



The Leading Shared Ownership Magazine

# PERSPECTIVE

North America Edition

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## West Coast Fractionals

California, Oregon and Washington face the same challenges as the rest of the United States – but they may be poised for the strongest return.

**THIS ISSUE** A List: Jim Lewis - Disney Vacation Club, Keys To Concierge Success, Destiny Resorts, Christel House Golf, AMDETUR & VOIC Reviews...



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## FEATURES

### **COVER STORY:**

#### 10 **West Coast Fractionals**

Perspective Magazine takes a look at the U.S. fractional residences scene and finds that while things are bad all over, certain West Coast markets may eventually prove to be the bedrock of future development. To gauge the present situation and investigate what might be to come, we spoke to several experts with an interest in West Coast fractionals.

#### 28 **A List: Jim Lewis**

An exclusive interview with Jim Lewis, president of Disney Vacation Development, Inc. and chairman of the board for the American Resort Development Association (ARDA) on Disney Vacation Club's upcoming Aulani resort, DVC's ties to the new Disney Dream, and the state of the shared ownership industry.

#### 32 **RCI Christel House Open Makes a Difference with Shared Ownership Industry Support**

Final numbers are still coming in for the eighth annual Christel House Open golf tournament, which was held at 17 tournament sites and spanned six countries, hosted approximately 1,600 golfers worldwide.

#### 42 **A Good Thing Gets Even Better**

RCI revolutionizes weekly exchange with a series of firsts, creating more choice, flexibility and control for its members as it unveils 'Trading Power Transparency' – a first for the world's leading timeshare exchange program.

#### 52 **Destiny Resorts Unveils Weeks Resort Upgrade Program**

A little more than a year ago, Destiny Resorts Founder and President Steve Drummond started looking at existing industry programs and components that when combined and married with weeks timeshare intervals would offer traditional weeks resorts and individual owners a way to address the growing concerns of tough economic times and rising owner defaults. He came up with an ingenious solution.

#### 56 **Concierge Hold the Keys to Creating Golden, Priceless Moments**

Concierges are, and should always be, the most trusted, tenacious, reliable and ingenious resource in accommodating just about any guest request, from the simple or mundane to the extraordinary. And that's where some concierge programs, especially at fractional/timeshare resorts, have drifted from their original purpose.

#### 64 **Now That's Cool: Wyndham Bonnet Creek Unveils ICE Touch Devices in New Tower**

Intelly, an Orlando based hospitality technology firm, has deployed an innovative and interactive guest web experience, Wyndham Connect, exclusively across all Wyndham Hotel Group brands in North America, as well as Wyndham Bonnet Creek Resort, and provided access to its Interactive Customer Experience (ICE) suite of products.



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## Tapestry Resorts Names Debbie Jaloma as New Director of Business Development

Tapestry Resorts, a full-service hospitality management company, has announced Debbie Jaloma as director of business development. A longtime industry professional, Jaloma brings a wealth of hospitality and resort trade knowledge and business savvy to the Tapestry team.

"Debbie brings an intimate knowledge of our industry and a proven track record," said John Small, chairman of Tapestry Resorts. "We know Debbie will play an important role in the ongoing success of our company's development as we continue to strengthen and grow our business."

As the director of business development, Jaloma will be instrumental in new business and lead generation, as well as maintaining existing client relationships,

for Tapestry Resorts' core products, including resort management, club management and reservations and call center services. She will continue to build the company's strong reputation in North America and the Caribbean.

Jaloma also serves as a consultant and director of business development at Preston Arza LLP, a law firm specializing in the hospitality industry. Jaloma's other positions have included director of business development at ResortCom International and Interval International. She previously managed and directed Interval International's Vacation Ownership Investment Conference, an annual timeshare industry event. She is a graduate of the University of Southern California and is fluent in Spanish.

## René Cardinal Named President of Intrawest Resort Club Group

Club Intrawest, a private vacation club with locations across Canada, the United States and Mexico has announced that René Cardinal has officially assumed the position of President of Intrawest Resort Club Group, a division of Intrawest ULC. Intrawest ULC is controlled by funds managed by Fortress Investment Group LLC. Club Intrawest is exclusively managed by Intrawest Resort Club Group. The announcement was made by Intrawest CEO Bill Jensen.

René joined Intrawest in 1997. He is a certified Management Accountant and has a Bachelor of Business Administration degree with a concentration in Finance. A Director of the Canadian Resort Development Association, he is also a Trustee of the American Resort Development Association (ARDA) and sits on the trade association's Finance Committee.

In addition to his commitment to driving the new growth surge of Club Intrawest, René will continue in his role as Executive Vice President, Finance and Chief Financial Officer for Intrawest Resort Club Group.

Bill Jensen said that Intrawest is particularly excited about "the opportunities that we anticipate will come available over the next

year. Given the new playing field in the vacation ownership market our confidence in Club Intrawest's solid track record of excellence makes us very optimistic about what lies ahead. René's long term history with Club Intrawest and our organization's strong team of seasoned professionals will enable us to create, direct and manage new growth as the Club expands its horizons."

Since opening its first location in 1994, people from 48 countries have joined, enjoying eight Club Intrawest locations across Canada, the United States and Mexico and access to hand-picked hotels, resorts and lodging properties through ExtraOrdinary Escapes, Intrawest's private exchange program.

For more information, visit [www.clubintrawest.com](http://www.clubintrawest.com).





