

# THE VACATION *Ownership*

AND TIMESHARE INDUSTRY ON ARUBA

*Presented by the Aruba Timeshare Association*





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## President's Note

### *A Note from the President of the Aruba Timeshare Association (ATSA)*

The current landscape of the hospitality sector pushes hotels and resorts to work harder in differentiating their brand and promoting their services. For sure, travelers have different needs, which means brand developing and segmenting is a must. The Purpose of this book is to rebrand ourselves as Vacation Ownership in order to grab opportunities that can come up from business alliances or product extensions.

We are facing challenging times ahead for our colleagues, our health systems, and our businesses. Our hearts go out to everyone affected by the outbreak of COVID-19. As leaders, we have all done risk assessments and take countermeasures. As the impacts of the global coronavirus pandemic continue to unfold daily, I'm proud to say that the ATSA properties have once again shown their resilience and continue to be the backbone of the Aruba economy.

ATSA is grateful to its Vacation Owners as they were the last to leave the island and were the first to return. We will continue to work our hardest to ensure that members and guests, remain confident about staying with us. Sadly, many of our members were not able to visit Aruba, their home away from home. The worldwide pandemic has affected us all in some way or the other and still continues with consequences for our future.

Now, we are to define a "new normal" where social distancing and hygiene measures set standards for the way we do business, interact and behave, however the things that make Aruba special are still there. This is our time to come together and drive our best thinking on how we are going to create Best Moments for our customers, adapt to their new routines, and continue to be that beacon of hope in our community. We are committed in continuing to make Aruba one of the top sought after destinations in the Caribbean.

The ATSA resorts, were among the least affected by the pandemic, and they continue to register occupancies above the 50% mark, and their members are returning to visit the island despite restrictions, for that reason we are fully dedicated to ensuring the well-being of our teammates, visitors and community, while continuing to provide the high-quality service our guests expect.

Our commitment remains firm. As is our belief that with focus, adaptability and the benefit of experience in navigating trying times, we will stand stronger together.

Kindness, patience and partnership will get us through this.

**Luigi Heredia**





A family of six is enjoying a resort pool. An older couple sits on lounge chairs under a large thatched umbrella. A younger family of four, including two children, sits on the edge of the pool. The background features a multi-story resort building with arched windows and balconies, and several palm trees. The scene is bright and sunny.

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*....a significant contributor to the local economy in Aruba for over 40 years.*

## Executive Summary

Timeshare, which is also referred to as Vacation Ownership, has been one of the fastest growing segments of the travel industry, and has grown significantly over the past few decades. The vacation ownership industry has shown consistent, steady growth over the past several years (ARDA, 2020). Timeshare is an important and critical element in the tourism industry, and it is one of the essential components of revenue generation in many tourism destinations, including Aruba.

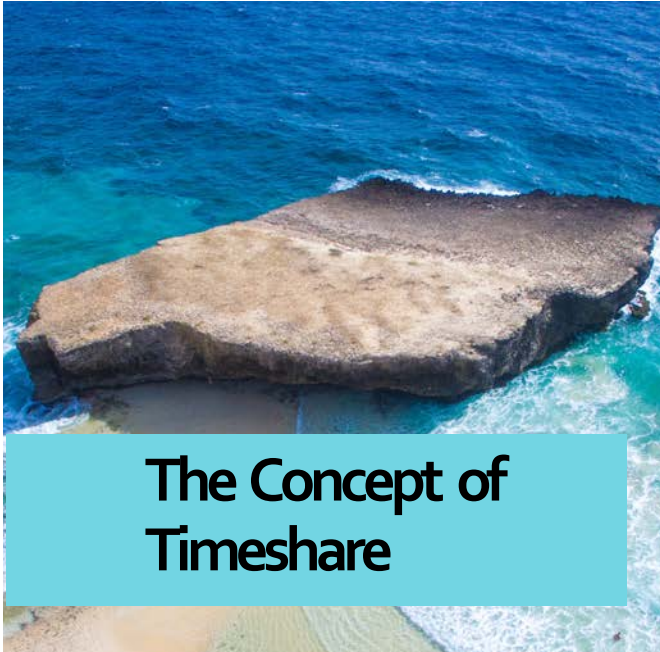
Timeshare has been a significant contributor to the local economy in Aruba for over 40 years. The Aruba timeshare industry has been experiencing lower growth than the global timeshare industry primarily due to the limited supply of the product on the island. Despite this fact, the timeshare industry / vacation ownership industry is referred to as the backbone of the island of Aruba.

Timeshare units represent over forty percent of Aruba's total room inventory (Synopsis of studies regarding All-Inclusive hotels, PWC, 2016) and in 2018, a little more than 27 % of overall total visitors to Aruba stayed at timeshare properties (ATA, December 2018).

The average occupancy percentage for timeshare properties in Aruba has until recently been higher than those of the general hotel industry (U. Arends, ATSA, 2018). However, the implications of COVID-19 (as will be discussed later), have increased occupancy rates to even more than the hotels on the island.

The economic impact and overall benefits (tangible and intangible) that the industry brings to the island is yet to be appreciated and understood fully by the local community at large. Given the importance of Vacation Ownership and its contribution to the overall hospitality and tourism industry on the island, it is imperative to understand both the properties and management/owners. Exploring the success of the industry over the past decades, based on both the supply and demand side factors, is critical to understanding this industry and to keep it timely and relevant moving forward.





## The Concept of Timeshare

The term timeshare is not new as this industry has been in existence for more than 40 years (Savage, 2008). However, there are challenges when determining the concept and when it is first mentioned in the academic literature (Penela, Morais, & Gregory, 2019).

For example, there are numerous ways timeshare can be explained: “time-share” (Avis & Gibson, 1983), “timesharing” (Arnold, 1984; Rohan & Furlong, 1984), fractional ownership (Ricci & Kaufman, 2008), and vacation ownerships (Hahm, Lasten, Upchurch, & Peterson, 2007).

Until recent years, Pandey and Rogerson (2014) affirmed that the term ‘shared vacation ownership’ just vacation ownership is often used “to describe collectively the time-sharing products of a timeshare, fractional ownership, and private residence clubs”, in which the term timeshare refers essentially to the practice of dividing accommodation units into (usually) weekly increments or intervals and selling them to consumers.

This definition is consistent with contemporary academic and industry literature (e.g., Gregory & Weinland, 2016; Redditt, Gregory, & Ro, 2019).

The concept of timesharing is rapidly developing and now it is present in all major tourist destinations in the world, which allows the owners in some companies and locations to exchange their timeshare purchases with the international market (Ristova, Koteski, Dimitrov, & Jakovlev, 2018).

Today, the hotel industry covers most of the market for accommodation by specializing in the exchange of hotel accommodation facilities throughout the world. In terms of the timeshare agreement, it is created based on the will and interest of the consumers to determine the elements and the form of the contract.

Regarding the available space for timesharing, the product can be manifested in three main variants, named fixed, free (floating), and mixed products (a combination of the previous two).

While traditionally the term of ownership refers to the long-term contracts, other types of timesharing have emerged in response to rising consumer demands for greater freedom of agreement. In terms of timesharing, the object can be fixed (precisely defined with a specific location) and not fixed (indicates the type of property in terms of size, type and benefits, and other).

There are also distinctions between long-term, medium-term, and short-term contracts, and according to the flexible form of timesharing, those times that are not designed over a holiday can be used through the system of points. Therefore, nowadays, with the development of the timesharing industry, the diversification of the offered services is also allowed to turn points into other products and services that accompany timesharing (Ristova et al., 2018).



# What is Timeshare?

Timeshare is a great way to vacation. It gives you the space and luxury of a resort villa or condominium apartment instead of a cramped hotel room, and the ability to exchange your timeshare for similar accommodations in desirable destinations all over the world (Leposky, 1993).

Timeshare resort ownership offers consumers an opportunity to purchase time slots in a resort, which can be occupied for personal holiday, rented to other holiday makers, or exchanged with other buyers in the company's system. The two chief forms of timeshare ownership are title or trust (which are taken in week-long blocks) and point based, in which participants purchase points that they then can apply to the use of timeshare units (Upchurch & Gruber 2002).

Given the many ramifications involved in a timeshare, its purchase represents a reasonably large financial outlay, is complex, and is largely intangible. Unlike a normal vacation purchase, the vested interest in timeshare continues indefinitely. People purchase a share of the ownership of a unit in a complex and in some cases the week(s) that they can use the timeshare unit are specified, in other cases it is more flexible.

Furthermore, the timeshare product has expanded from ownership of an interval of accommodation time to complex and varied holiday offerings. Large and internationally recognized companies, such as Accor, Marriott, and Trendwest, have entered the timeshare market with a wide array of products.

## *Fast Facts*

Beach resorts are the most common type of resort, with island resorts claiming the highest occupancy.

Between 2014 and 2015, global sales increased 11.5% from \$17.7 billion to \$19.7 billion.

Occupancy rates in the shared vacation ownership industry have remained strong, registering 79.4% in 2015, up slightly from 76.4% in 2014.

*Source: ARDA, 2016  
Worldwide Shared Vacation  
Ownership Report*





According to Kaufman, Lashey, and Schreier (2009), 48% of all timeshare owners worldwide are based in the United States (U.S.); while Mexico and the Caribbean are the most popular international locations visited by these American owners. The 48% of timeshare owners residing in the U.S. translates to 9.2 million households in the U.S. that own one or more timeshare products (ARDA, 2018).

The vacation ownership industry boasts a worldwide offering of about 5,400 resorts in 121 countries. The industry also generated \$57 billion in direct economic output, totaling the impact of the shared vacation ownership industry to nearly \$146 billion when including indirect spending and other induced impacts on the economy. (ARDA, 2016 Worldwide Shared Vacation Ownership Report).

In addition, there are various companies that offer complementary services—for example, exchanges or cruises—often resulting in the consumers being faced with an exciting, if somewhat overwhelming product (Sparks, Butcher, & Pan, 2007).

Today, the timeshare is a multi-billion-dollar industry. There are nearly 5,000,000 timeshare owners worldwide, and 85.6% of those who responded to the most recent surveys indicated that they are satisfied with their vacation ownership experience. In fact, 32.4% have plans to purchase additional timeshare and 18.6% will either upgrade or modify their existing timeshare plans.

## Fast Facts

RCI boasts 4,200 plus affiliated resorts ([www.rci.com](http://www.rci.com)) and Interval International (II) 3,200 affiliated resorts around the world ([www.intervalworld.com](http://www.intervalworld.com)). Note: A resort can be affiliated to both exchange companies.

In addition to its geographic diversity, shared vacation ownership offers a wide variety of product experiences.

Worldwide, the shared vacation ownership industry supported nearly 1.3 million jobs in 2015.

*Source: ARDA, 2016  
Worldwide Shared Vacation  
Ownership Report*





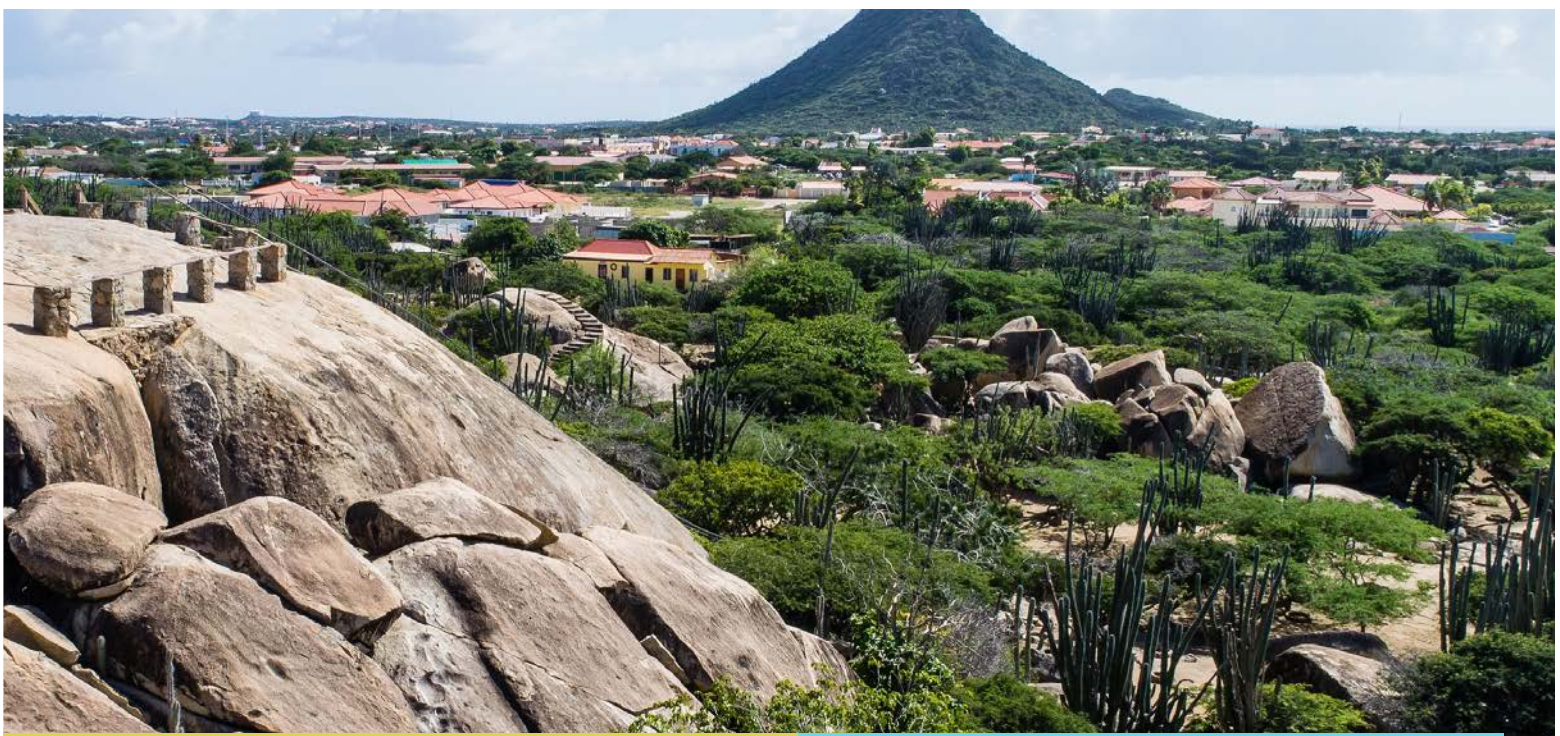
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# The World

Vacation ownership emerged simultaneously in various parts of the world. In Great Britain in the early 1960s, vacation home sharing, also known as holiday home sharing, evolved when four families would purchase a vacation cottage jointly, each having exclusive use of the property for one of the four seasons. They rotated seasons each year, so each family enjoyed the prime seasons equally.

In the 1960s, there were two companies that concurrently were the first to offer timeshare. A French development company, The Societe des Grands Travaux de Marseille, began selling at SuperDevoluy, their ski resort in the French Alps.

They are credited with developing the first ever timeshare slogan; "No need to rent the room; buy the hotel, it's cheaper!" At the same time, a company called Hapimag in Baar Switzerland also offered a version of the timeshare model. The owners of Hapimag began purchasing resort properties in Italy, Spain and Switzerland, thereby becoming the first to offer their members a choice of timeshare destinations.

