



COOPERATIVE ASSOCIATION OF RESORT EXCHANGERS STRATEGIC PLAN JANUARY 2016

Executive Summary

The purpose of this summary is to provide, annually, a general overview of how C.A.R.E. is currently positioned, determine its objectives, and what directives it needs to initiate to reach those objectives.

C.A.R.E.'s Strategic Plan for 2016 details the factors and industry trends which drives an Action Plan. The Action Plan drives "actionable" initiatives to insure progress is made in the areas identified by C.A.R.E.'s Strategic Planning Committee.

The plan is not intended as a commentary on any individual C.A.R.E. member company, whose practices and performance may vary from the information included herein. It is designed specifically to keep C.A.R.E. focused and steadfast to its mission stay to true to supporting the highest standards in service in the industry and grow.

Factors for C.A.R.E. to remain strong and measure growth, include but are not limited to, increasing membership, expanding its exposure and maintaining its identity.

Global Economic Factors

Because C.A.R.E.'s member base is made up of resort developers, travel clubs and a host of service related providers, the same economic challenges that face them, can affect the ability to maintain membership in C.A.R.E. Therefore, accordingly while there are some positive signs, as our economy continues its slow but steady recovery; economic conditions continue to present unique and challenging opportunities for growth for C.A.R.E. and its members.

Demographics and Social Trends

In the last several years, the Strategic Planning Committee has focused on revising the plan's mission to only collect and review data related to our members' business, such as, who buys into timeshare interests, or travel clubs. It was decided that it is C.A.R.E.'s best interest to collect and analyze the makeup of C.A.R.E. member companies themselves; that is who are our members, how many of them control inventory, how many represent travel clubs, or how many provide services related to the industry.

The good news for 2016 according to a number of reports is that interest in travel in general is still on the rise; which certainly should help C.A.R.E. in its initiative to grow; not only in

maintaining its existing member base, but also to help find new prospects for C.A.R.E. membership. Therefore, it is extremely important to continually educate ourselves and our members on changing trends in the industry. The health of our members is directly connected to propensity to increase C.A.R.E. member base.

Industry Issues and Competition

Because new products, services, even legislature are continuously evolving and changing in our industry, there are often new challenges or even challengers for both C.A.R.E. and its members.

Social media and the opportunity the internet offers today is a double edged sword, and it is paramount to master, if expected to succeed in today's business world. Offering consumers more choices, more flexibility, more ease to communicate, the way they want to communicate, is parallel with C.A.R.E.'s need to concern itself with serving its members, and providing them a platform that continues to be valuable.

Goals, Objectives and Strategies

Fundamentally the goal of C.A.R.E. is to offer its members the tools to provide outstanding vacation services and practice effective yield management through information, education, and networking opportunities while remaining committed to the highest standards and ethics.

To achieve its goal C.A.R.E.'s Strategic Planning Committee has established an Action Plan for the purpose of: enhancing exposure within the vacation industry, expanding the use of technology and awareness of C.A.R.E., providing and enhancing members-only benefits, raising awareness of the need to protect proprietary information, providing education on industry changes and regulatory issues.