lesser degree, Mexico. Leads are generated through the Tesoro website and from hotel guests and exchangers on-site and at nearby off-premises locations. An owner-referral program is currently gaining traction.

Sales are already off to a great start, says Klein. "We're getting some decent results for a launch, and we anticipate that in the long run it's going to be a very competitive product in the marketplace."

Maximum Value From Exchange

"We're very pleased with Interval's service, as well as their commitment to and support of us," Garcia notes. "Everyone has been extremely supportive, helpful, and has gone way beyond the call of duty. They're great people to work with."

"With our unique usage plan, the key to us was to ensure that our members get maximum value from the exchange company — and that includes ease of use, as well as technology and infrastructure support," Garcia explains. "Interval was able to customize the Web interface that our guests see when they log on to exchange and look at all the internal and external exchange choices. The easier Interval exchange is to use, the more satisfaction our members are going to have. That was a huge thing for us, and Interval delivered."

"We are glad to provide our technology expertise to Steadfast Companies and Tesoro Resorts," says David Gilbert, Interval's executive vice president of resort sales and marketing. "We look forward to sending Interval members to Club Tesoro and fulfilling exchanges for Tesoro owners."

On the Horizon

Garcia cites expansion into Mexican destinations such as Cancún, the Riviera Maya, Puerto Vallarta, and Riviera Nayarit as part of a long-term plan. "As we grow our hospitality platform, we're going to be pursuing opportunities, and to the extent the opportunities lend themselves to a blend of traditional hotel and timeshare, we will definitely pursue that," Garcia says. "We need to make sure we get the timeshare machine going, and then we'll be able to leverage the timeshare infrastructure into additional projects."

Garcia states that additional expansion locations might include the United States and selected Central American countries, which correlate to where Steadfast already has a presence, market knowledge, and experience. **LI**



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AN INTERVAL INTERNATIONAL
SELECT RESORT™

Club Tesoro

DEVELOPER: Steadfast Companies; Rodney F. Emery, chairman and CEO

LOCATION: Cabo San Lucas, Mexico

PRODUCT: 50-year floating week with internal and external points overlay

UNITS: 70

WEBSITE: steadfastcompanies.com, tesororesorts.com

Residence Rio Falzé

Alpine Retreat Welcomes New Generation of Owners

[] By Judy Kenninger



Northern Italy's Residence Rio Falzé has been the vacation home of its original timeshare owners and their children year in and year out for nearly three decades. In winter, they come to enjoy the skiing at Madonna di Campiglio, one of the most popular and prestigious resorts in the Dolomites. In summer, sports are still on the agenda, as golfing, bicycling, swimming, tennis, and mountain climbing beckon guests to explore the area.

Now that those original children are adults and have families of their own, some of them are taking over their parents' intervals. "We are welcoming the next generation," says Olimpia Aldrighetti, administrator of the homeowners' association (HOA) for Condominio Multiproprietà Rio Falzé. "When they don't vacation here, we rent the weeks out for them; [the units] are very much in demand."

The desirable destination and nearly 2,000 loyal owners are a winning combination for the property's management. Because of the level of satisfaction and the reasonable amount of the maintenance fees, payment isn't a problem, says Diego Durini, administrator of the building Condominio Multiproprietà Rio Falzé. "This helps us run the resort properly. Naturally, we plan to keep up with renovations, in agreement with the homeowners' association."

Ski Chalet, Italian Style

Residence Rio Falzé opened in 1984 as a purpose-built property catering to young Italian families. Instead of the typical A-frame cabin decorated in plaid upholstery you might expect at an Alpine lodge, the decor is modern with pops of bright color, such as lemon-yellow lamps, contrasting with bright-white tile and walls. Warm wood trim and beams soften the look and create a cozy touch. More than half of the 89 units are 538-square-

foot (50 square meters) one-bedroom apartments; in addition, there are 20 452-square-foot (42 square meters) studios and 20 840- to 980-square-foot (78 to 91 square meters) two-bedroom accommodations. All the units have a large balcony or terrace and a kitchenette with microwave, as well as satellite LCD TV.