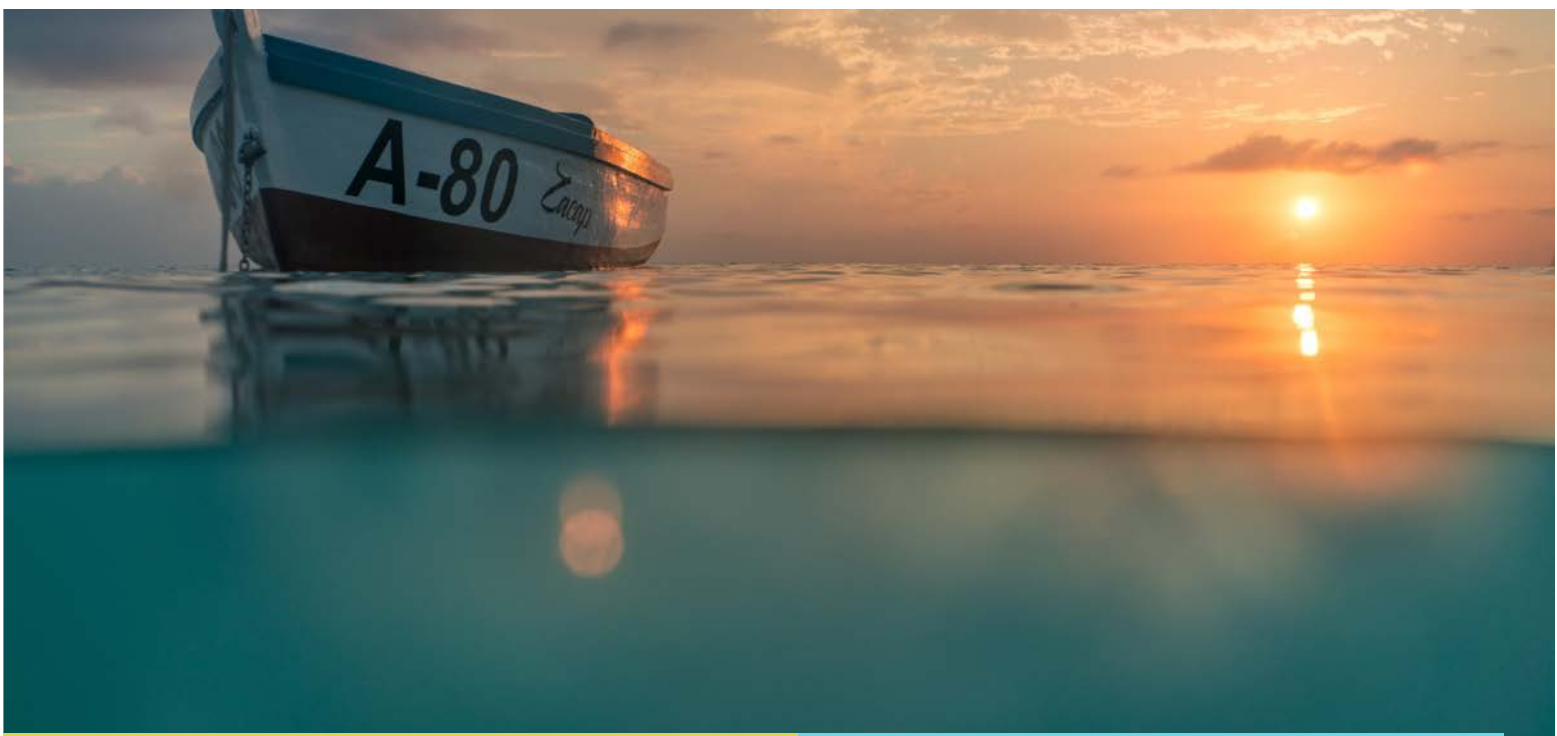
The first hotel-condominium timeshare in America, the Hilton Hale Kaanapali, started in 1965 on the island of Maui, Hawaii, within the 15,000-acre Pioneer Mill Plantation.

The first non-hotel timeshare in the US was the Kaua'i Kailani, started in Kauai, Hawaii in 1969 by the people who later founded Vacation Internationale. They offered weeks that were sold on a leasehold basis. They also were the first to offer timeshares sold on a point system to give more options to timeshare owners.

In 1973, a joint venture by the Hyatt Company and Innisfree companies offered the first "deeded ownership" timeshare program in the US. The resort was at Brockway Springs in Lake Tahoe, California. Captran Resorts International developed the first successful purpose-built interval ownership resort in the United States in 1974.

In the mid-1970s, fee simple ownership also spawned the concept of vacation exchanges. Vacation exchange was pioneered by Resorts Condominium International (RCI) and shortly thereafter Interval International (II). Driven by the growth and popularity of the timeshare industry, resorts all over the world were converting to this model.

By 1990s, major hotel companies including Marriott, Sheraton, Hyatt, Hilton and others began to offer vacation ownership properties. Consumer acceptance and timeshare sales globally reached record highs. Timeshare appealed to people of all economics and backgrounds for its ability to offer lavish vacations at affordable prices ([www.arubatsa.com](http://www.arubatsa.com)).



# The Caribbean

The Caribbean region is one of the most popular international destinations for timesharing. According to data from Caribbean timeshares (2014) the Caribbean region offered over 287 timeshare resorts in 2014. A more recent search (2021) revealed over 669 affiliated properties in the RCI directory and approximately 160 in the II online directory.

According to Neil Kolton, Interval’s director of business development for the Caribbean and Southeast U.S. on the results of a 2015-member survey, the Caribbean continues to be the preferred international travel destination for U.S.- resident members. “Demand for condominium-style accommodations exceeds supply throughout most of the region, which demonstrates the potential for more vacation ownership development in the market.”

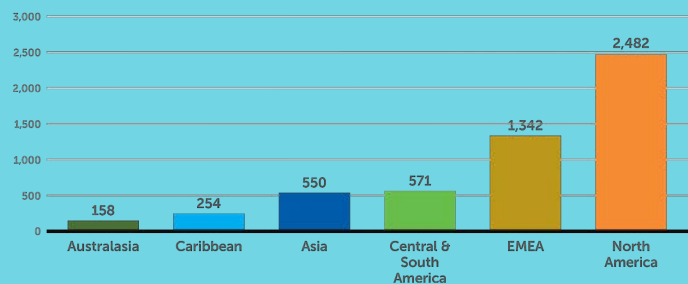
Aside from Aruba and St. Maarten, which represent the majority of vacation ownership resorts in the Caribbean, there are few islands that provide sufficient timeshare accommodations to meet demand.

(<http://www.caribbeanhotelandtourism.com>)

Destinations supporting a healthy mix of vacation ownership also reap the rewards. Aruba is one of the best examples of a Caribbean market that has been very successful in attracting a steady stream of vacationers and keeping the numbers high each year.

“This is partially due to the diversified nature of the hospitality sector on the island, where nearly half of the rooms are devoted to the vacation ownership market,” noted Kolton.

Global Shared Vacation Ownership Resorts, 2015



Source: 2016 Worldwide Shared Vacation Ownership Report



In 1974, when timeshare was still in its early stages, Aruban developer Raymond Maduro along with fellow pioneers Dan Oduber and Tito Muyale introduced the novel concept to Aruba.

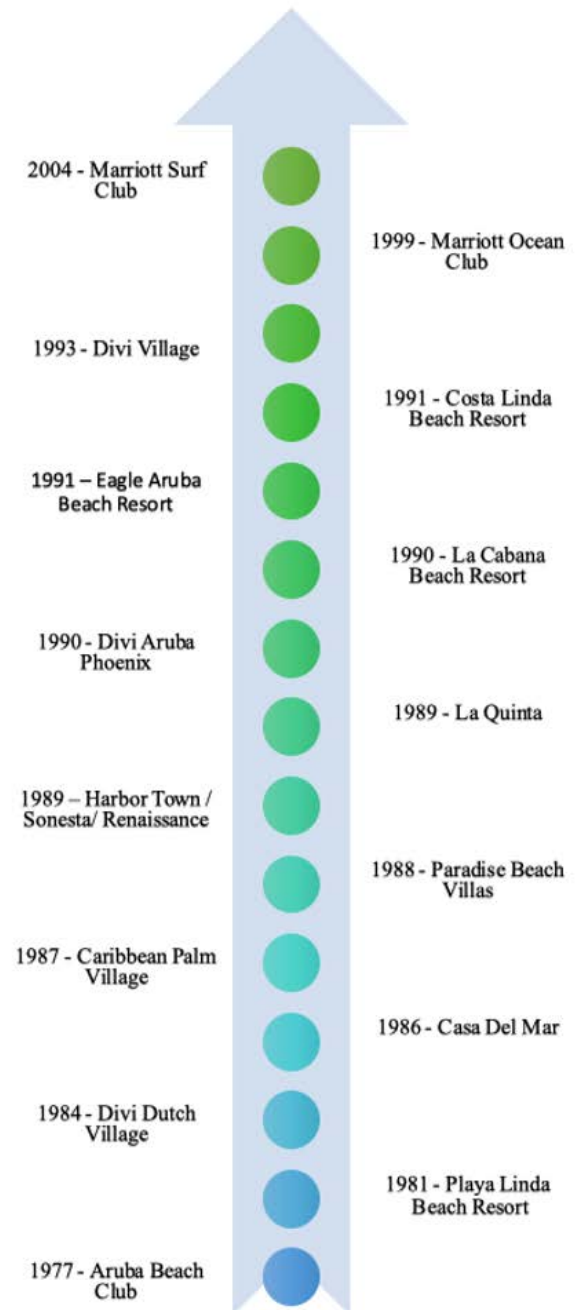
Aruba Beach Club (ABC) opened in 1977 and was Aruba's first Timeshare hotel. Guests to this hotel had to be members of a corporation that owned the hotel. This was how the first so-called 'timeshare hotel' in Aruba came to be.

This first resort in Aruba was also the eighth in the exchange company Resorts Condominium International (RCI).

In 1981, the Playa Linda Development Company began the phased construction of the second timeshare hotel on the island: the Playa Linda Beach Resort. Later, the name of the developers was changed to 'Sun Development Co.' that built amongst others the 'Casa del Mar' (1986) and 'Costa Linda Beach Resort' (1991) on Eagle Beach. Raymond Maduro, who was project developer of Sun Resorts, Aruba Beach Club, Casa del Mar, Playa Linda and Costa Linda and later Tierra del Sol, has played an important role in the development of time share in Aruba.

Parallel to Sun Development's impact on the timeshare industry in Aruba, Divi Resorts, under the initial leadership of Walter Wiggins and then since 1992 as Divi Hotels Marketing Inc., with corporate headquarters in Chapel Hill, North Carolina, also forged its own Aruban timeshare history.

After a few years, the BRC Board of Directors stepped in and took over the BRC property and in December 2005, BlueGreen Property Management was hired to oversee the day-to-day operations and provide consulting services to the Board of Directors (aruba.com). La Cabana Villa is now known as La Cabana Beach Resort & Casino.





Bob Swain's Harbour Town was developed in the 1980s but was then bought in the early 1990s by local businessman, Eduardo de Veer and became known as Sonesta Suites and was later rebranded as Renaissance Ocean Suites.

The 1990s also saw the introduction of Marriott Vacation Club International to the island with the introduction of Marriott Ocean Club in 1999, followed by Marriott Aruba Surf Club in 2004, (Chow,2014)

Other properties such as Caribbean Palm Villas developed in 1987, Paradise Beach Villas developed in 1988, and La Quinta developed in 1989, have been serving the island of Aruba for over 30 years.

Its first property in the Druif Beach area, was Divi Resorts, a 123-room property built in three phases, phase one starting in 1984. In 1990, Divi developed a property further along the coast, with the completion of phase one of the Divi Aruba Phoenix, on a stretch of Palm Beach. In 1993, this then led to Divi Village, which was later renamed Divi Village Golf and Beach Resort with the addition, in 2004, of the Golf Villas, overlooking its own 9-hole golf course.

The 1980s and early 1990s saw a few smaller independent developers enter the market with properties such as La Cabana that opened December 15, 1990. La Cabana Beach and Racquet Club (BRC) and La Cabana Villas were both developed by Louis Mansur.

Mixed properties such as The Mill Resort, Amsterdam Manor Barcelo and Renaissance cater to both the transient (hotel) and timeshare market. ([www.historiadiaruba.aw](http://www.historiadiaruba.aw)).







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# Timeshare Owners and the Aruban Community

## The Tourism Product Enhancement Fund (TPEF)

The Tourism Product Enhancement Fund (TPEF) was established and was effective as per September 1, 2010. The fund consists of the 2% percent of the tourism levy paid by the timeshare owners and for 2011 an additional three million florins was contributed by the government. The TPEF advisory board, the Ministry of Tourism, Health and Transportation work closely together with the other ministries, such as the Minister of Finance, Economy and Culture and the private sector to plan, develop and execute projects and programs.

The Board of the Tourism Product Enhancement Fund (TPEF), in charge of the supervision of the fund, consists of representatives appointed by the Minister of Tourism, Minister of Culture, Minister of Infrastructure and representatives appointed by the Aruba Timeshare Association (ATSA).

The major areas addressed by the TPEF are Sustainability, Safety and Security, Environment, Heritage, Attractions, Infrastructure, Beaches, Cleanliness and Research.

*Source: S.Feliciano, TPEF Board Member*

## Happy Community Initiative

CEDE Aruba, together with the Aruba Timeshare Association and endorsed by the Aruba Tourism Authority launched the HAPPY COMMUNITY INITIATIVE, Aruba's Visitor Charity Program, supporting the Aruban youth with after school programs, mentorship activities and social support.

A new platform for all visitors who would like to donate to good causes in Aruba. A donation to the happy community initiative will support local non-profit projects, helping local youngsters improve academic performance, enhance social skills, explore enriching activities in the arts, sports, leadership, volunteer work and more.

The priority is set to support projects for the Aruban youth. Visitors can donate through the website of the project, or they can donate by using the first digital donation kiosk in the Caribbean, which is available in several timeshare hotel lobbies. In addition, some Resorts will offer the possibility to donate at the checkout.

Sources: [www.aruba.com](http://www.aruba.com), [www.atsaruba.com](http://www.atsaruba.com)



## Why is timeshare so important for Aruba?

### Economic Impact



In assessing the gross economic value of the Aruban timeshare industry in 2017, excluding a leakage rate of 27% (U.S. \$143 million), the gross economic impact is conservatively projected at an estimated \$530 million. This is equivalent to one-third of gross tourism earnings and almost 20% of nominal GDP projected for 2017 for Aruba, the equivalent of one-fifth of the Aruban gross domestic production.

More specifically, the Aruban timeshare industry generates directly (measured by current account and destination expenditures) an estimated \$274 million, whereas indirectly (measured by business expenses and investments) its impact is estimated at \$191 million, with a calculated induced impact (measured by consumption multiplier) of an additional \$63 million.

The economic impact of the timeshare industry on Aruba can be calculated by assessing direct impacts and indirect impacts exclusive of the leakage rate (assessed based on money that is spent out of Aruba or goes to other countries based on where and how the money is spent) (Coleman, 2004; Turco & Kelsey, 1992).

The overall spend by timeshare owners or revenues from the timeshare industry is based on purchase price, maintenance and other fees, spend on food and beverages, gambling, shopping, activities (recreation, watersports, golf and others), car rental, groceries, and sightseeing.

