



Joining Forces to Deliver Outstanding Vacation Services

COOPERATIVE ASSOCIATION OF RESORT EXCHANGERS, INC.

STRATEGIC PLAN

January 2018

C.A.R.E.'s Vision and Mission

The vision of C.A.R.E. is to be recognized in the global vacation industry as a respected trade association that provides its membership with the tools, education, networking opportunities and structure to achieve professional success while remaining committed to the highest standards and ethics required to offer outstanding vacation experiences and services.

The mission of C.A.R.E. is to promote ethical and outstanding vacation services by providing education and networking opportunities.

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INTRODUCTION

Strategic planning is important to the continued growth of C.A.R.E. From a macro viewpoint, it is a process whereby the Board of Directors determines where C.A.R.E. is now, where it wants to be, and how it intends to get there. In a micro sense, the goal of the process is to strategically define C.A.R.E.'s goals and objectives while keeping its mission in mind.

Factors such as the global economy, statistical and geographical demographics of the C.A.R.E. membership base, social impacts realized by the association and industry competition trends and challenges are researched and then summarized. With C.A.R.E.'s mission statement in mind, goals, objectives and strategies are subsequently identified. An action plan with specific timetables for completion and responsible party assignments are then established to achieve the goals and objectives.

PURPOSE

The purpose of this plan is to guide the organization by establishing goals and objectives designed to promote C.A.R.E. as a respected trade association by providing networking and educational opportunities, professional development, and encouraging ethical and good business practices among its members. It will further set forth the strengths, weaknesses, opportunities and threats confronting C.A.R.E. in its efforts to accomplish the goals and objectives thereby sustaining its vision and mission.

APPENDIX

NEW to the 2017 C.A.R.E. Strategic Plan, and carried forward/expanded in 2018, is the *APPENDIX*. During the review and preparation of the 2017 plan, the Board of Directors determined there were several aspects of the plan that were not directly related to C.A.R.E. as an organization but more indirectly related to C.A.R.E. member companies.

The definition of Strategic Planning is *“an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy.”*

To these points, the Board of Directors implemented several revisions to the 2017 plan in effort to more accurately streamline the plan to C.A.R.E.'s strategy and direction as an association as described above in the plan's *Introduction* and *Purpose*. Multiple sections have either been completely moved to the appendix, combined with other sections and/or deleted accordingly. Sections no longer a part of the official Strategic Plan as previously titled are Social Trends, Industry Issues, Sources of Inventory and Sources of Members. In the 2018 Strategic Plan the Board of Directors has expanded the Appendix to now include two sections titled Appendix A & B. Appendix A will consist of updated information from the 2017 sole Appendix and Appendix B is a complimentary Global Travel Forecast report courtesy of Global Business Travel Association (www.gbta.org). A copy of each Appendix

may be found online at www.care-online.org or feel free to e-mail info@care-online.org to request a full copy of the Appendix.

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.

GLOBAL ECONOMIC FACTORS

According to The Conference Board (www.conference-board.org/data/globaloutlook), "After exceeding expectations in 2017, the global economy is projected to carry forward its current momentum to generate a 3 percent growth rate in 2018. While the growth path of mature markets will remain solid in the short term, potential for much faster growth is limited, and a growth slowdown is likely to set in later in the decade. As some major

emerging markets are maturing themselves, especially China, they are unlikely to return to growth trends of the past. The good news is that a larger role for qualitative growth factors—an improvement in labor force skills, digitization, and especially stronger productivity growth—may help sustain growth and provide better conditions for businesses to thrive over the next decade”.

In 2018, the US economy is expected to continue its improved growth. In the short term, consumer demand growth will stay strong as the labor market continues to tighten. But expect a less supportive external environment for US growth in 2018. Over the medium term, businesses should assess opportunities from an uptick in growth in China and the Euro Area, make the right productivity-enhancing investments, and prepare for tighter labor markets and higher wages in 2018 and beyond.

According to the GBTA (Global Business Travel Association) 2018 Global Travel Forecast Report, the growth is expected to be driven by rising consumer confidence, as well as recovery in manufacturing, investment, and trade. Trade has begun to recover around the world after 5 years of slow growth. However, there is some concern if protectionist trade rhetoric becomes policy with more restrictions in the United States and other key markets. If that happens, a recovery is likely to be short lived. Additionally, withdrawal by key countries from multi-lateral agreements such as Brexit and the Paris Climate Agreement is also causing concern.