Amenities include a reception area, a large lobby with a fireplace, a sauna, tanning beds, a reading room, game rooms, a kids' club, laundry service, and a snack bar offering light meals, cocktails, and Italian-style coffee service. The resort's shuttle provides a quick lift to the slopes. Madonna di Campiglio offers a wide array of restaurants, shops, and entertainment just 1.8 miles (3 kilometers) away. Restaurants and pubs reflect an Austrian and Swiss influence, so fondue and pastry often share the menu with espresso and cappuccino. At night, clubs and après-ski bars stay open until the wee hours for dancing and entertainment.

Residence Rio Falzé is located along the stunning pass of Campo Carlo Magno at 5,500 feet (1,646 meters); this is where Charlemagne is said to have stopped on his way to Rome to be crowned emperor in the seventh century. The pass reveals dramatic views of northern Italy, and units either feature a wide mountain view of three peaks of the Dolomites of Brenta, or overlook pine woods toward the Rio Falzé, the property's namesake river.

Winter Wonderland

Residence Rio Falzé follows a two-season schedule, open from December to April and from June to September each year. In the winter, its proximity to skiing at Madonna di Campiglio — considered the preferred Dolomites resort for young Italians at which to ski and be seen — makes it the perfect base of operations. An on-site school schedules

lessons, and although it's just a short (10-minute) walk to the lifts, most guests take the shuttle instead of carrying their gear.

Madonna di Campiglio has been popular with Europe's fashionable crowd since it opened in the mid-19th century. Today, you might spot Formula One driver Michael Schumacher or Italian soccer star Paolo Rossi.

In December 2011, a new lift opened to the Val Rendena-Val di Sole resort area, thereby connecting fully 93 miles (150 kilometers) of ski runs extending from Pinzolo to Folgarida-Marilleva, with Madonna di Campiglio at the heart. The 62 high-speed lifts provide access to the entire area — including three freestyle snowboarding parks — with just one ski pass. Other facilities include two cross-country tracks, along with snowshoeing and mountaineering trails, paragliding, dog sledding, climbing on a frozen waterfall, and ice-skating. The region's appeal was confirmed with its selection to host the International Ski Federation's Alpine World Cup competition again during the 2011 – 2012 season.

Those who prefer cross-country skiing can just strap on their skis and set off down one of the paths connecting to the property.

Open for Summer

When the snow is gone, guests come back from June to September to explore the surrounding natural splendor. Bordering the resort are the Brenta Dolomites, named a UNESCO World Heritage Site in 2009 for their extraordinary beauty and specific geological features, ranking them among the world's top natural jewels. The 193-square-mile (50,000 hectares) Adamello-Brenta Nature Park offers 280 miles (450 kilometers) of paths for hiking or mountain biking. Hikes can also begin right on property, and staff are happy to advise on the best treks according to ability and desire. Those who didn't get enough of the slopes in the winter can visit the Tonale Glacier for summer skiing.

Other leisure pursuits, including golfing on a nearby nine-hole course, kayaking, rafting, swimming, tennis, and horseback riding at the Mondifra equestrian center, are also close by.

Getting around is easy as area residents protect their pristine environment by providing public transportation between towns and to outdoor activities. The new

gondola connecting Madonna di Campiglio with Pinzolo will remain open in the summer to carry hikers and mountain bikers over the mountain.

The Tradition Continues

A great location and beautiful facilities aren't all a resort needs; great service makes guests feel at home. That's covered, too. "What really makes Residence Rio Falzé unique, apart from a setting that is a plus itself, is the management team," says Silvia M. Colonna, regional resort sales and service manager for Interval International. "They are lovely and truly dedicated to satisfying their clients' needs. After so many years, the atmosphere is very friendly and welcoming. It is ideal for families."

That's probably why most return, now bringing those next generations of children and grandchildren. But when some inevitably do decide to sell their intervals, they command top prices, as weeks go for as high as €30,000 (US\$40,985) on the resale market, depending on size and season. "We have just a small percentage of our units for sale at any time," Aldrighetti says. "Resales are very few."