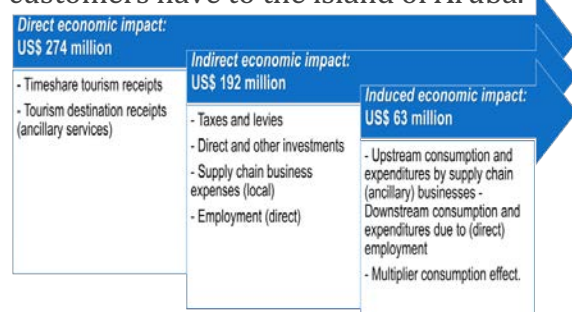
Direct spend would include timeshare costs, maintenance and other fees spent for the timeshare itself, as well as food and beverage monies spent at the resort itself. Indirect spend would include all other monies spent while on Aruba to other businesses or entities that are providing products or services to the timeshare owners.

‘When accounting for leakage (outflow, imports, remittances), the net added value of the Aruban timeshare industry is estimated conservatively at \$387 million to Aruba. It is to be noted that the current survey data collected was missing several potential important spend categories such as lodging spend, luxury brand name products, jewelry, Aruba products, and this fact may have negatively impacted overall spend and economic impact.

With an overall gross economic impact through direct and indirect sources of \$530 million, the timeshare industry has a positive impact for Aruba. The timeshare industry represents approximately 20% of the GDP of Aruba and therefore is critical to the island’s economy.

Many industries in Aruba can feel the economic benefits of the timeshare industry such as: retail, restaurants, casinos, tours and sightseeing, among others. In future studies, it may be important to determine which sectors and subsectors benefit the most by collecting data on spend with more distinct categories, and by interviewing individuals as a follow up, in addition to surveys.

The timeshare industry has a very positive economic impact on Aruba and can add value in many ways, both economically and through positive word of mouth due to the tie that these customers have to the island of Aruba.



# Tourist and Environmental Levy

*The tourist levy and environmental levies are paid by the hotel guest.*

## **Tourist Levy.**

The tourist levy's tax base is the gross turnover, which is the room rate including surcharges, paid by the guests. The tax rate is set on 9.5%. The tourist levy applies to all accommodations that provide housing up to a maximum of ten persons for less than 90 consecutive days, as well as timeshare resorts.

If a hotel room is sold on an all-inclusive basis, the tourist tax will be levied on 50% of the all-inclusive price including surcharges with a minimum of USD 90.50 (AWG 162).

Timeshare guests will have to pay the 9.5% tourist levy on a fixed amount per day, which varies per category of unit, i.e.:

- AWG 179 (USD 100) for a studio;
- AWG 193.95 (USD 108.35 for a one bedroom unit);
- AWG 223.75 (USD 125) for all other units (e.g. a two bedroom unit or a penthouse).

## **Environmental Levy.**

The environmental levy ("bijzondere belasting verblijf") has to be charged on all occupied rooms or units including those used on a complimentary (free) basis. Exempt from the levy are the residents of Aruba (those who are registered as such in the civil registry). The environmental levy applies to all accommodations that provide housing up to a maximum of ten persons for less than 90 consecutive days, including timeshare resorts as well as apartments or houses rented to tourists (regardless if done commercially or private).

The levy is assessed on the basis of the use of the room, i.e. the rooms or units within a property may lead to a difference in the rate to be applied. There are in essence two classifications: Transient room. A transient room is typically a room in a hotel, but also includes the vacation rental of a house, apartment or villa.

The levy amounts to US\$ 3 per night per occupied room. Where a hotel has a suite with two rooms, one of which being a bedroom and with one entrance, that is classified as one room. Also classified as a transient room is a room in a timeshare resort which is not used by the timeshare owner. The use of the room is decisive.

An example provided by the tax administration. An American family stays 7 nights in a timeshare unit with two bedrooms as a transient guest, since they do not own the timeshare unit or do not participate in an exchange program. They are charged an environmental levy of US\$ 21 (7 nights x US\$ 3).

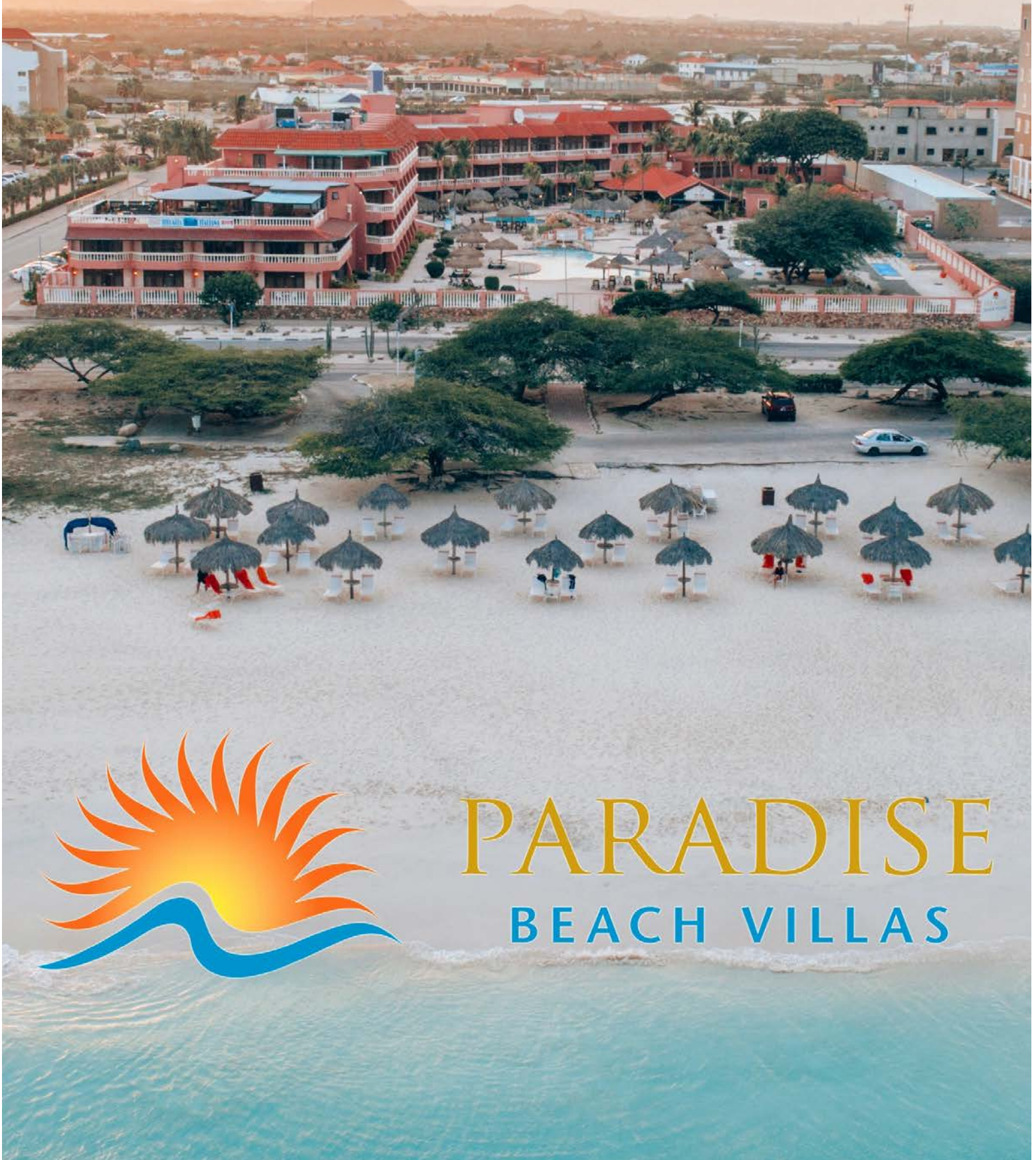
Timeshare room. A timeshare room is a room in a timeshare resort (whereby a timeshare resort is a resort which has issued rights to use or ownership of a certain unit) which is used by the owner of the timeshare unit or used by someone else via an exchange program. The levy depends on the room type, which is similar to the types used for the tourist levy, and amounts to.

- AWG 17.90 (USD 10) for a studio;
- AWG 26.85 (USD 15 for a one bedroom unit);
- AWG 44.75 (USD 25) for all other units (e.g. a two bedroom unit or a penthouse).

An example as provided by the tax administration. An American family stays 7 nights in a timeshare unit with two bedrooms which they own. They are charged an environmental levy of US\$ 25. If multiple weeks are owned (whether back-to-back or spread throughout the year), the levy will apply per week owned.



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# Benefits

The island of Aruba has been focused on sea, sand and sun tourism since the mid 1980s when the Lago Oil Refinery closed for the first time. The timeshare segment has taken a great role in the hospitality industry by demonstrating its uniqueness of real estate ownership components, complex management characteristics, and regulatory environment (Gregory & Weinland, 2016). Such uniqueness has been recognized from sales and marketing practices, resort service, and operations along with the ecology concentrations on design (Sun & Fu, 2018). Timeshare evolved from traditional lodging hotels in 1960s Europe with a concept focusing on buying the hotel instead of renting the room (Gregory & Weinland, 2016). Throughout the decades from the 1990s to 2000s, the development of timeshare has transient to mixed-use developments incorporating residential real estate (Ristova, Koteski, Dimitrov, & Jakovlev, 2018). Under this development, timeshare has been used as the profitable resort development strategy for most well-known hotel brands, such as Marriott International, Disney, Hilton, Holiday Inn, Marriott, Starwood, and Wyndham. Despite the growth, size, and brand presence, research in this area is considered sparse (Gray, 2012).

The impact of the timeshare segment on the hospitality industry is profound in the areas of timeshare/vacation ownership industry (Lamprecht, 2019), and the consumers' acceptance was dramatically increasing as this multi-billion-dollar industry advanced from single-site condominium to multi-purpose-building resorts via vacation exchanges and points-based systems (Marfan, 2018).

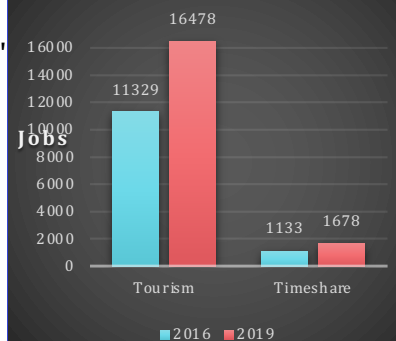
The importance of this segment has been recognized through its continued growth (Gregory & Weinland, 2016) and recurring revenue streams, such as "the initial sale of the product, the consumer loan component, and the ongoing management fees" (Gregory, 2013, p. 1). According to U.S. industry reports, the timeshare segment grew approximately 7%, generating US\$10.2 billion (ARDA, 2019). Such growth of timeshare in the hospitality industry is subject to change the economy in general (Penela, Morais, & Gregory, 2019).

*"....timeshare has been used as the profitable resort development strategy for most well-known hotel brands."*

*Timeshare employees represent 10,2% of the tourism workforce.*

CBS, 2020

The positive economic impacts of the timeshare industry extend beyond resort properties.



The timeshare industry represents 28.9% of total visitors to the island (Timeshare Profile, YTD October, 2020). Timeshare properties account for 3,437 rooms in Aruba, representing approximately 38% of total rooms. The timeshare visitor and industry are important for the island and represent an invaluable asset as ambassadors for the island.

*The timeshare industry represents 28,9% of total visitors to the island.*

ATA, YTD December 2020

Aruba Tourism Authority, 2020



# Timeshare vs. Hotels vs. AirBNB

The hotel industry is very different from the timeshare industry. Even more different still is the sharing economy or companies like AirBNB that have come to be a player in the lodging industry over the past decade.

With hotels in Aruba, the rooms are pre-booked and sometimes a deposit is taken. With Airbnb, people rent a portion of their home or entire homes, apartments, villas, etc. at lower fees than a hotel would, but also there are not as many amenities as a hotel/resort would have.

The home sharing community in Aruba is a growing component of the local tourism industry and an important asset to the island's wealth. With more than 2,300 listings throughout the country, Airbnb plays a significant role in Aruba's economy. A typical Aruban host had an annual earning of USD 9,200 last year, a 77% increase since 2017.

Through Airbnb, tourism in Aruba is more accessible and inclusive. In 2018, Airbnb hosts in Aruba welcomed approximately 47,200 guests with an average trip length of about six days. These travelers were accommodated by 940 hosts who opened their doors to offer locals and foreigners alike a unique travel experience.

The benefits to both are that any maintenance fees are rolled into the nightly price of staying there. Also, there are not annual fees that need to be paid. One disadvantage is that you do not have any ownership stake in the hotel.

In general, timeshares have an advantage over traditional hotels as owners have a vested interest in being back in Aruba where hotel or Airbnb customers may not have that tie to the island and therefore may be more apt to go different places.

## Fast Facts

### 2018 Airbnb figures

Total Airbnb Guests Arrivals in Aruba: 47,200.

Number of hosts: 940

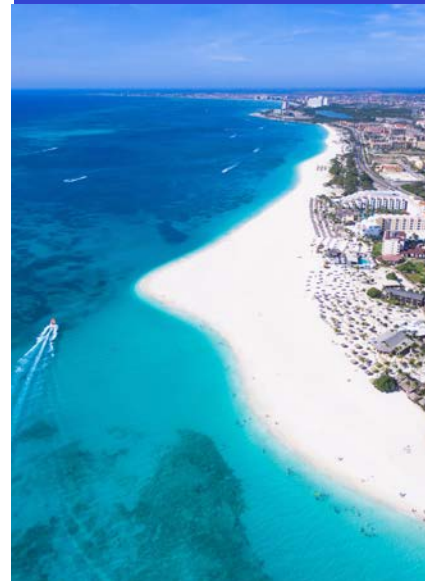
Percentage of female hosts: 51%

Money received per year by a typical host: USD \$9,200\*.

Total listings on the platform: 2,300.

Total Departures of Guests through Airbnb (Arubans abroad): 5,100.

[www.traveldailynews.com](http://www.traveldailynews.com)

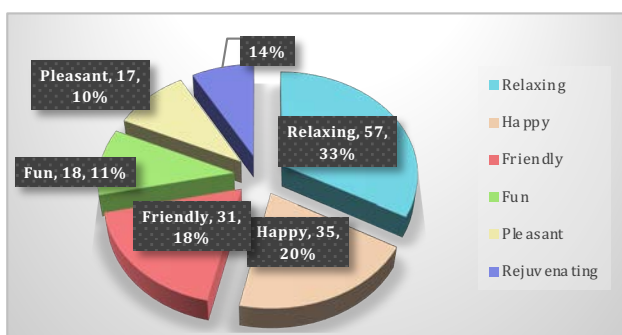




# The Aruba Brand & Timeshare

The tourism industry is continuously becoming more competitive, both on a regional- and global level. Destinations need to differentiate themselves in order to be able to compete with others offering the same features. Destination images held by Timeshare Affiliates (owners) who have been visiting Aruba for many years have a more differentiated and complex image.

The study by Leo (2014) identified how strongly the Timeshare owners' previous experiences with the various characteristics of Aruba assisted in the formation of their current destination image. Furthermore, the study also showed how strongly the cultural experience was present in their current perception of Aruba.



The results of the study showed that for functional characteristics Timeshare Owners focus more on **the activities, shopping opportunities and events** that Aruba has to offer. Furthermore, the island's **scenery and beaches are popular among the respondents** meaning that because beaches can be found in many places around the world it is important to maintain and preserve them and the natural environment of Aruba as this adds to the visitors' experiences. Her study concluded that the psychological characteristics contributed more to the formation of destination image of Aruba than the functional characteristics.

The results indicated that the respondents seem to focus more on the **surroundings, the general atmosphere and aura of Aruba including the characteristics relaxing, pleasant, safety, friendliness and hospitality of the people**. Furthermore, they perceive Aruba as being a **high-quality product, offering quality service and value for money**. It is important for Aruba to maintain the level of service, the hospitality offered on the island, and the safety as these are the key elements why the Owners keep coming back to Aruba.