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# Concierges Hold the Keys to Creating Golden, Priceless Moments

By John Small



**The “key to success.” It’s a powerful, all-encompassing – and cliché – phrase we often hear in the business world. Keys are highly sought after solutions and paths to prosperity.**

Keys also have the potential to unlock something valuable, tangible, as well as intangible, in the form of experiences, especially when it comes to travel. Some people consider these experiences, ones that create memories and long-lasting loyalty, priceless in value; something travel and hospitality professionals should strive for with each and every encounter property staff, particularly concierges, have with guests.

However, it’s much more than just having a key to unlocking life-enhancing experiences for resident guests. It’s about holding the right key – one that’s distinguished from all others that can unlock enjoyable and unforgettable vacation experiences that exceed the most discriminating guests’ expectations.

Gold keys have a storied past going back to when French innkeepers had the keys to every room in the inn behind the front desk. That evolved into the concierge who holds the “keys” to all the pleasurable experiences one can have while traveling.

Today, the international Society of Golden Keys, the original “Clefs d’Or” dating back to 1929 in Paris, is the world’s foremost concierge association dedicated to assisting travelers. The prestigious Union Internationale des Concierges d’Hotels counts 3,000 members in over 50 countries. Clefs d’Or

concierges are recognized by crossed gold keys prominently displayed on the lapels of their uniforms.

They, like concierges at fractional/timeshare resorts around the world, do much more than make recommendations and reservations for guests, advising them on restaurants, shopping, sightseeing tours, sporting and theater events, etc.

Concierges are, and should always be, the most trusted, tenacious, reliable and ingenious resource in accommodating just about any

A concierge’s true motivation should be a genuine desire to serve, fulfill guests’ requests and offer creative solutions. That was, and still is, the true mission of the Clefs d’Or and something all concierge programs should aspire to.

So there lies a dilemma: To provide attentive and sincere service, produce lasting positive impressions and warm memories, while at the same time generating revenue.

I encourage timeshare management to look beyond income to see the deeper intrinsic value of the vacation experiences themselves

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And that’s where some concierge programs, especially at fractional/timeshare resorts, have drifted from their original purpose.

The timeshare industry views concierges as an additional means to generate leads, up-sell a property and invite guests to real estate presentations and tours under the guise of creating customized vacation experiences.

and the feelings they create. Concierges make it all happen. The experiences may be difficult or nearly impossible to quantify, but there lies their invaluable nature. If you had to put it into some sort of monetization, the value would be the memory. The memory of that unique, incredible experience is the tender.

This tender compounds over time and coupled with word-of-mouth, a demonstrably powerful marketing tool, will have guests booking and returning to the property for years to come.

The interaction and emotional connection concierges have with guests in planning their vacations adds tremendous worth to their purchase decision and increases the value of their investment. It showcases how they intended to enjoy that piece of real estate.

So how do fractional/timeshare resorts utilize concierge programs to their fullest potential, ensuring that concierges work with a singular objective in mind: To provide the absolute highest level of service to every visitor and create "wow" moments?

Tom LaTour, partner and chairman of LaTour Hotels and Resorts, is well seasoned in understanding concierge roles, especially at luxury fractionals, and how they're most effective. LaTour's Platinum Concierge program delivers exceptional, highly-personalized vacation experiences through highly trained, motivated, multi-lingual and multi-cultural staff with an obsessive attention to detail. The concierges are either on property or available 24/7 through a call center.

The following are three important "keys" every concierge should carry with them and utilize to make every visitor's ideal vacation a reality:

- Know and understand your customers on an intimate level – every detail about them, their interests, sentiments, likes and dislikes. This information can be obtained and recorded in the guest history. Customer Relationship Management (CRM) is crucial.



- Anticipate guests' needs before they request them. They will be delighted to know that you have taken the time to know more about them and personalize their stay with suggestions or an unexpected surprise in their room. A concierge needs to always be two or three steps ahead.

provide are infinite.

Years ago, when Tom LaTour manned the front desk at an upscale hotel, a flustered, well-dressed, but sneaker-clad, executive came running into the lobby one morning in a mad dash to find a shoe shop. He had

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- Promptly and meticulously execute all of the details. There's no greater value than creating a lasting memory for a guest on a positive note.

Concierges are the "magic makers," able to make the (seemingly) impossible happen. They can make scarce items a commodity: tickets to a "sold out" show, renting a Lamborghini for the weekend, reservations at a hot new restaurant, or even having an acclaimed local chef prepare dinner for the resident guest and ten of his closest friends in a private villa. They can also help get a lost prescription filled, ensure a guest's on-site car is cleaned and serviced before arrival or simply provide transportation to and from the airport.

an important meeting but discovered he'd forgotten to pack proper footwear. Knowing there weren't any retail stores open at that early hour, LaTour asked him what size shoe he wore. Coincidentally they both wore 9 1/2. LaTour pointed to his black wingtips and a shoe swap was happily made.

The rest of that day LaTour bound around the property in the guest's white sneakers, elatedly telling astonished employees that it's their jobs to do "anything, anytime and anywhere" to make a guest's stay 100% satisfactory.

That is a genuine, unforgettable moment, worth its weight in gold – one of corporate lore that concierges around the world should emulate as the key to (concierge) success. ■

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Guests are there to enjoy the good life and concierges are there to make it even better. There is a price, of course, but guests who have experienced true concierge hospitality will attest that it is well worth it. A timeshare owner is entitled to use the concierge anytime, for anything, anywhere; not just when they're in residence.

The possibilities of what a concierge can

John Small is chairman and chief executive officer of Tapestry Resorts and LaTour Hotels and Resorts – two of the world's leading timeshare resort/homeowners association board management companies.