The HOA members are welcoming the resort's new affiliation with Interval International, which Aldrighetti, Durini, and their staff are communicating through direct mail and flyers in the units. The campaign, they report, offers special membership opportunities for Residence Rio Falzé owners. We're seeing the fruits of those efforts as many of our owners have already contacted Interval to enroll.

"Our owners are Italian," Aldrighetti continues, "and they like to have direct contact with expert counselors in their country who can listen to their needs and give them the right advice to get to a successful exchange experience. We knew Interval would deliver that."

Interval also welcomed the partnership. "Residence Rio Falzé is surrounded by stunning scenery and provides access to a full spectrum of sports and amenities in winter or summer," says Darren Ettridge, Interval's senior vice president of resort sales and business development for Europe, Middle East, Africa, and Asia. "It's a wonderful addition to our worldwide exchange network."

While traditions are important, new ideas keep things fresh, and Interval's exchange guests will be welcomed with



the same smiles that have long greeted owners. "Residence Rio Falzé has been a fixture in Madonna di Campiglio for almost three decades," Durini says. "Affiliating with Interval International is an exciting new step in our evolution. We invite

Interval members who love to ski and hike to test the terrain of the Dolomites — or simply relax and enjoy our magnificent setting." **LI**

See page 2 for currency conversions.

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AN INTERVAL INTERNATIONAL MEMBER RESORT

Residence Rio Falzé

DEVELOPER: Condominio Multiproprietà Rio Falzé

LOCATION: Madonna di Campiglio, Trento, Italy

PRODUCT: Deeded, right-to-use

UNITS: 89: 20 studios, 49 one-bedrooms, and 20 two-bedrooms

PRICE: €3,000 to €30,000 (US\$4,099 to US\$40,985) per week

WEBSITE: ser-tur.it/

Club Karos Spa

Thermal Waters Boost Wellness Appeal at Award-Winning Resort

[] By Matt McDaniel



Tourists love this tiny town in Hungary that dates back to the 1200s — but it barely made the map until 1967, when an oil drill chanced upon a thermal-water source deep under its surface. Today, the popular “bath,” which offers soothing soaks of 90°F to 95°F (32°C to 35°C), sits at the center of Zalakaros, a picturesque hamlet with flower-lined streets located less than two hours by car from Budapest.

It is this appealing vacation region that János Fülöp chose as the perfect spot to develop a timeshare property. As president of Resort Investment Group Kft, he knew the area well, having been involved with Club MenDan, another shared ownership project in Zalakaros. “My company did the marketing for them, and within four years we almost sold out 60 units,” he says. “So I really wanted to sell timeshare intervals at the Karos Spa Hotel, one of the area’s top properties.”

But Fülöp couldn’t convince the hotel’s developers, a trio of private owners, to take the plunge into vacation ownership. Instead, he made a deal to buy 30 units outright and manage the project himself. Thus, Club Karos Spa was born.

A Symbiotic Arrangement

Fülöp’s arrangement includes a proviso that his company pays the hotel’s owners a fee every five years to offset the costs of guest privileges at the now mixed-use property — as Club Karos Spa owners enjoy all the same amenities as the hotel guests. What’s more, the hotel staff provide all maintenance, housekeeping, and other on-site services, so Fülöp’s nearly 100 employees consist of 60 telemarketers, 15 salespeople, and roughly 20 people involved in administration.

Club Karos Spa sells a 99-year right-to-use product. “We also sell a shorter-term 30-year product,” Fülöp notes, “but most people purchase the 99-year product.”

Sales, which began in May 2010, are conducted on-site as part of a mini-vacation program. The agreement with the developers does not permit salespeople to approach hotel visitors, so no leads are generated on-site through sales desks, in-room tent cards, or the like. (Of course, a guest may sit next to a timeshare owner at the bar or by the pool and choose to get into a conversation about lodging costs.)