The GBTA report continues to state, “the currency dynamics, inflation, and oil prices all remain central to the outlook for the global economy and global travel prices in 2018. The U.S. dollar has continued to strengthen against the Euro and the Yen. Normalizing interest rates in the U.S. and continued accommodative policy suggest the dollar could continue to strengthen in 2018. Inflation has been on the rise, mainly driven by the increase in oil prices as the average price of crude oil is to rise by 24 percent this year and another 5 percent in 2018. This trend will help boost exporting economies but may be a headwind on a global scale. These factors, along with the modest economic growth, will help keep global inflation mostly in check, around 3 percent next year.

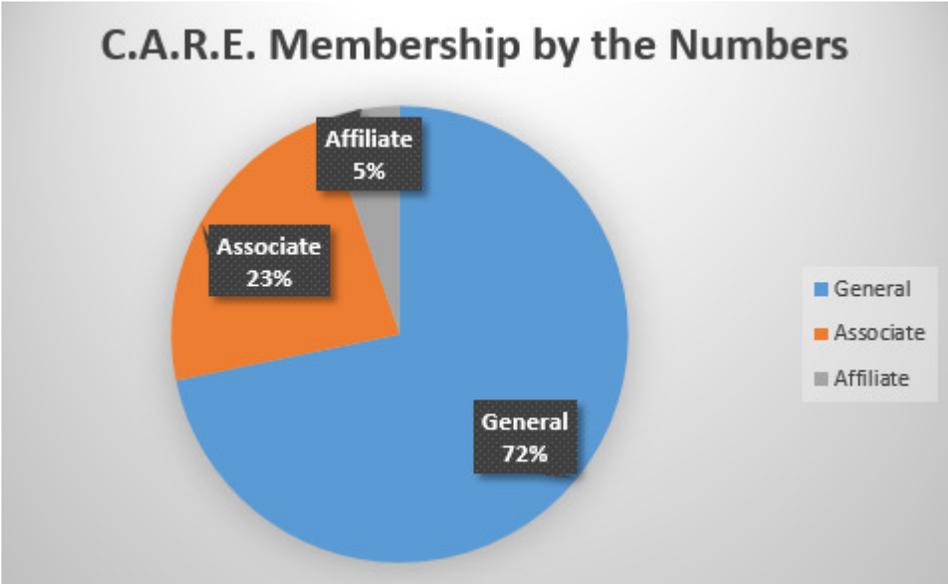
The GTBA report states while interest rates, monetary policy, inflation, job growth, and oil prices as the common indicators of economic performance, there are some additional, trends and risks to watch heading into 2018. The main factors to watch are the new U.S. Administration Policies, European Politics, Emerging Markets, and other geographical risk such as terrorism can greatly affect the global economy and outlook for 2018.

Refer to Appendix B for a complimentary copy of the 2018 Global Travel Forecast courtesy of Global Business Travel Association (www.gbta.org).