# Eagle Aruba

RESORT & CASINO



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## Owner Profile & Media Usage

Number of Visits	Percent
1st visit	1.5%
2-4 times	9.2%
5-7 times	10.9%
7-9 times	10.3%
More than 10 times	68.1%

In general, the Aruba Timeshare Owner can be identified as older U.S. Citizens, split between male and female, the large majority are considered Baby Boomers (more than 90%), and approximately 70% of them earn more than \$90,000. Most U.S. respondents are from the Northeast (67.8%) with the majority from Massachusetts, New Jersey and New York. The income of the respondents varied, but most timeshare owners had an annual household income of more than \$130,000 (34.6%).

Approximately 8.9% of respondents had an annual income of less than \$50,000. The majority of respondents (68.1%) have been to Aruba more than 10 times.

*ATA distinguished guest and goodwill ambassador numbers:* Since most of the timeshare owners who own timeshare in Aruba (53.09%) are retired, they spend more time on vacation than the average timeshare owner in the U.S. There is evidence that many timeshare visitors visit Aruba two to five times a year or for longer periods than the average U.S. timeshare owner.

Since most of the timeshare owners that own timeshare in Aruba are American, the level of education of the timeshare owners that own timeshare in Aruba is very similar to the educational level of timeshare owners in the U.S. Both groups indicated that the most frequently chosen answer for participants in the U.S. and in Aruba was 'College graduate' or higher.

Results from a study conducted in 2018 indicate that most of the respondents' report using the internet at least three times a day; suggesting a high involvement of timeshare owners in internet related activities.

A total of 75.2% of respondents indicated that these activities took place at home, work or other places. While 16.3% of respondents claimed only accessing internet once or twice a day.

With this information there is a clear understanding that there is a common dominant behavior among timeshare owners to visit and go online at least three times a day.



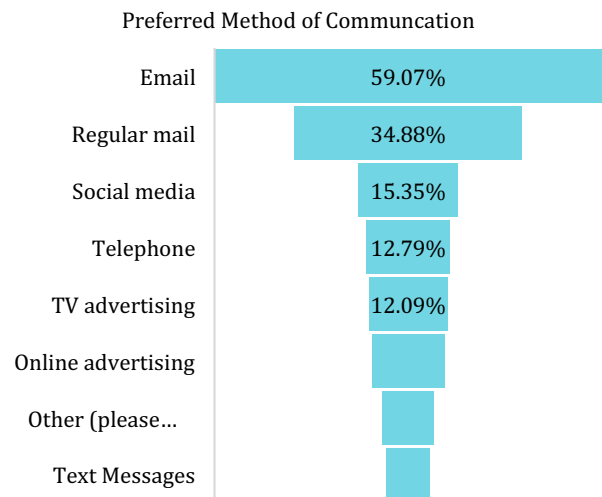
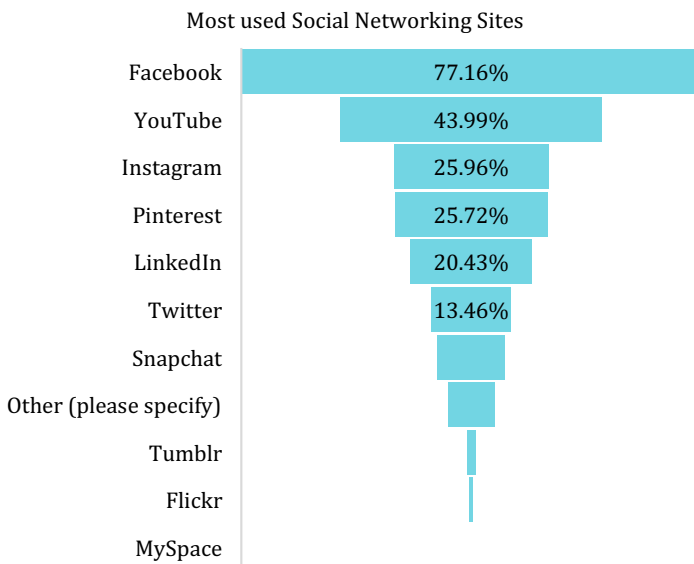
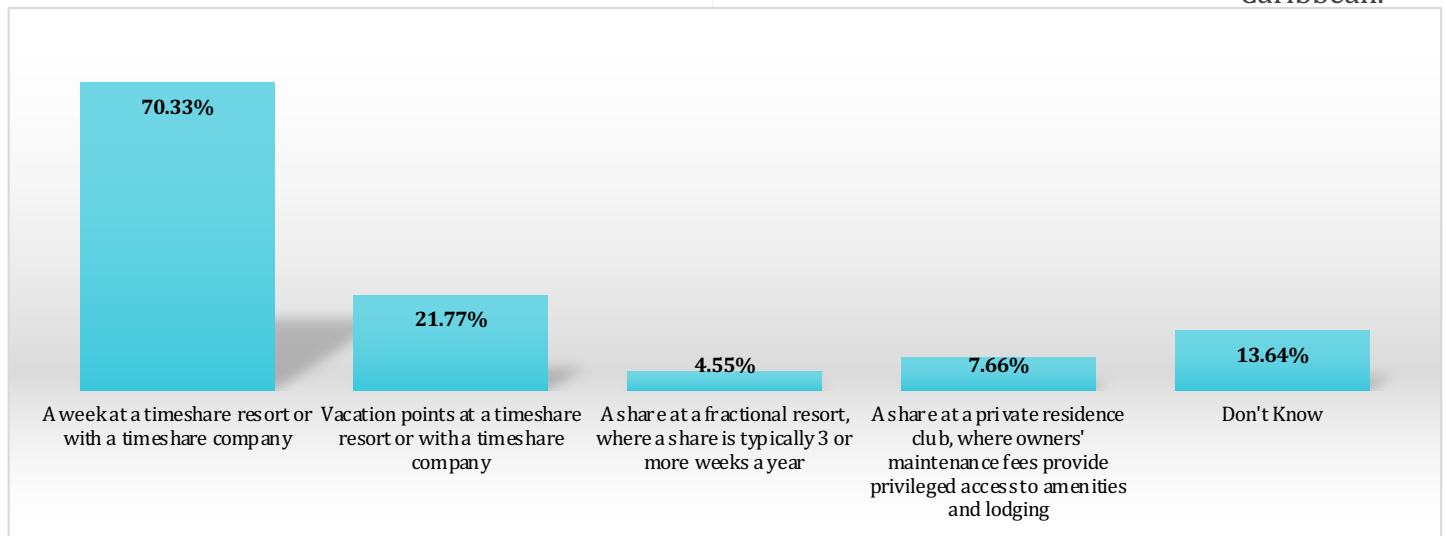
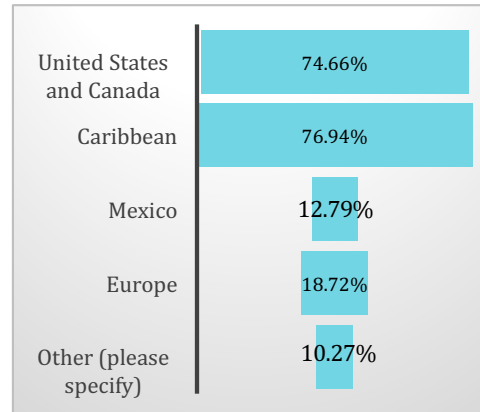
# Results

## OWNERSHIP

Results from a 2018 survey indicated that over 70% of respondents own a week at a timeshare resort or with a timeshare company. And almost 22% have vacation points, 7.7% own a share at a private residence club and 4.6% own a share at a fractional resort.

## VACATION

The preferred destinations when asked where respondents will go on their next vacation were United States and Canada and the Caribbean.



Source :FHTMS Survey 2018

Top three used social networking sites identified by were: Facebook, Youtube and Pinterest. Respondents preferred to be communicated with via email, regular mail and social media.



*Value for the Money!*

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Ongoing renovation of suite interiors and bathrooms.**

### **TAKE ADVANTAGE OF PRE-RENOVATION PRICES**

One-bedroom prices start at \$2,000 and two-bedroom suites at \$5,000 per week.

### **Among the lowest maintenance fees in Aruba**

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- Two bedroom suites \$915

### **Incredible RCI buying power**

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- Two bedroom suites–36 RCI points

**Call 582-7000 ext.613 or email  
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## State of the Vacation Ownership and Timeshare Industry Results

Methodology: All 15 ATSA members were contacted to participate in this study, the survey was sent out multiple times. Data was collected during the spring and summer of 2020; 12 members completed the survey.

### RESORT PROFILE

Among the 12 reporting resorts, five resorts (41.7%) were still in active-sales and seven resorts (58.3%) indicated that they sold out with 95% of inventory. Most hotels (N=5, 42%) indicated they opened for sales in the 1980s, and one resort in the 1970s, 2000s, and 2010s, respectively. The total amount of units as reported by the properties represents over 3,000 (with lock-off) units.

### TYPE OF UNITS FOR SALE/RENT

Among nine resorts, one expressed that they have all fractional, hotels, and whole ownership units available for sale or rent at their properties, and another resort reported both hotels and whole ownership units. The rest of the resorts had only one type of unit available for sale or rent, with either fractional units and whole ownership .

Nine resorts were under the control of owners, gaining control at approximately 82% of sell-out. Three resorts were under the developers' control. An average of 78 units were reported to be returned to the HOA (foreclosed/relinquished) in 2019

An average of 310 weeks were reported available for sale in 2018 and 488 in 2019.

### MAINTENANCE FEES

Average maintenance fees are as follows:

- Studio: US\$620
- One-Bedroom: US\$881
- Two-Bedroom: US\$1,259
- Three-Bedroom: US\$1,512

### SIZE OF UNITS

Average unit sizes:

- Studio: 36.9 M2
- One-Bedroom: 64.9 M2
- Two-Bedroom: 107.4 M2
- Three-Bedroom: 165.7 M2

Smallest being 30 M2 and the largest unit being 213 M2.

One of the eleven resorts is affiliated only to the RCI exchange company, four are to both RCI and II and seven are affiliated to II only.

## RESORT AMENITIES

Regarding the amenities that were provided at properties, most resorts (N=12, ) showed that they provide in-room movie rental, streaming services, video game equipment, or capabilities for an additional fee. Five resorts reported that they charge for the Wi-Fi, while the rest of the resorts provide free Wi-Fi. A variation was shown for whether the wired broadband Internet service and laundry/washer/dryer were complimentary, two thirds of the hotels (66.6%) showed they would charge for these amenities.

## OCCUPANCY MIX

In terms of timeshare occupancy mix by type in 2018, the result indicated an average occupancy of 61.7% of owner or owner's guest, 10.5% exchange guests, 11.5% renters, 3.4% marketing guests, and 12.3% vacant.

In terms of timeshare occupancy mix by type in 2019, the result indicated an average of 61.29% occupancy corresponded to the owner or owner's guest, 9.15% was corresponded to exchange guests, 12.32% has corresponded to the transient guest, 3.61% corresponded to marketing guests, and 13.43% was corresponded to vacant. Overall a slight increase in average occupancy by owner or owner's guest.

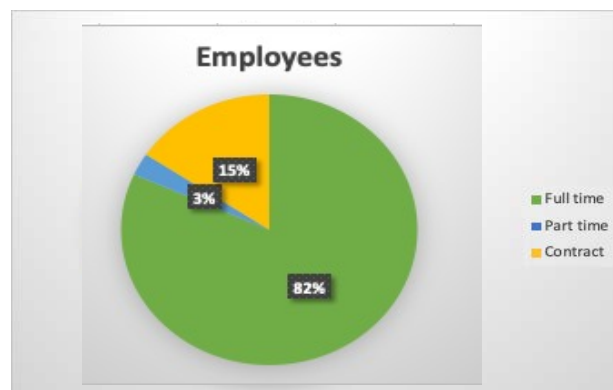
## OWNER PROFILE

The average origin distribution of shared vacation owners according to reporting resorts in 2019 represented 3.4% locals, 80.4% North Americans, 3.4% Europeans, 8.5% Latin/South Americans, and 4.2% from other locations.

## EMPLOYMENT

The 12 participating resorts reported a total of 1,554 full-time employees (81.7%), 51 part-time employees (2.7%), and 297 contracted employees (15.6%). Average number of employees per resort:

- 129.5 Full time
- 8.5 Part time
- 37.1 Contracted

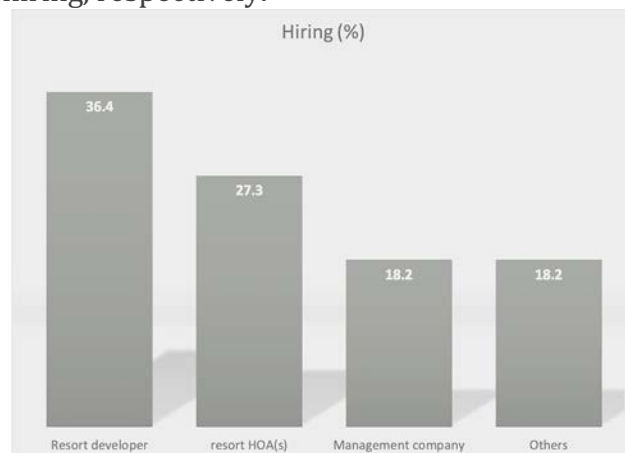


## SECURITY MANAGEMENT

10 out of 12 properties reported managing their own security.

## HIRING

Four resorts (36.4%) reported that the resort HOA(s) recruits their employees, and three resorts (27.3%) reported that a management company does the recruitment, and two resorts indicated HR department hiring and in-house hiring, respectively.





## RESORT MANAGEMENT

Resorts reported that seven out of eleven reporting properties were self-managed, three were managed by a management company and one was managed by a third party.

Nine resorts were under the control of the owners, and at an average of 82% sell-out, owners gained control of the owner's association. Three resorts were under the developers' control.

## MANAGEMENT FEES

Seven out of twelve resorts (58.3%) chose not applicable, or they did not answer.

Three resorts pointed out that the management fees were determined by a fixed amount, and one indicated that it was determined by a percentage of the annual budget, operating expenses, etc. excluding reserves and taxes.

Another property reported that the management fees were determined as a percentage of total assessments which includes reserves. Among these resorts, an average of 4.51% of the budget, operating expenses, etc. was allocated to management fees in 2019, and 4.57% of total assessments were allocated to management fees in 2019.

## LEGAL STRUCTURE

Nine resorts (75%) reported that the legal structure of the shared vacation ownership products that are currently sold at their properties was deeded or fee-simple.

Three resorts (25%) reported their legal structure as a right to use contractual interest that expires at some future date.

## PRODUCT TYPES

### COMMUNICATION

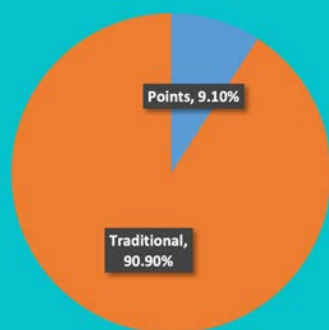
All resorts (100%) use email to communicate with their owners. Popular channels include social media, online forum and newsletters.

### SALES CHANNELS

The most popular sales channels are: Word of Mouth (29%) and In-person and On-site Sales Presentations/Tours (31%).

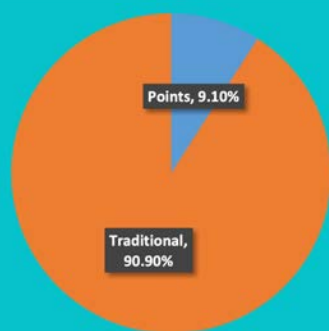
### FUTURE DEVELOPMENTS

Among twelve resorts, three reported having future development plans within the next three years, with only two resorts specifying 2 rooms and 54 rooms, respectively.