Leads for the mini-vacations are generated from several sources. Voucher displays are in area restaurants, and Fülöp says the club has agreements with Hungarian theaters and opera houses to add mini-vacation vouchers as part of membership benefits for season-ticket holders. And an owner-referral program includes a maintenance-fee waiver for five referrals.

But most leads come from the company’s two call centers: a 60-seat facility in Budapest and a six-seat operation in Bratislava, in neighboring Slovakia.

They target mostly Hungarians, but also Slovaks to a lesser degree. “We have about 400 tours from Hungary per month, and maybe 50 from Slovakia,” Fülöp says. “The area is a really popular place, not only for Hungarians and Slovaks, but also for Germans and Austrians. But at present we’re not targeting the latter.”





Fülöp explains that the club also does Internet marketing through a third-party company, paying them only for the people who actually tour the property.

Thermal on Tap

The 221-room Karos Spa Hotel, which opened in 2004, sits on 12 acres (5 hectares) and includes 100 one-bedroom apartments that sleep four. The 30 shared ownership units have approximately 515 square feet (48 square meters) of living space each.

“We also just recently bought the penthouse floor, where we’ll build 18 studio units,” Fülöp notes, stating that he expects the studios, which are 375 square feet (35 square meters), to be completed by spring 2012. The longer timeline is necessary in order to install limited kitchen facilities.

The current one-bedrooms, which the club purchased in March 2010, have a separate living room and kitchen (the hotel units do not have kitchen facilities). Fülöp says a highlight of the timeshare accommodations is that the bathrooms feature special thermal water that is piped in at 104°F (40°C).

Despite Zalakaros being one of the smallest towns in Hungary, it boasts one of the largest water parks in the country, and recreation at Central Europe’s largest lake — the 50-mile-long (70 kilometers) Lake Balaton — is just a 15-minute drive away. “Also, we have nearby Kis-Balaton, which is a very good fishing area,” Fülöp states. “And 20 minutes away by car is Heviz town, which has a natural hot-spring lake where the water

temperature is 95°F [35°C] even in the wintertime.”

Best Wellness Hotel in Hungary

Fülöp says the Karos Spa resort itself has twice won awards naming it the best wellness hotel in the country. “We have one of the largest spas, and indoor and outdoor swimming pools.” In addition, the resort has a top-notch restaurant and bar. “The bar is named Hajo Bar, because *hajo* means ‘boat’ in Hungarian and there is a big boat in the middle of the bar,” Fülöp explains. “It’s kind of like a pub, with food service and indoor/outdoor seating.”

A proper diet and its accompanying beneficial effects are critical components of the philosophy embodied by Karos Spa. As you would expect from a wellness resort, dining goes beyond mere gastronomical delights: The chef is available to help diners maintain their specific diets. On condition that the staff is informed in advance, guests with digestive disorders such as lactose intolerance or celiac disease, as well as those who have high cholesterol levels, can order special meals so that they, too, can indulge in culinary pleasures.

Eden Restaurant awaits its guests with an extensive collection of Hungarian and international dishes, both light and gourmet, together with an assortment of drinks. In the evenings, the cafe promises further dining choices with live music in the Hajo Bar — or, in the summer, on the barbecue terrace.

The hotel also offers limited hours of room service to all guests. Daily and

weekly programs are planned with attention to the needs of families: Creative activities and games are available for kids of all ages. Professional child care employees lead interactive programs every day in the hotel’s playhouse, with a variety of events so that parents can enjoy the leisure amenities without worrying about their children.

Healthier by Degrees

The resort’s Harmony Spa Wellness World area covers more than 43,000 square feet (4,000 square meters) and offers a full menu of treatments including massage, aromatherapy, spa remedies, and beauty services. Dynamic activities also have an important role at the resort. A fitness center and professional trainers help guests work off stress through indoor, outdoor, and aquatic sports pursuits.

The pools cover about 10,000 square feet (nearly 1,000 square meters) and include a thermal pool, indoor and outdoor

pools, whirlpools, and a children’s pool. Saunas are another well-represented indulgence, with a Finnish sauna, steam and ice chambers, infrared sauna, and more.