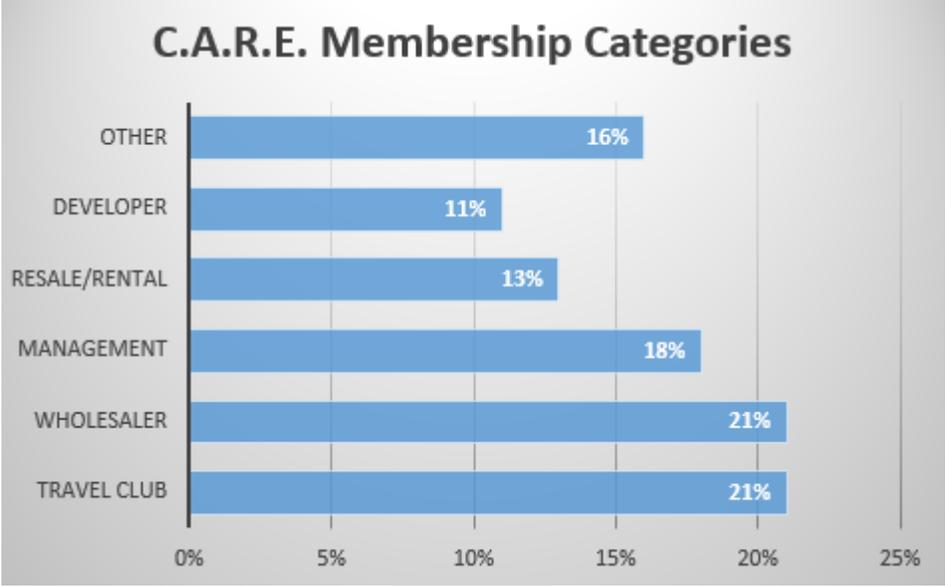
MEMBERSHIP DEMOGRAPHICS

New C.A.R.E. members are sought through referrals from existing C.A.R.E. members, networking/participation at industry trade shows and advertising in industry publications.

C.A.R.E.'s membership as of January 1, 2018: 131 Total Members = 94 General (own or control inventory) and 30 Associate (service providers); plus, an additional 7 Affiliates registered as part of an existing member file.



The C.A.R.E. membership is comprised of Resort Developers, Management and Exchange Companies, HOA's, Travel Clubs and Wholesalers as well as many respected industry suppliers bringing (value-added) revenue enhancement opportunities.



As of January 1, 2018

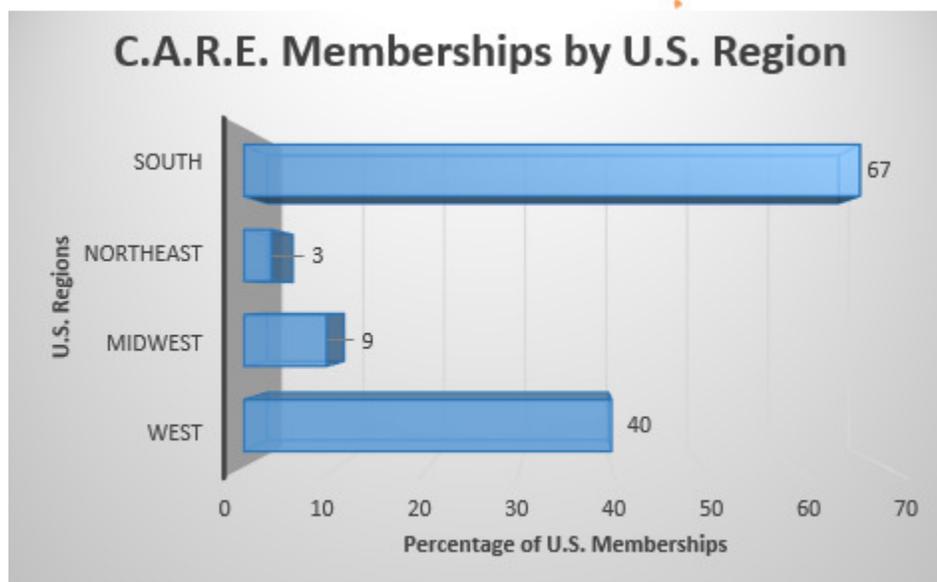
Other = categories combined with less than 5% stake in membership. Examples of business types in this category are providers of Travel Insurance, Incentives, Consulting, Loyalty Programs, Financial Services, etc.

C.A.R.E.’s internationally diverse membership base spans the world:
 United States (119) Canada (8) Mexico (3) and Europe/UK (1)



With 91% of C.A.R.E.'s membership geographically located in the United States (119 companies), here is a breakdown of the numbers in the four (4) basic regions as designated by the U.S. Census Bureau.

Census-defined U.S. regions



With the consolidation of the timeshare industry and the reduced number of participants in it, C.A.R.E. needs to view the market it serves differently to expand its reach into a much larger and growing market. It can do so by establishing relationships with inventory suppliers and vacation property consumers in the much broader Vacation Property (management/rental) industry that includes both timeshare resorts and vacation properties typically advertised through venues such as VRBO, Vacation Home Rentals and Airbnb. Enhancing the overall C.A.R.E. Membership Demographic scheme, by exposing the value that C.A.R.E. offers to these companies as another venue for advertising and renting their properties. C.A.R.E. is poised to support such properties because many current C.A.R.E. members provide multiple ways in which inventory utilization can be increased for these growing industry players.

C.A.R.E. Associate Members could also be provided as enhanced business opportunities to such potential new members by offering their products, systems and services throughout.