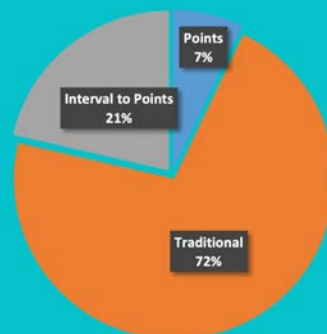
### Timeshare Points

One resort reported having timeshare points.



### Interval weeks

Ten resorts reported this type of interval

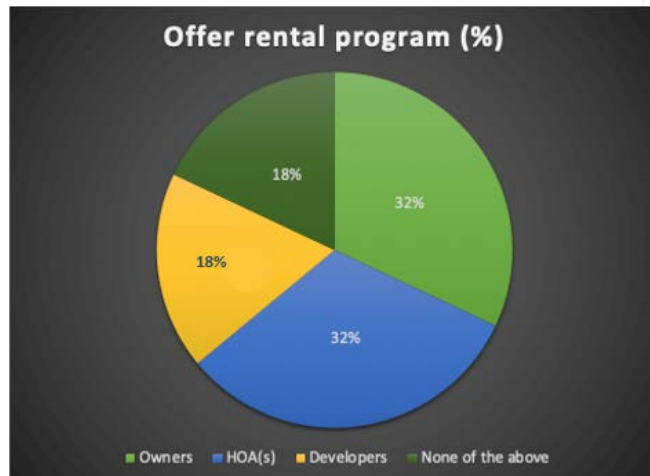


### Intervals that can become points

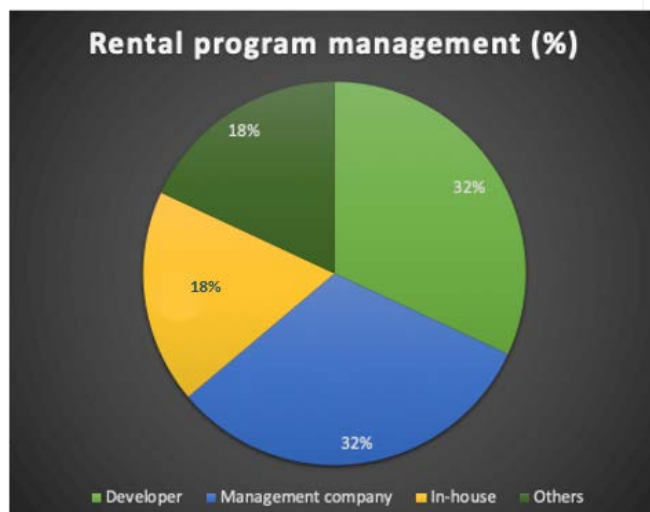
Three resorts reported this type of interval

## RENTAL PROGRAMS

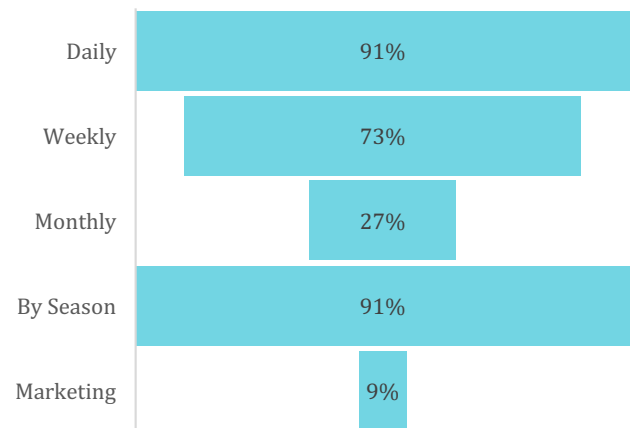
Seven resorts indicated that they offer rental programs to help owners and HOAs rent weeks. Two resorts revealed that they offer developers-owned rental programs, and three resorts indicated that they do not offer any rental programs that are owned by owners, HOA(s), or developers.



Most of the resorts (63.63%) showed that their rental programs were managed in-house. Two resorts indicated that the rental programs were managed by the developer, the other two resorts revealed that their rental programs were managed by the company and others, respectively.



Most of the properties offer daily and weekly rental programs, only one property reported offering a rental program for marketing purposes.



Top three tools used to publicize rentals included: Websites (92%), OTAs (58%) and Social Media (33%). None of the resorts reported using timeshare brokers, radio, tv or blogs.





## REVENUE

Resorts indicated that Maintenance Fees and Timeshare sales are the largest amount of revenues collected during 2018 and 2019.

### Revenue in 2018 for eight(8) reporting timeshare companies:

Overall: \$115,961,251

Average: \$14,495,156

### Revenue in 2019 for eight(8) reporting timeshare companies

Overall: \$116,126,622

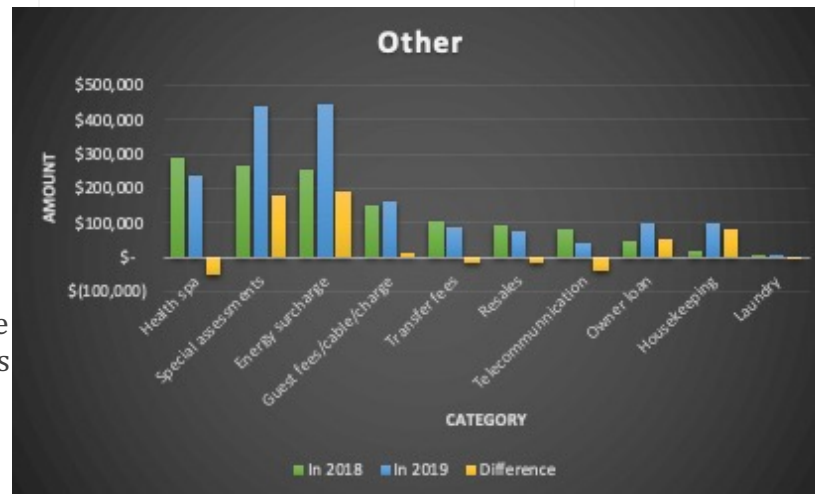
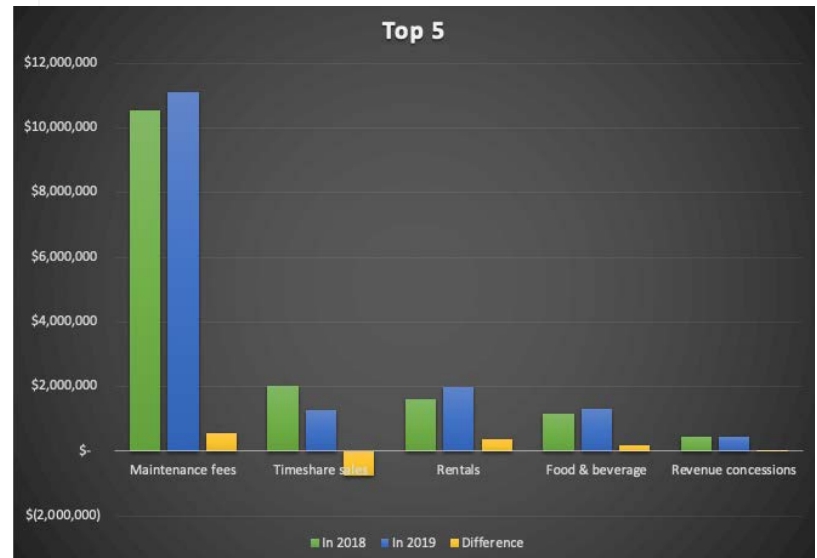
Average: \$14,515,828

## OTHER REVENUE

Other revenue sources identified included health spa, special assessments, energy surcharges and guest fees.

## ADDITIONAL CHARGES

All resorts reported additional charges such as an energy surcharge, government tax and the environmental levy. Four resorts (33.3%) reported incurring a Resort fee for maid service while eight (66.6%) did not incur extra charges for the maid service.



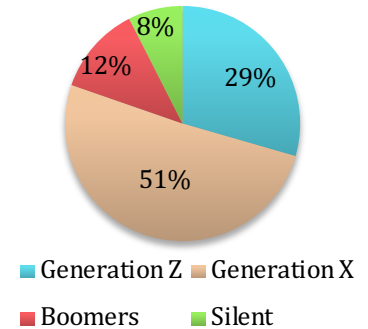
# Results

# Timeshare and the Local Community Results

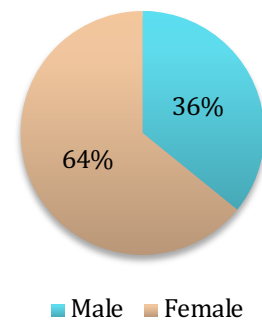


**RESPONDENT PROFILE**  
This study had a total of 778 respondents (N=778) of which 64% were female and 36% were male. The average age was 31, the youngest being 14 and the eldest 72 years old.

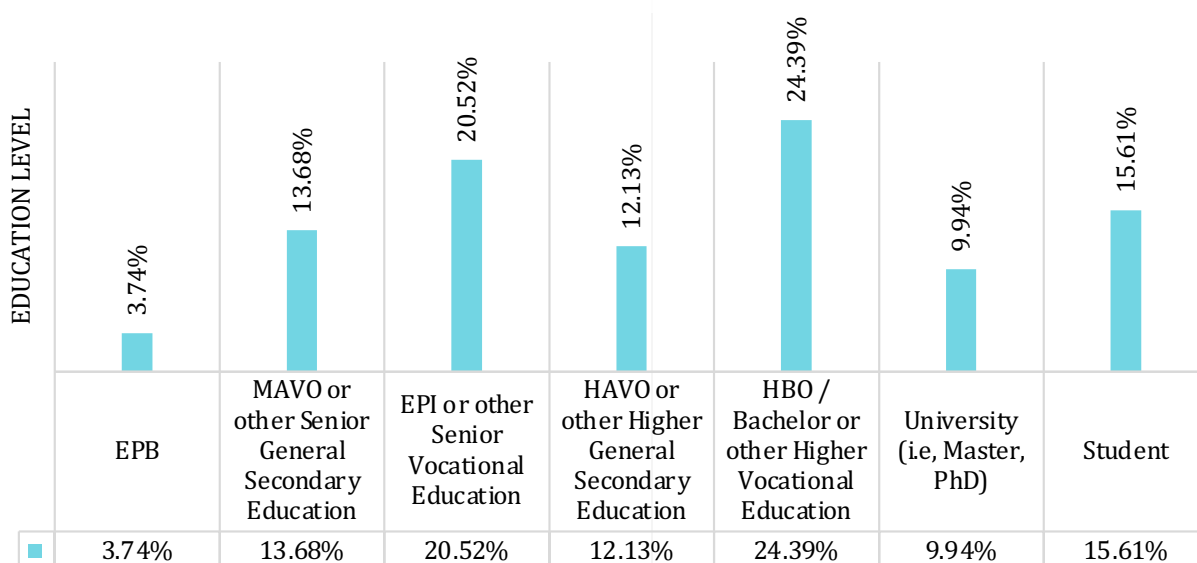
**Age Groups**



**Gender**



The aim of this study was to measure the awareness and perception of timeshare in the local community. The instrument was distributed electronically via WhatsApp, email and Facebook.





## TIMESHARE AWARENESS

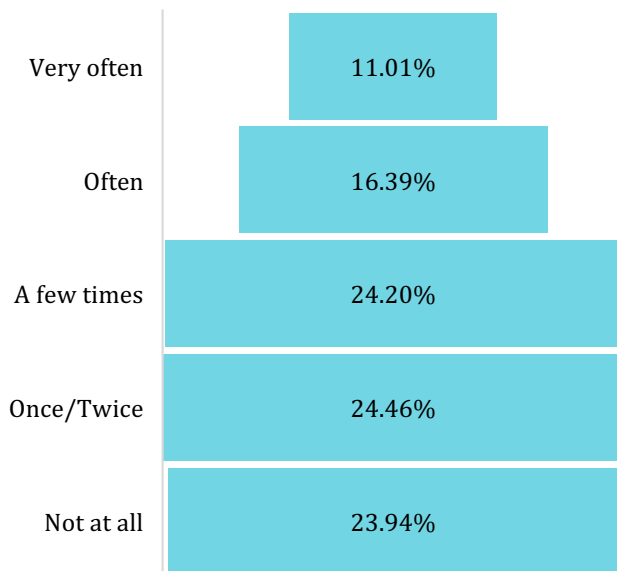
Out of the 778 respondents, 85.7% indicated that they had heard of the timeshare concept before and only 14.3% had not.

Whereas 40.3% indicated that they were either extremely or very familiar with the timeshare concept, 35% somewhat familiar and 25.7% were either not so familiar or not at all familiar.

## TOP OF MIND

Respondents were asked to indicate how often they heard people talk about timeshare in the past six months. The responses were as follows:

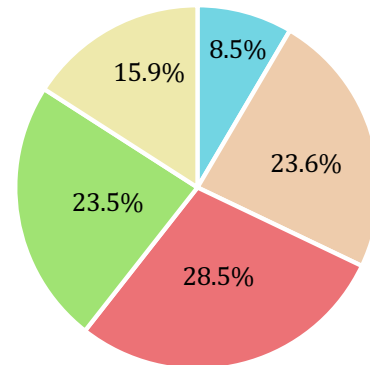
*In the past six months, how often did you hear people talking or read something about timeshare?*



## INDUSTRY EMPLOYMENT

Most of the respondents (67.2%) reported either working in the tourism industry themselves or have a family member working in the industry. However, only 21% indicated that they work or have a family member working in the timeshare industry. Currently timeshare workers represent 10.2% of the tourism workforce.

Respondents were also asked to what extent they would consider working in the timeshare industry. The results were as follows:



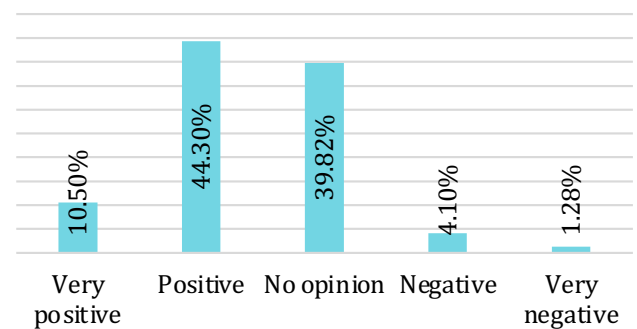
- Definitely would
- Probably would
- Might or might not
- Probably would not
- Definitely would not

## TIMESHARE OWNERSHIP SENTIMENT

When asked if they would consider purchasing timeshare, 34.7% indicated that they definitely would or probably would and 32.8% indicated that they probably would not or definitely would not. The remainder 32.5% indicated that they might or might not consider purchasing timeshare.

## OPINION

In measuring the overall opinion of the timeshare concept, respondents were asked the question: How would you describe your overall opinion of timeshare? the results are as follows:



## ATTITUDE TOWARDS TIMESHARE

The respondents were asked to indicate the extent to which they agreed with statements measuring their attitudes toward timeshare. What is evident is that most of the respondents (76.5%) see a need to educate the residents of Aruba about the timeshare industry and 74.5% strongly agree or agree that timeshare is an important component in the economic development of Aruba.