Looking Ahead

Fülöp says his company’s agreement with Karos Spa Hotel gives him the right to buy the rest of the one-bedroom accommodations: “If we do well, we can purchase more units at any time,” he says. “My vision is to eventually purchase and sell off all 100 units as timeshare.”

So after that, what’s next for Fülöp? Will it be another property in the Zalakaros area or somewhere else in Hungary — or something else entirely? “You never know,” he states. For now, Fülöp is content to see owners and exchange guests enjoying Club Karos Spa. [E]

See page 2 for currency conversions.

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AN INTERVAL INTERNATIONAL MEMBER RESORT

Club Karos Spa

DEVELOPER: Resort Investment Group Kft; János Fülöp, president

LOCATION: Zalakaros, Hungary

PRODUCT: 99-year right-to-use, fixed-week, fixed-time

UNITS: 30 one-bedrooms, 18 studios

PRICE: From US\$4,000 to US\$8,000

WEBSITE: clubkaros.hu

Jinfeng Yinhua Holiday Hotel

China's Shengteng Vacation Club Offers Serenity Now

[] By J.B. Bissell



A number of successful shared ownership properties tout nonstop activities and an endless catalog of amenities as main attractions. They keep guests happily busy with a daily calendar of events that transition from bingo to pool parties to salsa lessons to face painting — every hour on the hour, Sunday through Saturday.

Jinfeng Yinhua Holiday Hotel, a mixed-use timeshare project in Lijiang, China, and part of the Shengteng Vacation Club, is not one of those resorts. “Our greatest appeal is the quiet, peaceful, and warm atmosphere,” says Xie Yi Hong, marketing director of Lijiang Jinfeng Yinhua Tourism Investment Co. Ltd., the business entity that developed the hotel in October 2009. “Our guests really enjoy the garden and mountain views, and the Naxi-style courtyard.”

It's not often that a courtyard is promoted as an actual amenity, but at Jinfeng Yinhua, that particular public space truly functions as the centerpiece of the grounds. Green plants line the inviting walking path where visitors can spend a few quality minutes — or hours — contemplating the yellow and pink flowers or collecting their thoughts as the trees rustle in a gentle breeze. If vacation is about getting away from all of life's distractions, the Jinfeng Yinhua courtyard is an ideal place to do exactly that.

A Localized Architecture

Yet, the true gift of the courtyard may be something much more culturally significant. The property is located in the heart of Shuhe Ancient Town, “which looks out on many great sights and enjoys the solitude of a small town,” says Hong. The community is approximately 2.5 miles (4 kilometers) northwest of the Old Town of Lijiang, a UNESCO World Heritage Site.

The Yunnan province's Lijiang is one of China's most beloved destinations, due in large part to the stunning surrounding scenery, such as Jade Dragon Snow Mountain, Tiger Leaping Gorge, and many other natural wonders. Nearby is the Three Parallel Rivers area, protected as a World Heritage natural site. But what makes Lijiang and Shuhe Ancient Town unique points of interest for visiting travelers is the local history, specifically that of the Naxi people, who have lived here for some 800 years.



The Naxi are famous for their water features — including the inventive and complex system of canals (which remain in operation today) to bring fresh water to the city's original inhabitants. They are also known for their courtyards, and the central square at Jinfeng Yinhua is a faithful recreation of how those gathering spaces were built centuries ago.

Indeed, with just a quick glance, the entire 1.65-acre (.67 hectare) property appears as though it might have been erected during the structural design heyday of the early Naxi settlers. "Our architecture and culture are very localized," Hong says. "We're right in the center of town, which is wonderful for our guests, and the building itself does not appear different from the many other traditional buildings."

Comfort in the Past

With the sloped tile roofs and ornate, though subtle, decorative work that embellishes the gates and wooden beams, the two-story Jinfeng Yinhua resort does blend in with Shuhe's other historic structures. Once vacationers step inside, however, they'll appreciate a decidedly modern elegance, with walls of exposed brick and seating areas outfitted with plush furnishings.