This calls for outreach to new segments of the broader vacation home market. In addition, with the high rates charged by Online Travel Agencies of between 10-30% of rent, there should be plenty of margin to support a wholesale network that expands owner reach.

SOCIAL IMPACTS

C.A.R.E.'s website (www.care-online.org) connects member companies on many different social touch points, offering an active communal of shared information. With the increased usage of Google type searches, photo galleries, links to quick connections and suppliers, surveys, Connections Magazine, and Career Center the site provides a transparent, easy to use, valuable tool for C.A.R.E. members. The Calendar includes invitations and the ability to plan to attend and network at C.A.R.E. Conferences, as well as see the value and benefits of sponsorship, who is attending, and the networking/educational opportunities.

The C.A.R.E Corner Blog is a new feature updated frequently, providing members a way to interact on posts that include valuable information such as association updates and industry news as well as featured stories that highlight industry related topics, colleagues, resorts/clubs, and destinations. C.A.R.E. members are encouraged to submit content for the Corner Blog such as company news for industry award recognition, general press releases, milestone celebrations, employee recognition, etc.

Members and industry colleagues can also stay socially connected with the C.A.R.E. organization on Facebook and Twitter, where posts highlight member companies, any information relevant to the industry, and so much more.

“C.A.R.E. Gives Back” in the local communities where their conferences are held by arranging for conference attendees to volunteer at local area homeless shelters, food banks, nursing homes, community centers, etc. On behalf of conference sponsors of \$2,500 or higher, C.A.R.E. will make a 5% cash donation to the non-profit where they volunteer to further the social impact in conference host cities.

C.A.R.E. also donates 5% of any silent/live auction or raffle proceeds to the charity of choice of one individual/company that donated an item to the fund raiser.

INDUSTRY COMPETITION

Other trade associations and conferences in the industry are the “competition” for C.A.R.E. as an association insofar as they may equally or better enhance the membership of the current and potential individual C.A.R.E. member companies. There is only so much time and so many resources for companies in this area and that is what we are competing for the time and money of industry companies.

The current associations and conferences that could be considered competition are ARDA, ARDA-WIN, AMDETUR, CVOA, GNEX, AVO, RDO, and TBMA. No individual association or conference can do everything for everyone and, in fact, in many cases they are not competition but complement each other. To advance that directive, C.A.R.E.'s Board of

Directors continues to work diligently to strengthen or devise beneficial partnerships with many of these organizations and will continue to focus on them in 2018.

Of course, these other options to C.A.R.E. must be able to offer something which C.A.R.E. does not. To maintain its place and grow in this industry, C.A.R.E. must be able to offer competitive opportunities in inventory yield management being its primary source of members (72%) own or control inventory. At the forefront would be developing educational programs, as well as promoting and supporting inventory procurement and utilization through week-to-week exchanges, competitive weekly wholesale rentals, guaranteed and free-sale blocks as well as year-round and seasonal leases all over the world.

In 2017 C.A.R.E. released a new member benefit in that of a Supplier Search System which is now included in C.A.R.E.'s proprietary online member directory. The Supplier Search System offers members simplistic, efficient and reliable means of connecting buyers, sellers and exchangers quickly and professionally. The system makes it easy to "find" and "be found", which improves time management, reduces overhead and assists in a key component to the majority of C.A.R.E. memberships by increasing inventory yield management.

C.A.R.E.'s focus and commitment in the areas of ethics, education, inventory yield management opportunities and networking, that may differ from the "competition", should not be short-sighted or minimized.

Overall, C.A.R.E. must consider how membership and cooperation with the "competition" will benefit itself as a trade association, as well as how it will benefit the individual C.A.R.E. member companies.

STRENGTHS

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

- Reputation for requiring a commitment to honesty and ethical practices from its members with enforcement and support thereof.
- Number, quality, and locations of members' resort properties and the ability to locate inventory in highly demanded areas.
- The membership has unique knowledge of the varieties of resorts and vacation programs giving the organization's members insight into the vacation industry.
- Strong network of member companies.
- Presence and commitment with other industry trade associations/conferences such as AMDETUR (Mexican Association of Tourist Development), ARDA (American Resort Development Association), ARDA-WIN (ARDA Committee), CVOA (Canadian Vacation Ownership Association), GNEX (Perspective Group), AVO (Association of Vacation Owners), and TBMA (Timeshare Board Members Association)
- Strategically aligned with the aforementioned industry trade associations creating financial and geographical benefits.