<i>To what extent do you agree with the following statements:</i>	Strongly agree	Agree	I neither agree or disagree	Disagree	Strongly disagree
My knowledge and awareness of timeshare in Aruba is good.	11.03%	37.95%	32.82%	14.74%	3.46%
Residents play a vital role in developing a healthy and prosperous timeshare industry.	16.22%	49.94%	29.21%	4.38%	0.26%
Timeshare is an important component in the economic development of Aruba (e.g. job creation and infrastructure development).	22.15%	52.37%	21.51%	3.20%	0.77%
There is a need to educate the residents of Aruba about the timeshare industry.	23.08%	53.33%	17.95%	4.87%	0.77%
Awareness of timeshare will lead to more support by residents.	17.87%	53.47%	24.16%	3.73%	0.77%



# COVID-19 and its impact on Aruba

## FOCUS GROUPS

During the time of the current study, COVID-19 became a global pandemic and severely impacted tourism. The Southern Caribbean was no different and took a huge hit in revenues during March 2020 and into the 2021 timeframe. In order to determine the impact that COVID-19 had on the Aruba timeshare industry, two focus groups were conducted with five different resorts in order to determine the changes that were being implemented or planned due to the pandemic. Many resorts were planning to do regular and additional maintenance due to the shut-downs that were occurring on the island. The island of Aruba shut down to outside tourists in mid-March 2020 and most resorts continued to collect fees during the shutdown. Some exchanges of weeks were possible, but not across the board.

Some of the other changes that had to be incorporated was to increase the use of technology to help with communication to owners regarding the safety and sanitation of the properties.

Many resorts in April and May 2020 Some resorts were planning to offer discounts or deals to try to encourage members to come back by working with vendors, for example, trying to get food and beverage vendors to offer some discounts in order to attract the guests to come back and eat/drink within the facilities instead of going out. There were many new Covid protocols in place that helped to prevent the spread of the disease including social distancing, face masks being required, and more cleaning and sanitation of rooms and common areas.

Our members remained loyal and were the first to come back to the Island.

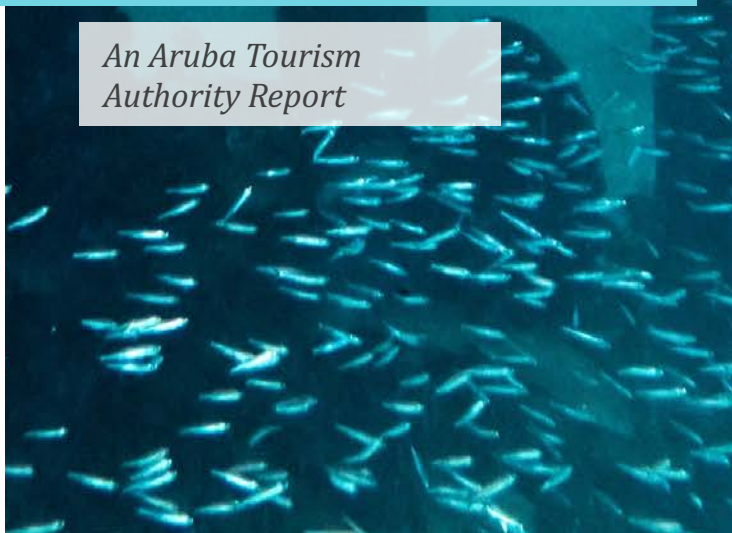
- Conducted 2 focus groups with 5 resorts to determine changes implemented or planned due to pandemic.
- Many resorts were doing planned and additional maintenance due to shut-downs.
- Most resorts continued to collect fees during shut down.
- Increase in technology use to help communication and safety.
- Some resorts in April/May were planning to offer discounts or deals to try to encourage members to come back by working with vendors
- New Covid protocols in place
- In general timeshares have an advantage over traditional hotels as owners have vested interest in being back in Aruba
- Some exchanges of weeks were possible, but not across the board
- Concerns about social distancing with owners and employees.



# Timeshare Profile

## 2020

*An Aruba Tourism  
Authority Report*



As part of the Aruba Tourism Authority's (A.T.A) strategic priorities to enhance corporate communication with its stakeholders, a hotel profile is created, on an annual basis of each hotel property in Aruba. The purpose the report is to share with each hotel a detailed analysis of the timeshare guest for the year 2019 and 2020, to illustrate the changes of the timeshare profile during the last year and to show how the individual hotel benchmarks against the overall timeshare in Aruba. COVID 19 completely changed the global landscape, severely impacting the island's economy, and bringing the destination back to the late 80's/ early 90's in terms of visitor arrivals. In this report you will see the impact in the numbers presented.

The report consists of the following four (4) sections:

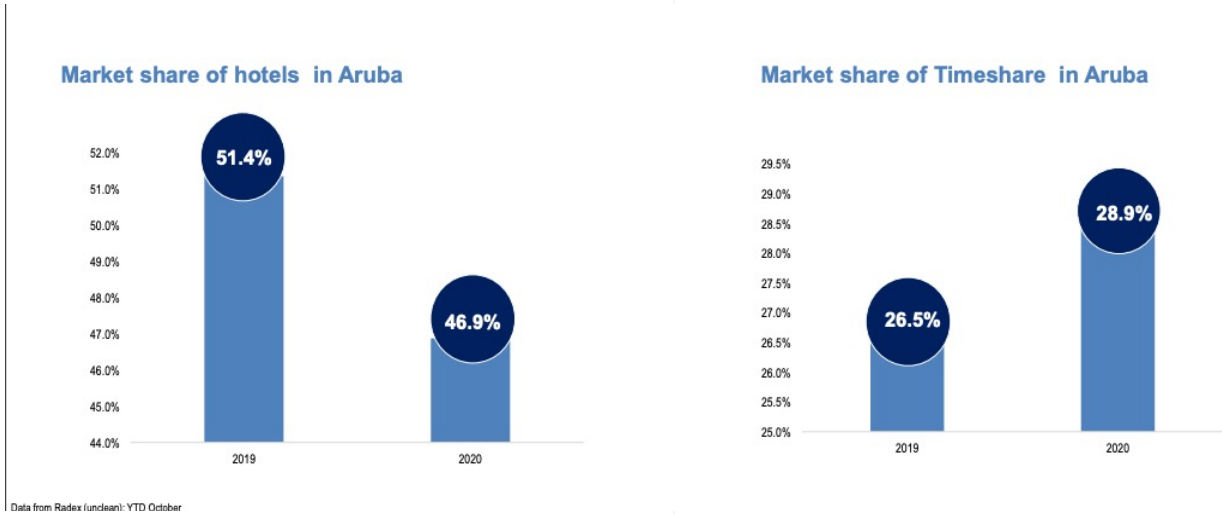
- 1) 2020 Impact on Aruba
- 2) Satisfaction
- 3) Statistical information on stay-over visitors
- 4) Market insights

Note: The data used in the ATA report is based on the online immigration card and GEI dashboard.



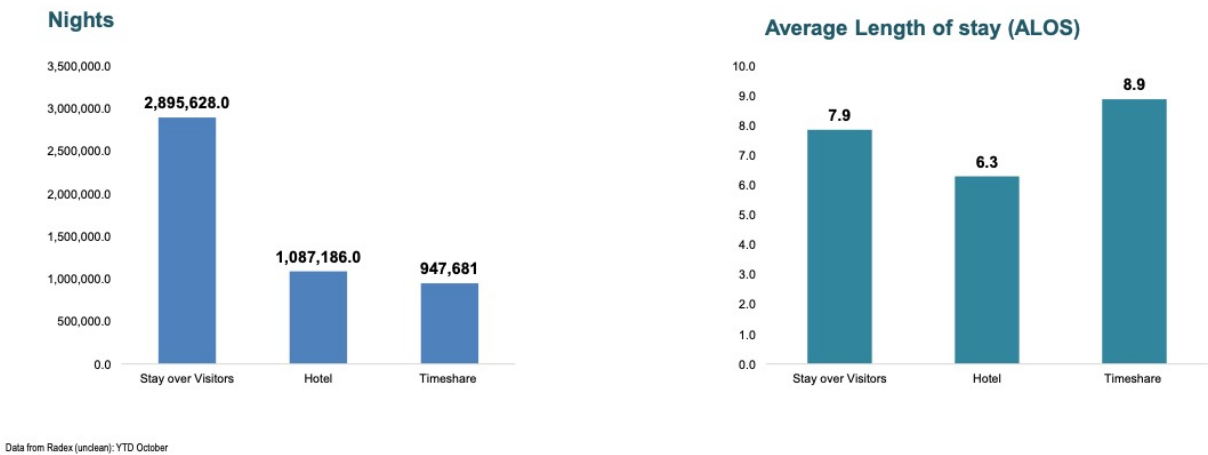
MARKET SHARE TIMESHARE

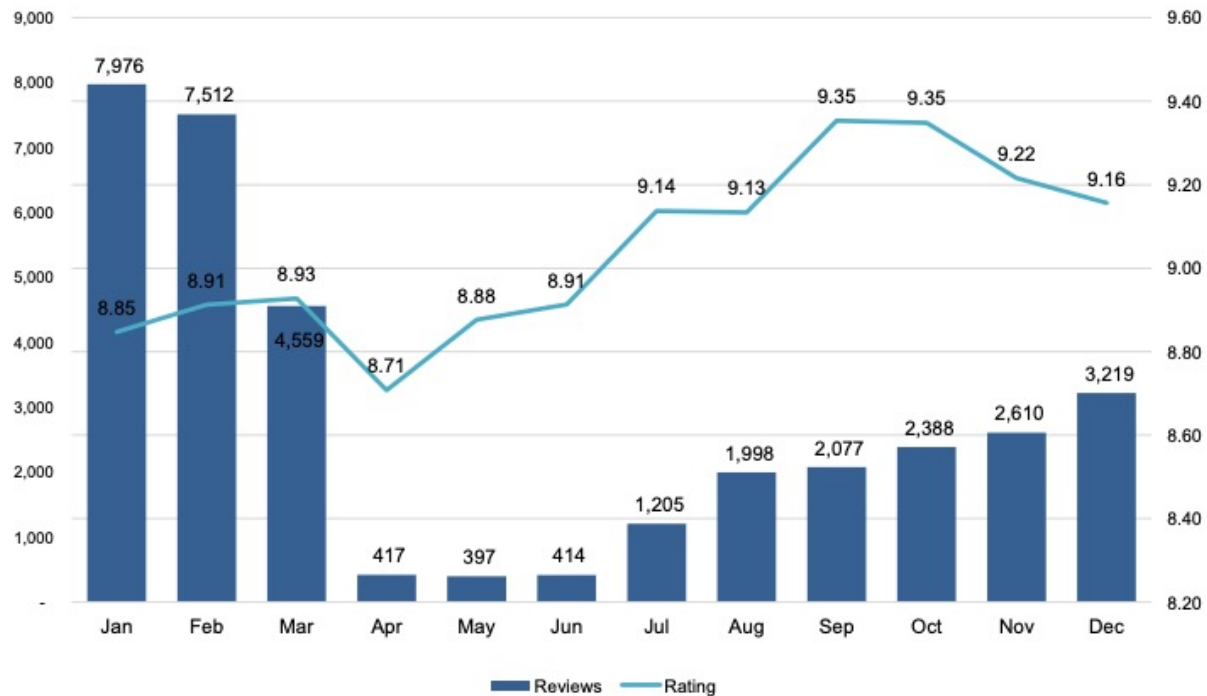
In 2020, the timeshare industry had 28.9% of the total visitors in Aruba, while the hotels had 46.9% share of the total visitors in Aruba.



NIGHTS AND AVERAGE LENGTH OF STAY (LOS)

In 2020, the timeshare industry represented 33% of total nights (stay-over); whilst the hotels represented 38%. Visitors staying at a timeshare property tend to stay longer compared to those staying at a hotel.

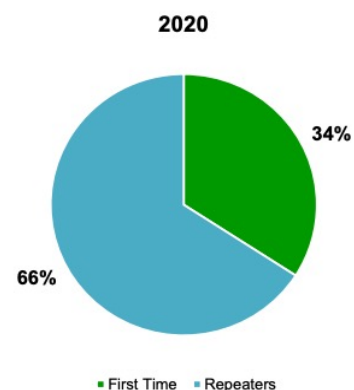
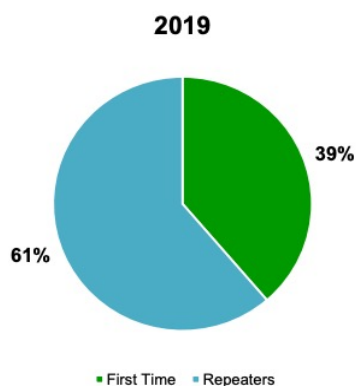




### GUEST EXPERIENCE INDEX (GEI)

Since July 2020, the number of reviews had been growing gradually, while the destination is carefully reopening. On a very positive note, the score of guest satisfaction since the destination reopened reached 9.16 out of 10. This level is high in absolute level and has risen sharply vs. pre-covid19 average (8.83). Indicating that travelers appear to be very satisfied with their recent stay on Aruba.

### Timeshare First Timers and repeaters



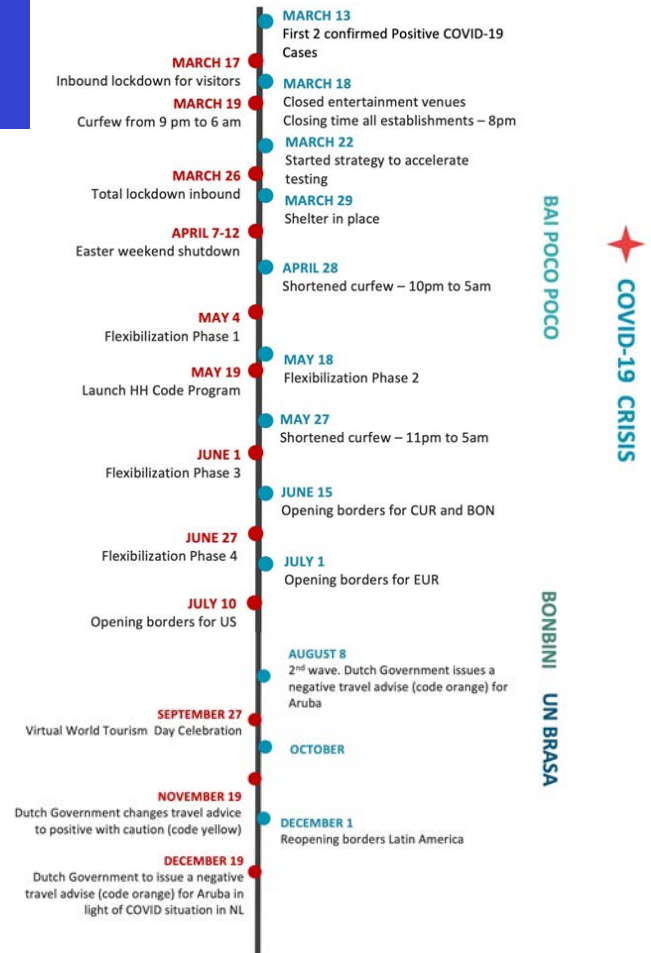


# 2020 Impact on Aruba

In the first quarter of 2020, Aruba received a total of 228,602 visitor arrivals which is equivalent to a decrease of 22% in visitor arrivals when compared to Q1 2019.

On March 26, 2020 Aruba for the first time in history closed its borders for all incoming visitors. Borders remained closed for a period of 3 months.

On the 15<sup>th</sup> of June a gradual re-opening schedule commenced with the allowance of visitors out of Curacao and Bonaire and on the 1<sup>st</sup> of July the borders officially reopened for international flights out of Europe, followed by the opening of borders for North America on the 10<sup>th</sup> of July.



