



COOPERATIVE ASSOCIATION OF RESORT EXCHANGERS STRATEGIC PLAN JANUARY 2016

STRENGTHS

The underlying strengths of C.A.R.E are:

- Number, quality, and locations of members' resort properties and the ability to locate inventory in highly demanded areas.
- The C.A.R.E. membership represents over 1,000,000 vacation ownerships that afford C.A.R.E. an important voice within the industry.
- The membership has knowledge of the varieties of resorts and vacation programs giving the organization's members insight into the vacation industry as a whole.
- Strong network of member companies
- Presence and commitment in and to other industry trade associations such as ARDA (American Resort Development Association), CRDA (Canadian Resort Development Association), TATOC (The Association of Timeshare Owner Committees), ARDA-WIN Advantage (Women in the Industry), GNEX (Perspective Magazine) and AMDETUR (Mexican Association of Tourist Development).
- Strong Media Sponsor Exposure with Perspective Magazine and Resort Trades.
- Reputation for requiring a commitment to honesty and ethical practices from its members with enforcement and support thereof.
- The core membership in the C.A.R.E. organization is very experienced and knowledgeable about the vacation industry.
- The membership understands the importance of keeping owners and members satisfied with their purchase, encouraging and facilitating vacation travel and accommodations for the owners/members.
- The membership is willing to share their knowledge with other C.A.R.E. members.
- C.A.R.E. Members are willing to assist with owner/member needs and "in crisis" situations.
- C.A.R.E. has been in existence since 1985.
- Commitment by C.A.R.E. to remain abreast of industry trends and issues and adapt to change thereof.
- C.A.R.E. is not only present on the worldwide web, but has Spanish and English versions of the website.
- Professional speakers, workshops, education and networking opportunities offered at semi-annual conferences.
- Informative semi-annual, digitally produced, magazines shared with industry partners/prospects as well as provides updates for C.A.R.E. Members (especially

- those that are unable to attend conferences) regarding speakers, seminars and the general business aspects of C.A.R.E.
- New member programs (i.e. Ambassador) at conferences designated to mentor new members in adapting to conference agenda and educational seminars.
 - Accreditation program that encourages the education of member representatives and rewards participation.
 - Strong dedication and commitment by C.A.R.E. individuals and companies that consistently support conference sponsorships and allow member representatives to donate time as volunteers.
 - C.A.R.E. provides an online platform to communicate with each other.
 - Active Board, committee and member participation that support the operations that stimulate the growth of C.A.R.E. while evaluating and strengthening the position C.A.R.E. within the industry.
 - Encouragement of industry green practices
 - Willingness to volunteer and give back to the community during semi-annual conferences.
 - Innovative Member Marketing Programs to include Media Marketplace and Exhibitor Marketplace options.
 - Self- managed website capable of numerous informative venues.
 - Posting career opportunities on the website under “C.A.R.E.ERS
 - C.A.R.E. Directory

WEAKNESSES

The following points have been identified and evaluated as weaknesses within the operations of C.A.R.E.:

- The purpose of the organization and the value of a membership in C.A.R.E. are not fully recognized or understood by all resort developers, management companies, and other entities offering vacation programs or services within the vacation industry.
- Some existing C.A.R.E. members are protective of their relationship with non-member companies/clients and are not receptive to introducing them to C.A.R.E.
- C.A.R.E. must continue to improve its efforts to inform, train, and educate its membership on the “nuts and bolts” of inventory exchange, inventory management, industry trends and legislation that affect member operations, and other facets of the industry.
- While C.A.R.E. is promoted through various marketing initiatives, the association continues to rely heavily on current members for new member recruitment.
- Poor conference survey participation poses a challenge to the C.A.R.E. Board in terms of meeting and fulfilling member expectations.
- Lack of reporting of unethical practices.
- Annual attrition is higher than desired.
- Difficulty in retrieving historical and statistical information.

OPPORTUNITIES

In summary, the principle opportunities to C.A.R.E. and its members are as follows:

1. Attendance and participation on panels at trade conferences including GNEX, TATOC, AMDETUR, CRDA, ARDA World, and smaller, regional ARDA conferences provides recruitment opportunities for new C.A.R.E. members, as well as to maintain current alliances.
2. C.A.R.E.'s relationships with industry leaders including ARDA, Perspective, and Resort Trades lend credibility to C.A.R.E.
3. C.A.R.E. continues to be a leader in providing industry updates, education, and networking opportunities in the Vacation Industry.
4. C.A.R.E.'s awards program recognizes companies and individuals for their contribution to the vacation industry.

THREATS

The more significant challenges facing C.A.R.E. are as follows:

- Membership attrition and lack of growth.
- Low attendance at conferences.
- Although the issue of annual vs semiannual conferences has been voted on and decided among the members the conference schedule continues to be an issue for some members.
- Competition with other industry associations and organizations that provide trade shows and conferences poses a challenge to C.A.R.E. for attendance at its conferences.
- C.A.R.E.'s relevance for senior level executives to attend conferences is low.
- Economic issues that affect C.A.R.E. member companies.
- Reluctance of C.A.R.E. members to embrace technological resources such as the C.A.R.E. Directory.
- Negative effects of unethical business practices and unfulfilled obligations.