The property currently offers a total of 78 rooms, 15 of which are available as vacation ownership inventory. The 10 standard units have either a queen-sized bed or twin beds and measure from 301 to 355 square feet (28 to 33 square meters). Each of the five deluxe queen accommodations spreads out over approximately 484 square feet (45 square meters).

No matter the size, one thing that is standard at Jinfeng Yinhua Holiday Hotel is top-notch service. "We pride ourselves on that," says Hong. "Everybody on the staff is well-trained and professional. We have a very quality facility — with comfortable, restful rooms and bathrooms with tiled showers and wood-framed mirrors and so on — and a great location in downtown Shuhe. But the most important thing is that we provide the best possible service to each and every guest who stays with us."

Tea Time

That service is on display in the on-site restaurant, where visitors can order traditional Chinese entrees, as well as an assortment of regional cuisine. "I think the Naxi roast pork is people's favorite dish," Hong says. "That's probably the most-ordered meal, but we prepare a lot of bean jelly and fried fish, too."

Other social spaces include a cocktail lounge, the perfect spot for travelers to unwind after a day of exploring the local historical sites or touring the landscape. For budding sommeliers eager to hone their tasting techniques, there's a wine bar.

Perhaps the most intriguing of the public spaces, though, is the tearoom. In Chinese culture, essentially everything about the beverage — from the preparation to the consumption — is held to a distinctive ritualistic significance, and the attendants at Jinfeng Yinhua are more

than happy to share those customs and traditions with visitors.

"It might not sound real exciting to those who haven't experienced it or grown up with tea," Hong explains, "but the tea culture here is very important. Lijiang's Old Town was once a confluence for trade along the ancient Tea Horse Road. Guests can come in and enjoy the tea culture along with the tranquil garden views."

It can be extremely enlightening, too. "If a group requests it, they can even take part in a formal ceremony, and then purchase a tea set and the tea to take home with them at the end of their stay."

Finally, there's also a designated reading area. So, again, whatever Jinfeng Yinhua lacks in terms of raucous activities and amenities, it more than makes up for with calm spaces and cultural opportunities. "That's what we offer," says Hong. "The courtyard and tearoom, the wine bar, and the reading room ... those are special and important facilities for our guests' overall experience ... it all works together to create a very comfortable and quiet atmosphere."

A Tranquil Trade

And because Jinfeng Yinhua Holiday Hotel is part of Interval International's network of member resorts, those opportunities are accessible to even more travelers. "We selected Interval as our exchange partner because they can provide our owners with high-quality resorts for exchange as well as offer supreme service to members," says Zhu Ying, general manager of Shengteng Vacation Club, the company that oversees timesharing at Jinfeng Yinhua. "Service is very important to us, and through the cooperation of Interval for the last two years, we have set up an excellent relationship that our owners will benefit from."

Ying's Shengteng Vacation Club is benefiting, too. "The Interval brand really helps when it comes to sales," she adds.

At this point, sales of the right-to-use units remain ongoing, and Shengteng has off-site marketing locations in Beijing and Wuhan. So word of the peaceful retreat nestled beneath the willow trees along Shuhe Ancient Town's cobbled streets is getting out to the masses. Staying true to their serene sensibilities, though, the process is a decidedly low-key affair.

"We reach out to consumers who are qualified and invite them to attend a presentation," says Ying. Inevitably, she reports, "The courtyard is their favorite part of the resort tour." **]]**

See page 2 for currency conversions.