## Stay-over Arrivals

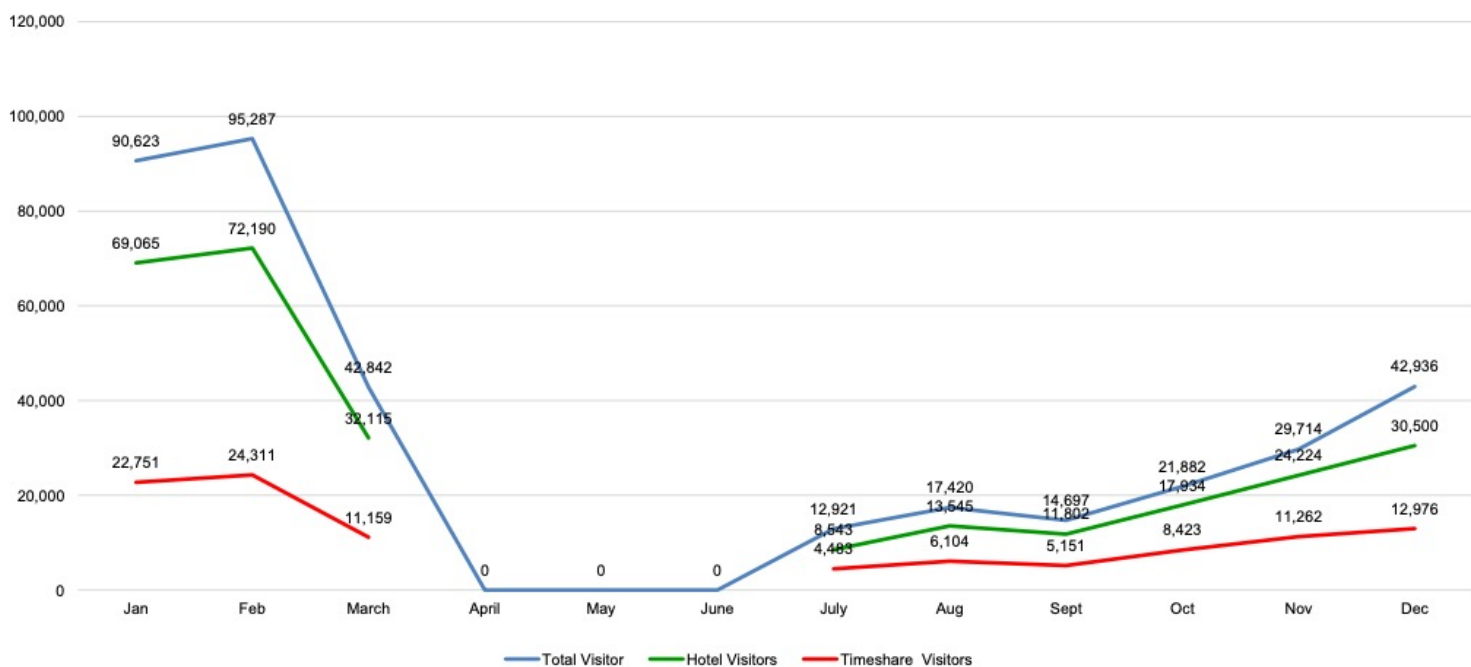


Table 1: Overview for the amount of stay-over visitors for the destination Aruba

## Stay-over Arrivals

**-67%** growth in stay-over arrivals is seen in 2020

	2019	2020	% Growth
January	94,244	90,623	-4%
February	93,209	95,287	2%
March	106,730	42,842	-60%
April	93,953	-	-100%
May	88,543	-	-100%
June	98,970	-	-100%
July	103,464	12,921	-88%
August	96,100	17,420	-82%
September	73,628	14,697	-80%
October	79,389	21,882	-72%
November	90,001	29,714	-67%
December	100,713	42,936	-57%
<b>Total</b>	<b>1,118,944</b>	<b>368,322</b>	<b>-67%</b>

Table 1: Overview for the amount of stay-over visitors for the destination Aruba

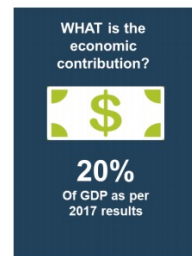
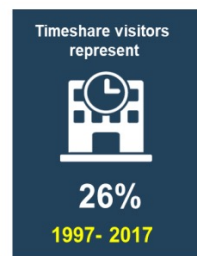
## Stay-over Arrivals Timeshare

In 2020, the stay-over visitors staying at a Timeshare decreased by 64%

Timeshare	2019	2020	% Growth
January	22,602	22,751	1%
February	22,603	24,311	8%
March	26,926	11,159	-59%
April	23,931	0	-100%
May	23,306	0	-100%
June	29,478	0	-100%
July	28,325	4,483	-84%
August	27,040	6,104	-77%
September	19,927	5,151	-74%
October	20,626	8,423	-59%
November	25,714	11,262	-56%
December	26,223	12,976	-51%
<b>Total</b>	<b>296,701</b>	<b>106,620</b>	<b>-64%</b>

In 2020, Timeshare visitors decreased less than the total visitor Arrivals to the island.





*The Timeshare Industry could lead to an additional 7.5% growth in the initial two months of recovery. For the remainder of the year, it could provide a stable 26% share of total stay-over arrivals.*

Note: the analysis excludes 5% of first time- visitors staying in a timeshare and who are 70 years of age and up as well as repeaters staying in a timeshare and who are 60 years of age and up.

## Trends & Outlook

Trends in timeshare are that the industry is doing well globally. From 2010-2019, there were 9 years of consecutive revenue growth. In the first half of 2020, Blue Green resorts noted that their revenue dropped 11%, which in comparison to the global hotel industry seems minimal.

Approximately 58% of timeshare owners have used their timeshares during 2020 and 36% of owners were able to reschedule their time for later in 2020 before years end. According to ARDA, timeshare owners are more likely to travel during the holiday season and during covid or pandemics than other groups of travelers. ARDA also reports that timeshare owners are satisfied, very satisfied or extremely satisfied with their purchases (87%). Of all of the generations, Gen X is most satisfied, and Gen Z and Baby Boomers are least satisfied.

This means that timeshare organizations are going to have to focus on making changes to get Gen Z on board with the timeshare model or they need to consider changing the model....maybe a hybrid model.

Original timeshare owners are transferring their ownership to children or grandchildren.

It is interesting with the “sharing economy” gaining so much traction, that Gen Z would not see this as an attractive outlet for their money and the sharing of the timeshare room and property

What’s next for the timeshare industry in 2021 and beyond? Well, there is a new generation that is inheriting and purchasing time shares- Gen Z’s needs and wants must be considered. Eco tourism and enviro tourism are activities that the younger generation wants to see more of and be a part of. There has been a trend in increase in owner guests, even more so after the pandemic.

Increased social media use and technology use for communication must become a part of the day-to-day activities of the timeshare resort. Also, the split or hybrid models are going to possibly be more of the norm and less unique. Timeshare is anticipated to be one of the stronger segments of the hospitality and tourism industry in the short term and if adjusted effectively, to continue to bring revenue and adapt with the other tourist segments because of the business model.



# Aruba Timeshare Association



*The Aruba Timeshare Association (ATSA) is the legal entity representing the special interests of timeshare within the island's tourism sector. ATSA was established in 1994, and currently counts the active membership of the majority of timeshare properties in Aruba (as well as condominium co-op associations). The Association works on a local level, as a supporting member of AHATA, the Aruba Hotel and Tourism Association, and with other local organizations as well as Government entities. On a regional level, where Aruba continues to receive recognition as a model timeshare destination.*

## *Current Board of Directors:*

*Luigi Heredia – President  
Jessica Franken – Secretary  
Jurgen van Schaijk – Treasurer  
Sulaika Kelly – Board Member  
Bob Curtis – Board Member*

## ATSA MEMBERS

Marriott Aruba Surf Club  
Divi Dutch Village  
Divi Village Golf & Beach Resort  
La Cabana Beach and Racquet Club  
Marriott Aruba Ocean Club  
Divi Aruba Phoenix Beach Resort  
Playa Linda  
Caribbean Palm Village  
Costa Linda Beach Resort  
Casa del Mar  
Aruba Beach Club  
Eagle Aruba Resort  
Paradise Beach Villas  
La Quinta  
Amsterdam Manor

## Mission Statement

- To promote the cooperation between its members as well as between the Association, its members and any other entity involved with the leisure industry in general and the time-share industry in particular;
- To establish a code of ethics that its members shall abide by;
- To promote peaceful relations between its members and their employees;
- To represent its members as negotiating partner with Government bodies, to cooperate with and promote legislation regulating the time-share industry in Aruba;
- To provide its members and their employees with education, information, facts and assistance which may be useful to the improvement of their businesses or the time-share industry in general;
- To promote the image of the time-share industry on Aruba and the services provided by its members to the customers of the industry, and
- To do all that may be necessary, useful or desirable to reach its aim, including the legal representation of its members in and out of Court.





## WELCOME TO AMSTERDAM MANOR BEACH RESORT

Have a unique vacation experience at the first AAA Three Diamond and [pet-friendly](#) boutique resort located across Eagle Beach. With 72 studios and suites, our picturesque Aruba resort offers you the personalized service everyone deserves. The Dutch colonial architecture, with its lively color and cozy courtyards, will help you savor the charming Dutch Caribbean atmosphere.

### AMENITIES ON PROPERTY

- Free Wi-Fi
- Free parking
- Free beach & pool lounge chairs
- Free beach towels
- Free Broadband Internet Connection
- Free daily English newspaper in the lobby
- Two bars
- Fresh Water Pool with Waterfall
- Kids pool
- Snorkel Equipment Rental
- Bike rental
- Concierge Desk
- Events & Romance Planner
- Mini-Market & Gift Shop
- Laundry & dry-cleaning service
- Room service

### RESTAURANTS

- Passions on the Beach Restaurant
- Mangos Restaurant



## COME TO PARADISE AND MAKE THE ARUBA BEACH CLUB RESORT YOUR "HOME AWAY FROM HOME".

Come and relax with us on the world's most beautiful beach resort in Aruba. Let the cares and stress of the world melt away as you enjoy the crystal blue waters and snow white sand under your feet. Our rooms are newly renovated to make sure that you enjoy the indoors as much as the outdoors. Many of our activity and social areas have also been updated and improved to provide the most convenience and comfort possible. Situated on Eagle Beach in Aruba, we provide a number of fun and luxurious amenities for all ages.

### AMENITIES ON PROPERTY

- Tennis Courts
- Shops, Merchandise shop
- Activity Center
- Swimming Pool, Kiddies Pool
- Bar and Restaurant
- Laundromat
- Children's playground
- Rental and Resale office
- SPA
- 24 hour security
- Free Wi-Fi at lobby
- Wi fi in rooms (to purchase)

### RESTAURANTS

- Ricardo's Restaurant





CARIBBEAN PALM VILLAGE RESORT  
SUN-KISSED, INTIMATE RESORT THAT PROMISES  
AN UNIQUE ARUBA EXPERIENCE

Happiness Delivered Daily

We got it and share it daily! Aruba's outstanding hospitality is in top form here, offering guests a complete vacation experience right at the resort. Additional opportunities are offered by our excellent location close to the best beaches, restaurants and shops. Your home base features 114 fully equipped suites, each with balconies looking out over tropical gardens and an enticing poolside environment.

AMENITIES ON PROPERTY

- 2 swimming pools
- 2 Jacuzzis
- Activity center
- SPA
- Fitness center
- Car Rental

RESTAURANTS

- Ceviches Restaurant



CASA DEL MAR BEACH RESORT &  
TIMESHARE ARUBA

World famous for its beautiful white sandy beach and gorgeous blue-green Caribbean water, the resort is ideal for family vacations, a romantic honeymoon, water sports or just a relaxing getaway. Adventure seeking enthusiasts will find a myriad of on-site and nearby water and land-based activities as well as a Casino.

AMENITIES ON PROPERTY

- 2 outdoor pool and 2 children's wading pools
- Gymnasium
- 2 Jacuzzis
- Full service spa
- Beauty parlor
- Four tennis courts
- Activities center for kids
- Playground
- Shopping (Minimarket, cigars, souvenirs)
- Rental car agency
- Tour desk including watersports activities
- 7 day per week concierge service
- Business center
- Meeting room

RESTAURANTS

- Matthew's Beachside Restaurant
- M's Crepe Shack
- Santo's Coffee with Soul







## WELCOME TO COSTA LINDA BEACH RESORT

Discover the perfect island hideaway, Costa Linda Beach Resort, located on Eagle Beach, the finest beach on Aruba. You'll find a wealth of information on resort activities and amenities on our website <https://www.costalinda-aruba.com/>, plus the latest news on additional services designed to help you get the most out of your stay.

### AMENITIES ON PROPERTY

- Swimming pool
- Children's pool
- 4 – Jacuzzi's
- Tennis and Pickle ball court
- Activities Center
- Gym
- Convenient store
- Spa & Salon
- Jewelry Shop
- Wedding Planner
- Concierge
- Car Rental Desk
- Laundry service
- Coffee Shop

### RESTAURANTS

- Water's Edge
- Pizza Bob's
- Elliotti's Ristorante Italiano N.V.



## WELCOME TO DIVI DUTCH VILLAGE BEACH RESORT

Looking for an intimate, relaxing, tropical getaway? Our oceanside resort is located near the beach and is the perfect place for your Aruba vacation. Nestled in a lush, tropical garden surrounded with freshwater pools, Divi Dutch Village Resort is a serene, all-suite resort in the Divi Aruba resort collection. While we're located right in the heart of lively Aruba, our [oversized suites](#), convenient [amenities](#), and quiet escapes offer the perfect place for couples and families of all generations to relax.

### AMENITIES ON PROPERTY

- Three freshwater swimming pools
- Tennis courts
- Just steps away from Divi Village Golf and Beach Resort and the Divi Tamarijn Aruba Beach Resort, guests of the Divi Dutch Village may enjoy the combined amenities of these neighboring DIVI's, in addition to the Divi Aruba Beach Resort and the Divi Aruba Phoenix. The Divi Aruba collection offers:
  - 9- hole golf course
  - 10 restaurants
  - Fitness center
  - Water sports
  - And more-only moments away

### RESTAURANTS

- Tiki Pool Bar & Grill
- Seabreeze Restaurant & Sports Bar
- Mulligan's Golf Cafe
- Windows on Aruba – Village Golf





#### DIVI ARUBA PHOENIX

The only thing better than the modern, colorful, high-rise buildings at Divi Aruba Phoenix Beach Resort are the miles of pure, white, sandy beaches that surround it. Our tropical beachfront resort is situated on Aruba's famed Palm Beach and backed by a private wildlife sanctuary. We invite you to make our four-star Caribbean resort your home away from home in a spacious studio suite or [one-, two-, or three-bedroom suite](#), all of which feature kitchens, picture windows, and large private balconies or patios with stunning, picturesque views of the azure sea.

#### AMENITIES ON PROPERTY

- Mini market, jewelry store, gift shops and 10 hours room service and Deli
- 2 swimming pools with whirlpool
- Fitness center
- Spa services
- Concierge desk
- Car rental desk
- Recreation and activities
- ATM Facility

#### RESTAURANTS

- Pure Ocean
- Pure Beach
- Deli



#### DIVI VILLAGE GOLF & BEACH RESORT

Imagine waking up, walking to the beach, and enjoying a day sunbathing on the white sand with the blue waves crashing against the shore. When you vacation at the Divi Village Golf & Beach all-inclusive resort in Aruba, you don't have to imagine it, because that's what you can do every day! Come experience paradise at its best.