- Industry trade association alliances offers C.A.R.E. members discounts to other industry trade shows/conferences.
- Strong Media Sponsor Exposure with Perspective Group (Magazine) and Resort Trades.
- The membership understands the importance of its membership in C.A.R.E. to keep 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.
- C.A.R.E. Supplier Search System provides an easy to use online platform that simplistically matches inventory needs with inventory suppliers by general area/destination.
- C.A.R.E. member only benefits offered by other C.A.R.E. members. (i.e. Access Development Loyalty Program)
- Professional speakers, workshops, education and networking opportunities offered at 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.
- Ambassador program designed to mentor new members so that they maximize the benefits of membership in C.A.R.E. and attendance at conferences.
- 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, committees and member participation that support the operations that stimulate the growth of C.A.R.E. while evaluating and strengthening the position of C.A.R.E. within the industry.
- Encouragement of industry green practices.
- Volunteers and gives back to the community during conferences.
- Innovative member marketing programs to include Media Marketplace and Exhibitor Marketplace options.
- Self- managed website capable of numerous interactive features.
- Posting or seeking career opportunities on the website under Career Center.
- Proprietary C.A.R.E. Directory with enhanced supplier search options.

- C.A.R.E.'s awards program recognizes companies and individuals for their contribution to the vacation industry. More specifically, C.A.R.E. recognizes industry professionals within C.A.R.E., with the Pinnacle and Richard Gallardo Awards, for their support, participation and commitment to the positive growth of the industry, while upholding the highest professional and ethical standards.
- C.A.R.E. continues to be a leader in providing industry updates, education, and networking opportunities in the vacation industry.

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.
- The evolution of inventory management and distribution channels continues to cause C.A.R.E. difficulty in training, educating and encouraging inventory exchanges.
- While C.A.R.E. is promoted through various marketing initiatives, the association continues to rely heavily on current members, primarily active board members, for new member recruitment.
- Lack of reporting of unethical practices.

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 AMDETUR, ARDA World, ARDA Fall, ARDA-WIN Annual, CVOA, GNEX, AVO, and TBMA 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 AMDETUR, ARDA, ARDA-WIN, CVOA, GNEX/Perspective Group, AVO, Resort Trades, and TBMA lend credibility to C.A.R.E.
3. C.A.R.E.'s implementation of the Supplier Search System opens new avenues for new member additions and member retention.
4. C.A.R.E.'s commitment to develop protocol for increasing usage of the Supplier Search System in effort to increase efficiency.

5. C.A.R.E.'s ability to provide an alternative platform to suppliers who retain a negative perception of the broader vacation (home) rental market and/or OTA's (Online Travel Agencies).
6. C.A.R.E.'s ability to increase revenue generated through its marketplace exhibitors by repositioning the current structure of participation.
7. C.A.R.E.'s continued progress in reducing year over year member attrition by retaining existing members and attracting new members.
8. C.A.R.E.'s implementation of a successful transition to the annual conference platform versus previous semi-annual platform.
9. C.A.R.E.'s need to create a member loyalty program to incentivize members participation in the functions of the association (i.e. conference attendance, sponsorship, donation of goods/services, etc.).

THREATS

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

- Membership attrition due to continued industry consolidation.
- Low attendance at conferences.
- Time and budgetary resources are a source of 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.
- Global issues such as economics, politics, terrorism, natural disasters and social environments that can affect C.A.R.E. Member Company's financial stability.
- Reluctance of C.A.R.E. members to embrace technological resources such as the interactive member website, the C.A.R.E. Directory and the Supplier Search System.
- Negative effects of unethical business practices and unfulfilled obligations.
- Evolution of industry products being sold creates less opportunities for inventory utilization through membership in C.A.R.E.
- The emergence and visibility of resort inventory on various OTA's (Online Travel Agencies) that further include obstacles of reduced wholesale rates and nightly rentals.

ACTION PLAN

- I. **Objective:** To increase industry recognition as a respected trade association for direct exchange, wholesale rentals, resales and ancillary products and services of the vacation industry.

Action: Actively participate in AMDETUR, ARDA, ARDA-WIN, CVOA, GNEX, AVO, and TBMA as a member and/or exhibitor.

