



## **2018 Strategic Plan - 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 2018 details several factors and industry trends which drives an Action Plan. The Action Plan drives "actionable" initiatives to ensure progress is made in the areas identified by C.A.R.E.'s Strategic Planning Committee / Board of Directors.

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 and stay true to supporting the highest standards of service in the industry and quality growth of the association.

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.

### *Membership Demographics*

This section has been drastically changed in the last several years; transitioning from Demographics of the timeshare industry customer to Membership Demographics of our C.A.R.E. membership base.

To coincide with this transition, it is our intention to share more about the composition of C.A.R.E. member companies. The plan outlines C.A.R.E.'s membership by the numbers, categories and geographical location.

C.A.R.E. will always maintain its initiative to grow; not only in maintaining its existing member base, but also to find new prospects for C.A.R.E. membership. The health and consistency of our members is directly connected to propensity to increase the C.A.R.E. member base.

### *Social Impacts*

Revised from *Social Trends* in previous year plans, *Social Impacts* was newly added to the plan in 2017 when the Strategic Planning Committee reevaluated C.A.R.E.'s social media presence as well as philanthropic and social giving opportunities.

Corporate Social Responsibility (CSR) is becoming more highly regarded every year; a sought after and extremely popular subject matter in the world of business. C.A.R.E. is no different and must stay present and grow in this area. C.A.R.E.'s philanthropic (social impact) resonates through its C.A.R.E. Gives Back initiatives and charitable giving through fund raising efforts.

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.

### *Industry 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. As an association in an ever-changing industry, C.A.R.E. is faced with the challenge of relevancy of its conferences as we compete for budgetary and time resources of those who attend multiple industry events throughout the year.

### *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.