#### AMENITIES ON PROPERTY

- 9- hole Golf course & club house
- Driving range & pro-shop
- Golf learning center w/ video analysis
- Putting green
- Three freshwater swimming pools
- Waterslide in Infinity Pool & Jacuzzis
- Three Lighted tennis courts w/ pro
- Pool and beach lounges
- Concierge Services
- Alhambra Casino and Bazaar
- 24 hour dry-cleaning and laundry services
- WI-FI connections
- Internet lounge & Game room (at Tamarijn)
- Fitness center w/ ocean view
- Lending library
- Water sports equipment rental
- Hertz car rental

#### RESTAURANTS

- Mulligan's Golf Cafe Bar & Restaurant
- Windows on Aruba-gourmet Restaurant
- Sea Breeze Café and bar
- The Beach bar
- Infinity Grill & Swim-up pool bar
- TikiTiki bar and grill- Dutch Village







## LA CABANA BEACH RESORT & CASINO

Imagine a comfortable and modern resort with a community full of happy, friendly people, efficient and welcoming staff, home-away-from-home amenities, and a wonderful water circuit cresting Aruba's most famous postcard perfect beach. Then, imagine yourself here at La Cabana Beach Resort & Casino where we have everything covered for your ideal stay on One Happy Island.

### AMENITIES ON PROPERTY

- 1 main swimming pool with waterslide
- 1 children's pool
- 2 Jacuzzi's
- Activities Center
- Fitness center & Sauna
- Citro Spa
- Shops
- BBQ grills
- Bar & Live entertainment
- Guest Services desk
- Water Sports & Tour Activities desk by Red Sail Sports
- Chapel
- Health Club with Sauna and Raquet Ball court
- Glitz Casino

### RESTAURANTS

- Las Ramblas
- Islander Grill
- Sbarro Pizza
- Cinnabon



## LA QUINTA BEACH RESORT

We offer a relaxed environment in surroundings with all the comforts of home including two (2) large outdoor salt water swimming pools, BBQ grills, a car rental agency, two (2) laundromat facilities, internet facilities, baby sitting services and a swap library. Any other island activities can be arranged with the help of our friendly Front Desk staff. The Resort also features an intimate Food and Beverage poolside facility offering daily service for breakfast and an extended menu for lunch and dinner.

### AMENITIES ON PROPERTY

- 2 Salt Water Swimming Pools
- 2 Laundromats
- Cabanas & Lounges on the beach
- Car Rental office on premises
- Internet access/Wi-Fi Internet
- Small library
- Monthly Beach Clean up
- BBQ every Wednesday night from 7-10 p.m.

### RESTAURANTS

- Screaming Eagle (dinner from 6-11 p.m.)
- Kini-Kini-Pool bar ( breakfast and lunch-dinner happy hour daily)
- The Clover Marketplace





## MARRIOTT'S ARUBA OCEAN CLUB

Premium style and comfort are yours at Marriott's Aruba Ocean Club. Nestled on the sands of Palm Beach in Aruba, our oceanfront vacation ownership resort offers condo-style villa rentals in a tropical paradise. Choose from one- or two-bedroom villas with separate living and dining areas and fully equipped kitchens. Gaze out on lovely ocean or resort views from your furnished balcony. Make use of complimentary Wi-Fi in your beach villa and throughout our resort. Enjoy perks like no resort fees.

### AMENITIES ON PROPERTY

- 1 main pool with waterfall
- Quiet area pool
- Baby Pool
- Whirlpools
- BBQ grills
- 2 lighted Tennis courts
- 2 Pickle Ball courts
- Lighted Basketball court
- Shopping Arcade including a full service Spa
- Activities, Ping pong, Billiard, corn toss etc.
- Full access to the adjacent Aruba Marriott Resort and Stellaris Casino including Fitness center and family swimming pool sharing

### RESTAURANTS

- Champions Sports Bar
- Malmok Pool Bar & Grill
- Antilla Beach Bar
- Ocean Café



## MARRIOTT'S ARUBA SURF CLUB

Discover the spirit of the Caribbean at Marriott's Aruba Surf Club, a premium vacation ownership resort in Palm Beach, Aruba. Enjoy a wide range of resort activities for the entire family, from high-energy water sports on our white-sand beaches to a relaxing trip around our lazy river. Parents, unwind in our sauna, play tennis or volleyball or work out in our 24-hour fitness center while your kids enjoy a visit to our children's play area or on-site kids club. Walk to the beach or go shopping in Noord, the epicenter of Aruba.

### AMENITIES ON PROPERTY

- Lazy River
- Serenity Pool
- Guppies Lagoon (Children's' Pool)
- Blue Water Pool & Slide
- Jacuzzi's
- Fitness Center (key access)
- The Market Place/ Deli Café
- Compass Lounge
- Seaworthy Pool Bar
- Flip Flop Bar
- Concierge: National Car Rental;
- De Palm Tours and Red Sail Sport desk
- Business Center Kiosk
- Free Wi-Fi
- Daily Activities
- The Den Teen Lounge
- Matey's Hall Activity Center & Splash Area
- Sauna
- Steam room
- Game room

### RESTAURANTS

- Captain's Galley (Breakfast & Lunch and Dinner)
- The Market Place/Deli Café







## WELCOME BACK TO PARADISE

We extend a very warm Aruban welcome to Paradise Beach Villas, located a mere seventy-five (75) steps away from the world-famous Eagle Beach. Our intimate, family-oriented Resort has been central to countless memorable vacations and all of our various amenities are designed to contribute to a feeling of relaxed luxury and convenience. A diverse array of activities and experiences await you in our beautifully-appointed, spacious accommodations, two (2) large outdoor pools, jacuzzies, expansive pool deck, bars, a variety of restaurants, friendly professional top-notch service and more.

### AMENITIES ON PROPERTY

- Mini Market
- 1511 Coffee Shop
- Beauty Parlor
- Health Center
- Tour Desk
- Wifi
- Mini Golf
- Shuffle Board
- Two Outdoor Pools & Jacuzzi
- Kiddy Pool

### RESTAURANTS

- Tiki Bar & Restaurant
- Asi Es Mi Peru - outsourced
- Terraza Italiana - outsourced
- 1511 Coffee Boutique - outsourced



## PLAYA LINDA BEACH RESORT

Welcome to Aruba and the Playa Linda Beach Resort, Your Home away from Home. The Playa Linda Beach Resort offers you all of the unspoiled pleasures of tropical island vacationing at it's best. Situated directly on the world renowned white sand Palm Beach, one of Aruba's finest and overlooking six miles of breathtaking Caribbean coastline.

### AMENITIES ON PROPERTY

Mini Market/ Drug Store - Clinical Massage Aruba & Spa - Gift Shops - Swimming Pool - Water Sports - Internet Café - Internet Café - Ice Cream Parlor - Tennis Courts - Members Lounge - Laundromats - Free WiFi - Free WiFi - Kids Club

### RESTAURANTS

- |                                    |                            |
|------------------------------------|----------------------------|
| • Le Petit Café                    | • Azzurro Restaurant       |
| • Dushi Bagels & Burgers           | • Kouzina Greek Restaurant |
| • Dunkin Donuts                    | • Baskin Robbins           |
| • Chicken & Lobster                | • Smokey Joe's             |
| • Scott's Brats                    | • The Beach Bar            |
| • Fisherman's Hut Restaurant Aruba | • Garden Fresh Café        |
| • Eduardo's Beach Shack            | • The Avenue Lobby Bar     |
|                                    | • Carlito's Beach Bar      |



## EAGLE ARUBA RESORT & CASINO

Start with our 362 completely renovated one, two- or three-bedroom suites. Each is a private haven of comfort and tranquility, with air conditioning, a complete kitchen, a spacious living room, and a private balcony or patio surrounding the oasis swimming pools. Step outside and take a refreshing dip while sipping your favorite beverages at the “Adult Only” pool or simply enjoy at the Children’s water activities area with the kids. At Eagle Aruba Resort & Casino, our family is committed to meeting and exceeding your family’s every vacation whim..

### AMENITIES ON PROPERTY

- Free Wi-Fi
- 2 pools waterfall + slide
- Kid’s pool
- Casino
- Complimentary Beach & pool lounge
- Complimentary Beach chairs
- Complimentary Beach towels
- Activity desk
- Mini-Market & Gift Shop
- Full service resort
- Beach Tennis Courts
- Tour Desk
- Car Rental Desk
- Concierge Desk

### RESTAURANTS

- Uncle Tony’s Pizza
- Baskin Robins/Dunkin Doughnuts



## ATSA MEMBERSHIP BENEFITS

- Monthly Association meetings which affords the opportunity to meet and network with trade industry colleagues who share similar interests. Presentations are given based on the requests of the membership.
- In response to the needs of the membership, we undertake periodic benchmarking exercises e.g. utility usage comparisons, salary surveys and maintenance fee comparisons.
- Lobbying for causes that issues that specifically affect the Timeshare industry – e.g. invitation to be part of a Committee to upgrade the infrastructure of the island in order to attract a higher- spending visitor.
- Participation at Governmental level in decisions affecting Aruba – e.g. involvement in Social Dialogue Committee.
- Involvement in and liaison with regional associations – e.g. AHATA, St Maarten Timeshare Association and ARDA Caribbean.
- The possibility to leverage synergies for possible discounts on bulk purchases wherever possible.
- Community outreach and involvement programmes with donations to worthy causes e.g. Women’s Club, Adopt-an-Addict, Monuments, Red Cross and various youth groups.
- Volunteer educational sharing – e.g. Career day lecturing with the Universities and work placement of Tourism studies interns.



# GLOSSARY OF TIMESHARE BASICS

[www.arda.org](http://www.arda.org)

**Banking or Deposit** – Depositing a week of timeshare into an exchange system or inventory pool.

**Biennial** – Use of a timeshare week every other year. Owners are often referred to as either “odd” or “even” year owners.

**Developer** – The company owning the resort. Responsible for constructing the accommodations on-site and selling the product.

**Exchange Company** – The system that allows timeshare owners to trade the accommodations they own for comparable accommodations or travel-related services. Most resort companies are affiliated with an exchange company. Many resort companies offer an internal exchange mechanism that allows owners to exchange to resorts within their company’s portfolio of resorts.

**Fixed Week** – A type of timeshare ownership in which usage rights attach to a specific week of the year each year in perpetuity.

**Floating Week** – A type of timeshare ownership where the use rights are subject to the owner reserving his or her week within a season purchased (winter, summer, etc.) or sometimes throughout the year. A year-round “float” is most often found in resorts with similar seasons, like Hawaii or the Caribbean.

**Fractional Ownership** – Leisure real estate sold in intervals of more than one week and less than whole ownership. Fractionals are usually associated with the luxury segment of vacation ownership, offering greater services and amenities.

**Home Owners Association (HOA)** – The group of owners that administer the rules and regulations of a resort. Creation of an HOA is often required by state laws.

**Home Resort** – The resort location where a new purchaser owns his or her week or designated as the home resort in a club or points-based program. Ownership is usually tied to this home resort and generally involves priority reservation rights in that location.

**Interval or weekly interval** – Vacation ownership as measured by a set number of days and nights of annual use, usually one week.

**Lock-Off** – A type of timeshare unit consisting of multiple living and sleeping quarters designed to function as two discrete units for purposes of occupancy and exchange. The unit can be combined to form one large unit or can be split or “locked-off” into two or more separate units, allowing the owner to split the vacation into multiple stays or bank all or a portion for exchange purposes.

**Maintenance Fee** – A fee that timeshare owners are required to pay, usually on an annual basis, to cover the costs of running the resort, including daily management, upkeep, and improvements.

**Points** – A “currency” that represents timeshare ownership and is used to establish value for seasons, unit sizes, and resort locations. Points are used by some developers for both internal and external exchange.

# GLOSSARY OF TIMESHARE BASICS

[www.arda.org](http://www.arda.org)

**Rescission** – Sometimes called a “cancellation” or “cooling off” period. A period of time during which a consumer has the right to cancel a purchase contract and obtain a full refund of his/her deposit with no penalty. Dictated by state statute and company policy, rescission periods vary from state to state, but range on average from 5 to 7 days. This is another example of the strong consumer protections built into the timeshare sales.

**Resale** – A vacation ownership interest that is sold on the secondary market by the original purchaser to a third party.

**Vacation Ownership** – A term often used to describe resort timesharing.

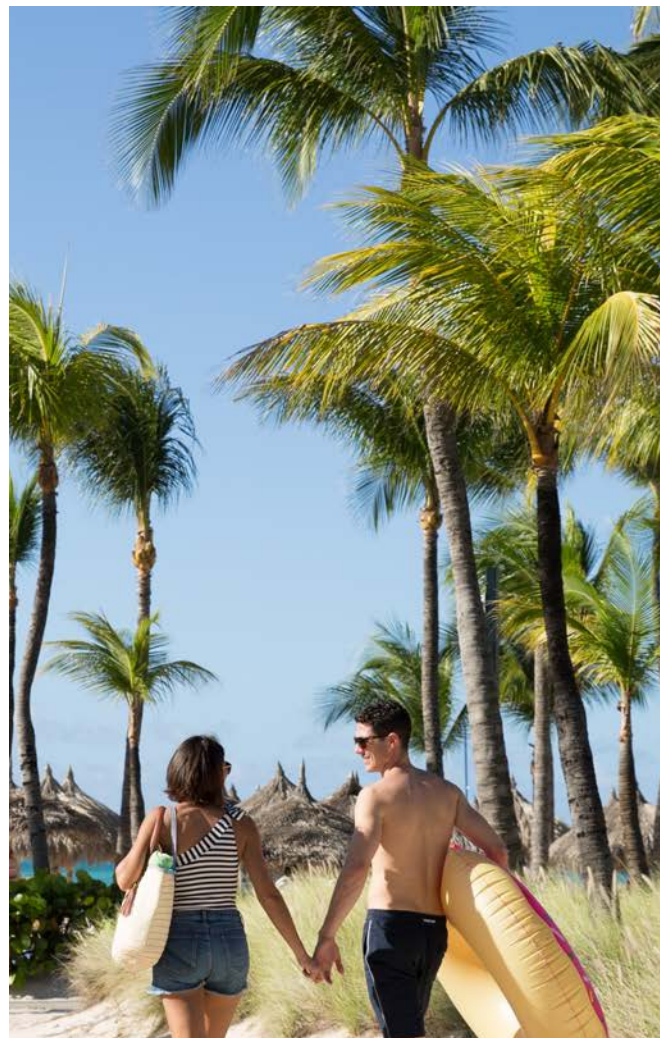
**Right to Use** – A timeshare owner’s right to occupy a unit at a resort for a specified number of years and having no real estate interest conveyed.

**Timesharing** – A term used to describe a method of use and/or shared ownership of vacation real estate where purchasers acquire a period of time (often one week) in a condominium, apartment or other type of vacation accommodation. Timeshare is also known as “vacation ownership.”

**Trading Power** – A term used for the value assigned for exchange purposes to a member’s deposited vacation time.

**Trial Membership** – A product offered after the initial sales tour consisting of travel-related products and services packaged with an opportunity to experience the resort developer’s primary vacation ownership product within a defined period. Sometimes called a “sampler” program.

**Vacation Club** – A term used to describe various types of timesharing and usually involving use or access to more than one resort location and other vacation and travel services. However, the term is used for many different purposes, including “clubs” which may have nothing to do with timesharing.





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- Luigi Heredia

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