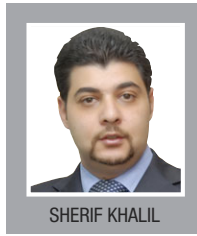


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AN INTERVAL INTERNATIONAL MEMBER RESORT

Jinfeng Yinhua Holiday Hotel

- DEVELOPER:** Resort: Lijiang Jinfeng Yinhua Tourism Investment Co. Ltd.
Vacation club: Shengteng Resort Development Co. Ltd.
- LOCATION:** Lijiang, Yunnan, China
- PRODUCT:** Five-year right-to-use, one week per year; 10-year right-to-use, one week every other year; 10-year right-to-use, one week per year
- UNITS:** 10 standard rooms and five deluxe queen accommodations
- PRICE:** From US\$2,800 to US\$6,000



SHERIF KHALIL

Sherif Khalil has been appointed Interval International's vice president of resort sales and business development in the Middle East and North Africa. Based in Dubai, Khalil is responsible for securing new resort affiliations throughout the region, serving existing affiliates, and establishing business development opportunities for Interval and Preferred Residences. He initially joined Interval in its Cairo office as operations supervisor in 1999. He was promoted to positions of increasing responsibility, including general manager of the Middle East and North Africa. For a short time, Khalil headed up a vacation club affiliated with Interval, before rejoining the company in 2011.



The Aston Waikiki Beach's cliff-top location overlooked the season-premiere festivities of *Hawaii 5-0*. Aston Hotels & Resorts, an Interval Leisure Group company, celebrated with a gala party of its own, attended by local celebrities and broadcast live on CBS affiliate KGBM.

But Aston's connection to the popular remake of a classic TV series is even more up-close and personal: Scenes from the show have been filmed at two Aston properties — and several times at the Waikiki Beach resort. Plaques on the doors identify which rooms were featured, and staff indicate that guests often request these rooms specifically. (Can you say, "Book 'em, Danno"?)

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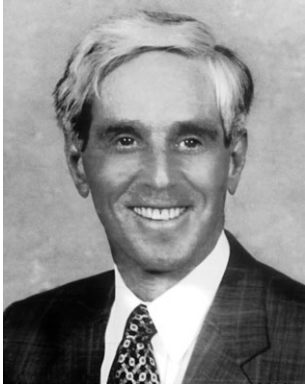
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Frank Eck

After a lengthy battle with ALS, Frank Eck passed away August 25, 2011, in Richmond, Virginia. Eck was a longtime champion of the vacation ownership industry, as a developer, a lawyer, and a government advocate for the American Resort Development Association (ARDA). His contributions were recognized at the ARDA spring conference in 2011, when he became the first recipient of the ACE Statesman Award.

Eck graduated from Villanova University and the University of Richmond's T.C. Williams School of Law. Early in his career, he developed timeshare properties in the Bahamas. As a practicing attorney specializing in real estate and resort development, he was responsible for writing virtually all industry-related legislation in Virginia, including the Virginia Timeshare Act. Eck further served the industry as an ARDA Chairman's League member and as general counsel for the Virginia Resort Development Association (VRDA). He was also a member of The Commonwealth Club of Richmond.

"Frank Eck has been instrumental in shaping the healthy, regulated environment we have today, and representing our interests in legislative activity," says Tom Bell, senior vice president of governmental affairs for Interval International. "He has been a leader, and the loss of his leadership is a loss for us all."

"I am especially affected by Frank's death," says Craig M. Nash, chairman, president, and CEO of Interval Leisure Group. "He and I grew up in the industry together. I will miss his wit, his class, and his friendship."



Luis Bulnes Molleda

Considered a founding father of his adopted home, Cabo San Lucas, Mexico, Luis Bulnes Molleda died October 10, 2011, in Los Angeles, California. The iconic figure, known to everyone as "Don Luis," is credited for turning a barren spit of sand into a thriving resort community and building and maintaining the area's reputation as a world-class blue marlin capital.

Bulnes moved with his wife, Conchita, from Spain to Mexico in 1955 to manage a tuna cannery, where he grew the operation more than 20-fold in 20 years. In the 1970s, he got involved in real estate development, creating hotels, resorts, and restaurants in the Los Cabos area. His most recent project, Grand Solmar at Land's End, celebrated its opening in 2011, which he was able to attend.

Bulnes is also recognized as an influential champion of sustainable fishing. He and son Paco built Cabo's largest sport-fishing fleet. His recognition of the importance of big fish to Mexican commerce led him to establish a foundation to support fishing regulations and protect the striped marlin, found only in the surrounding waters.