- a. AMDETUR
 - a. President to attend the 2018 conference.
 - b. President to investigate participation on AMDETUR committees (to be represented by a board member residing in Mexico when possible).
 - c. President to investigate the possibility to serve on panels at 2018-19 AMDETUR.
 - d. President to ensure the fulfillment of reciprocal benefits with AMDETUR (with assistance of a board member that speaks/reads Spanish).
- b. ARDA
 - a. President to attend ARDA World 2018.
 - b. President to investigate participation on ARDA committees.
 - c. President investigate the possibility to serve on panels at ARDA World 2019.
 - d. President ensure the fulfillment of reciprocal benefits with ARDA.
- c. ARDA-FALL
 - a. President to attend ARDA Fall 2018.
 - b. President to investigate participation on ARDA Fall committees.
 - c. President to investigate possibility to serve on panels at ARDA Fall 2018.
- d. ARDA-WIN
 - a. President to attend 2018 ARDA-WIN annual meeting.
 - b. President will ensure fulfillment of reciprocal benefits with ARDA-WIN.
- e. CVOA
 - a. President to attend 2018 conference.
 - b. President to investigate participation on CVOA committees.
 - c. President to investigate possibility to serve on panels at CVOA 2018.
 - d. President ensure the fulfillment of reciprocal benefits with CVOA.
- f. GNEX
 - a. President to attend the 2018 annual conference.
 - b. President to ensure the fulfillment of the reciprocal benefits with GNEX/Perspective.
- g. AVO
 - i. President will attend the 2018 AVO Summit.
 - ii. President to ensure fulfillment of the reciprocal benefits with AVO.
- h. TBMA – President to investigate the possibility and viability of being represented at the TBMA event in 2018.
- i. VRMA – President to investigate the possibility and viability of joining and/or being represented in or at VRMA events.

II. **Objective:** Enhance membership growth, retention and conference participation.

Action:

- a) The Administrator, along with the delegate that attends the event (AMDETUR, ARDA World, ARDA Fall, ARDA-WIN Annual, CVOA, GNEX, AVO, and TBMA) will follow up with letters, phone calls, copies of *Connections* and invitations to future conferences within 30 days of respective shows. The goal is to recruit three new members from each trade show.
- b) The Administrator will communicate via e-blasts and inserts that members will receive \$100.00 for member recruitment with New Member e-blasts, new member packets and at trade shows.
- c) The President will initiate monthly press releases and direct the Administrator to distribute through partner associations and various media channels.
- d) The Ambassador Committee will follow-up with new member representatives pursuant to committee schedule and will report to the Board.
- e) Continue to promote existing benefits of the C.A.R.E. membership and search for new ones.
- f) Inform C.A.R.E. members regarding by-law changes when applicable.
- g) Board to investigate options that would entice member company executives to attend and participate.
- h) Membership Recruitment Committee to survey 3-5-member companies from each of the top five categories outlined in the “Membership Demographics” section of the Strategic Plan to determine the value of C.A.R.E. to their organization in effort to ascertain how to gain new members in the respective categories. Results to be shared with the Board at the 2018 conference board meeting.
- i) Membership Recruitment Committee to contact up to five non-traditional timeshare resorts and/or outside property management companies (whole ownership properties) for possible membership recruitment opportunities. Results to be shared with the Board at the 2018 conference board meeting.
- j) Membership Recruitment Committee to research options of gaining interest of new members via online community of vacation home rental market as described in the “Membership Demographics” section of the Strategic Plan. Results to be shared with the Board at the 2018 conference board meeting.
- k) Administrator to create mailing to all non-member RCI/II resorts within 200-mile radius of upcoming conferences and extend an invitation to attend one-time at current member registration rate.

III. **Objective:** Continue to expand C.A.R.E.’s use of technology to raise awareness of the organization and to efficiently facilitate the needs of the membership.

Action: To Promote awareness and use of new technology at C.A.R.E. conferences.

- a) Promote C.A.R.E.’s online conference registration
- b) Promote C.A.R.E.’s online membership renewal
- c) Educate members to use the C.A.R.E. Directory
- d) Educate and promote use of the C.A.R.E. Supplier Search System
- e) Promote social media at every conference
- f) Educate how to use “e-mail blasts” through C.A.R.E. site
- g) Administrator to advertise and offer training sessions on learning and maximizing the benefits of the C.A.R.E. website

IV. **Objective:** Continue to enhance and develop membership and “member-only” benefits that would be lost upon non-renewal.

Action: Actively promote all C.A.R.E. member benefits.

- a) Promote accreditation levels at the beginning of the conference
- b) Increase opportunities to receive discounted attendance at other industry conferences and trade shows.
- c) Member Benefits Committee to provide overview of benefits on website
- d) Administrator to E-Blast membership benefits quarterly with the assistance of the Member Benefit Chair.
- e) Include member benefit content in *Connections*
- f) Ongoing promotion and education of the C.A.R.E. Supplier Search System feature of the website.
- g) Stay engaged in the thought of new member benefits.

V. **Objective:** Raise awareness of the need for protecting and updating proprietary information.

Action: Educate the members on protecting proprietary membership information.

- a) The Administrator will send e-blast quarterly reminding of importance of protecting proprietary information.
- b) The Administrator will send e-blast on (or shortly thereafter) March 1st annually to notify C.A.R.E. members of those companies that elected not to renew their membership in C.A.R.E. and are no longer bound by the C.A.R.E. Code of Standards and Ethics.

VI. **Objective:** Monitor and record C.A.R.E. historical information.

Action: To collect and store C.A.R.E. historical information as directed by the President.

- a) Administrator to store historical data in the back end of the C.A.R.E. website.
- b) Update and maintain historical membership data in the backend of the C.A.R.E. website (i.e. New Member Additions, Renewals and Non-renewals)

VII. **Objective:** To provide education on industry changes and regulatory issues to the membership.

Action: Communicate changes and updates in the industry.

- a) Conference – Speaker Committee will coordinate industry updates at Conferences when available.
- b) Administrator will provide communication of industry updates via e-blasts when available and/or as directed by the President.

- c) Communications committee will publish articles in Connections when available.
- d) Comment periodically, and as needed, on infractions.

VIII. Objective: To develop protocol for increasing usage of the Supplier Search System in effort to increase efficiency.

Action: To educate and promote the Supplier Search System in a manner that encourages participation and usage of the platform.

- a) Identify suppliers not utilizing the platform and encourage creating a supplier profile (task assignment TBD by President).
- b) Administrator to communicate benefits of creating supplier profile to each new general member.
- c) Create new ways to promote usage of the platform via email campaigns, Connections, social media, and/or during conference.
- d) Communications Committee (Social Media) to create a video educational series / tutorial via online.
- e) President will facilitate an update the 2018 conference Member Benefit Update: Supplier Search System Session to include testimonial type participation from users of the platform in addition to overview training factors.

IX. Objective: To increase revenue generated through marketplace exhibitors by repositioning the current structure of participation.

Action: To revise current structure of marketplace initiatives to move away from member participation to outside, local conference venue, vendors.

- a) Marketplace Committee to establish contact with 2018 conference hotel liaison to determine hotel guidelines of outside vendor participation.
- b) Marketplace Committee to contact 2018 conference area Chamber of Commerce to inquire ideas for exhibitors.
- c) Marketplace Committee to create a benefit overview for use in marketing prospective vendors.
- d) Administrator to provide revised marketplace registration form and online access to same.

X. Objective: To reduce year over year member attrition by retaining existing members and attracting new members.

Action: To continue focus on obtaining new members at trade shows and member referrals to maintain lowest possible membership attrition rates.

- a) Membership Recruitment Committee to revise marketing brochure.
- b) President to continue maximizing attendance at trade shows and lead follow up procedures.

- c) Administrator to implement campaign for reengaging expired memberships per board outline after 2018 conference.

XI. **Objective:** To facilitate a successful transition to the annual conference platform versus previous semi-annual platform.

Action: Board to maintain awareness and focus on priorities which will ensure successful attendance rates that meet or exceed goals established in the 2018 budget for the 2018 conference.

XII. **Objective:** To create a member loyalty program to incentivize members participation in the functions of the association (i.e. conference attendance, sponsorship, donation of goods/services, etc.).

Action: To develop a member loyalty program that will encourage member representative participation in the association.

- a) Member Benefits Committee to develop a member loyalty program proposal to be presented at the 2018 conference board meeting.

XIII. **Objective:** To monitor and manage completion of all objectives presented in this Action Plan.

Action: Board members should maintain appropriate task lists to ensure that all actions and deadlines assigned to them throughout the Strategic Plan are completed as scheduled