"Don Luis contributed so much, not just to the resort development industry, but to the Los Cabos community," says David Gilbert, executive vice president of resort sales and marketing for Interval International. "The hotels, resorts, and other establishments he built have created jobs for so many, and his support of tourism is in no small part a factor in the area's popularity. He will be missed."



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To learn more, contact Interval International at +866.554.8168, email WorldPoints@intervalintl.com, or visit ResortDeveloper.com.

Our Latest Tools Will Play Right Into Your Hands

(and your owners' too)



Now, members can browse the Interval International Resort Directory anytime, from anywhere!

Interval's new app for Android™, BlackBerry®, iPhone®, and iPad® devices is one of the most comprehensive planning tools available in the shared ownership industry today.

In addition to allowing users to view resorts in Interval's network, this great new technology employs a built-in GPS to find properties within a 3.2-mile radius, shows pertinent details (including photos and interactive maps), and more.

Interval Community: It's all about the members.

Interval Community, an online information-sharing network exclusively for Interval International members, is available only at IntervalWorld.com.

Interval Community gives members the opportunity to chat about exchanges and Getaways, post travel recommendations, alert one another to the best resort deals, and even post favorite photos.

It's a great resource for Interval members who want to make informed decisions when they plan their vacations, and a fabulous addition to Interval International membership!

Ask.



Share.



Tell.



Learn.



IntervalWorld.com





Winners Circle

Everyone Loves a Winner!

Reward top producers with exciting prizes through Interval International's sales incentive program!

THIS PROGRAM REALLY WORKS. LISTEN TO WHAT SATISFIED PARTICIPANTS HAVE TO SAY:

"Without a doubt, this program has served to motivate our salespeople to be better every day. We are very pleased that one of our sales staff, who's been with our resort for several years, was recognized last year. It is very well-deserved and we are sure that this will contribute to his professional development."

Juan Luis Londoño

Zuana Beach Resort, Santa Marta, Magdalena, Colombia

"Winners Circle gives me recognition and appreciation among my fellow timeshare sales peers. Thank you for this valuable appreciation for our hard work in vacation ownership."

Tommy Schuman

Marriott's Phuket Beach Club, Phuket, Thailand

"Sales executives live on a risk/reward basis; any time you have an opportunity to offer an enticing incentive to a sales executive, it's a huge perk."

John Ryan

Marriott's Oceana Palms, Riviera Beach, Florida, U.S.A.

"Winners Circle is not just about great gifts, which they most certainly are. It's more about recognition, and making your people feel significant to the business and the team. Recognition drives the enthusiasm, which in turn powers the desire that produces the extraordinary outcome."

Perry Newton

Island Residence Club at Golden Sands, Malta

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TO YOUR COLLECTION
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THE QUALITY VACATION EXCHANGE NETWORK



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Flexibility Redefined

AN EXCITING NEW MEMBERSHIP AND EXCHANGE PROGRAM THAT COMBINES THE BEST OF TRADITIONAL TIMESHARE WITH THE FLEXIBILITY OF POINTS-BASED PROGRAMS.

Club Interval GoldSM is a points-based exchange program that provides owners of fixed- or floating-week timeshares access to a world of opportunity.

Members can convert their resort week into points, and utilize them in the following ways:

- Exchange to any available destination throughout Interval's worldwide network of approximately 2,600 resorts.
- Use points across various locations, unit sizes, and seasons, and for as many stays as the available points allow.
- Combine deposits, to trade up to larger units and/or higher seasons.
- Apply points toward the purchase of a cruise, spa, or golf vacation.

Members receive all of the Interval Gold[®] benefits, as well, including discounts on Getaways, hotels, dining, and leisure; VIP ConciergeSM; Hertz #1 Club Gold[®]; and more.

Developers can offer Club Interval Gold to existing owners and new purchasers alike.



CLUB INTERVAL GOLD IS A VALUABLE TOOL AT THE SALES TABLE, AND ONE THAT ENHANCES THE VALUE PROPOSITION OF YOUR SHARED OWNERSHIP PRODUCT.

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