



Jildou Kramer

# Internship Assignment

Benchmarking Project

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## Benchmarking Project ATSA

3th year management internship



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Internship period:

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Aruba, February 2011

## Preface

This report has been written after I completed my internship for the Aruba Time Share Association, which is part of my third year of the School of Facility Management at the Hanze Hogeschool Groningen. When I chose to go study Facility Management, I knew I had the possibility to do the internship abroad. This was a big plus for me.

The time has passed by so quickly and this year I had to do the management internship in Facility Management. I decided to go to the Antilles; they had a challenging assignment for me on Aruba. I like to face challenges. And yes, I have also enjoyed the sunny weather, beautiful beaches, nice culture and have company of friendly Aruban people.

No sooner said than done. I went to Aruba, to the unknown.

At the internship, I felt very welcome at the Playa Linda Beach Resort, and my colleagues were friendly. It took only a short time before I was fully used to my new life here on Aruba.

Here, I would like to thank people who have helped me on this internship.

I would like to thank Jan van Nes, my internship mentor on Aruba. In first place, I like to thank him, because he gave me this opportunity. Next to that, I thank Jan also for the useful advice and pleasant collaboration. I also want to thank Jan Leysner, who has given me useful advice during my internship.

I thank also all general managers of the resorts who have cooperated on my benchmark. Without them I could not have worked on this internship.

Next to the people from Aruba, I also want to thank my internship mentor from The Netherlands. Despite of the distance, there were no effects of problems with e-mail contact. If I had questions, he was very helpful and quick with responses.

It was a fantastic experience.

Aruba, Palm Beach

February 2011

Jildou Kramer

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## 1. Introduction

This document in front of you is my internship report. I started this internship at September 6, 2010 and it ended February 4, 2011. This internship is because of the study Facility Management, at the Hanze Hogeschool Groningen, where I'm a student. This internship is the third year internship and it implies to be the assistant to the manager.

This internship was my first internship within my school career. The organization who offered me this internship, is the Aruba Time Share Association (ATSA). Because the ATSA is not a company, my office is established at Playa Linda Beach Resort. The president of the ATSA is working at Playa Linda, and is my trainee mentor during the internship.

The ATSA gave me the opportunity to do research/benchmark about different expenses within the timeshare branch. This report is a result of an earlier successful (unfinished) benchmark about the utility costs. In this report, you see overviews and analysis of the costs of several departments within the timeshare resorts. The elements of benchmark of this report are about the utilities and housekeeping expenses. Besides that, you will find the vendors list I have set up. After collecting this information, the resorts can come to an agreement for a joint purchasing or allied membership.

It is a very challenging assignment, because I am dependent on the information of all the resorts. I have to make the general managers interested in this benchmark. For this benchmark, there was a time schedule of 100 days. The information I had to collect from the general managers. Sometimes this leads to problems, because the general managers are always busy and not always available by phone or at the resort. Because of that, I could not always stick to the planning, and I had to demands of my flexibility.

This benchmark is a very interesting research for the resorts, and they can have many benefits by the research. Even though this was a challenging assignment, I have worked with lots of pleasure on this report. This assignment gave me the opportunity to see all the timeshare resorts on the island, and gave me more insight about doing a benchmark.

I hope you find this report interesting and that you will read it with pleasure. If you have any questions or comments regarding this research, please let me know.

Aruba, 2011

Jildou Kramer

## 2. Definition of benchmarking

Benchmarking is the process of comparing one's business processes and performance metrics to industry bests and/or best practices from other industries. Dimensions typically measured are quality, time and cost. Improvements from learning mean doing things better, faster, and cheaper.

Benchmarking involves management identifying the best firms in their industry, or any other industry where similar processes exist, and comparing the results and processes of those studied (the "targets") to one's own results and processes to learn how well the targets perform and, more importantly, how they do it.

Cobblers to measure people's feet for shoes first used the term benchmarking. They would place someone's foot on a "bench" and mark it out to make the pattern for the shoes. Benchmarking is most used to measure performance using a specific indicator (cost per unit of measure, productivity per unit of measure, cycle time of x per unit of measure or defects per unit of measure) resulting in a metric of performance that is then compared to others.

Also referred to as "best practice benchmarking" or "process benchmarking", it is a process used in management and particularly strategic management, in which organizations evaluate various aspects of their processes in relation to best practice companies' processes, usually within a peer group defined for the purposes of comparison. This then allows organizations to develop plans on how to make improvements or adapt specific best practices, usually with the aim of increasing some aspect of performance. Benchmarking may be a one-off event, but is often treated as a continuous process in which organizations continually seek to improve their practices.

In essence, benchmarking has three stages:

1. Comparing the own processes and performance with those of other participants;
2. Analyzing the differences between the various processes and performance by trying to understand why they are applied;
3. Improving them on the basis of information acquired during the process.<sup>1</sup>

The benchmarks you will see in this report are external. It is a combination of two types of benchmarks:

**Performance benchmarking** - allows the initiator firm to assess their competitive position by comparing products and services with those of target firms

**Energy benchmarking** - developing an accurate model of a building's energy consumption with the purpose of measuring reductions in usage.

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<sup>1</sup> [www.en.wikipedia.org](http://www.en.wikipedia.org)



### 3. Research design

Because of an earlier benchmark in 2009, the general managers became more interested in other benchmarks. That's why they have asked me to do the research. Here below you can see the structure of the project.

#### 3.1 Main goal of this project

This project is all about collecting information about different subject, which lead to the main goal of this project: **Analyze the cost of several departments of the time share resorts on Aruba, and seek for opportunities to lower the costs.**

The project exist the following topics:

- Updating the Time Share Profile for the year 2010-2011
- Cost comparisons between resorts;
  - A. Utilities
  - B. Housekeeping
  - C. Most frequent vendors (local and international)
  - D. Room tax comparison for Product Aruba
- Benefits for joint purchasing
- Benefits for allied memberships

Before I start the research, I will update the Time Share Profile. A student establishes this file in 2004. The ATSA tries to update this profile every year. This gives a clear overview about topics on how the resorts on Aruba look like and are operating. The last update was in 2008-2009. It is not required for the resorts to participate on this. Because of the interesting information it provides, almost all the resorts are participating.

#### 3.2 Time Share Resorts of Aruba

This research is a benchmark between 15 timeshare resorts. The following resorts who are participating on the benchmark:

- |                                      |                                   |
|--------------------------------------|-----------------------------------|
| - Amsterdam Manor Beach Resort       | - Aruba Beach Club                |
| - Caribbean Palm Village             | - Casa Del Mar Beach Resort       |
| - Costa Linda Beach Resort           | - Divi Aruba Phoenix Beach Resort |
| - Divi Village Golf and Beach Resort | - Divi Dutch Village Resort       |
| - La Cabana Beach Club               | - La Quinta Beach Resort          |
| - Marriott's Aruba Ocean Club        | - Marriott's Aruba Surf Club      |
| - Occidental Grand Aruba             | - Paradise Beach Villas           |
| - Playa Linda Beach Resort           |                                   |

For this report, I have to collect information from the general managers of the 15-timeshare resorts on Aruba. In each chapter you see which resorts did have participate on the benchmark.

### 4. The Time Share Profile 2010-2011

Before I start the research, I will update the Time Share Profile. A student establishes this file in 2004. Since 2004 ATSA tries to update this profile every year. This gives a clear overview about topics on information about the time share resorts on Aruba. It is not required for the resorts to participate on this. Because of the interesting information it provides, almost all the resorts are participating.

#### 4.1 The participating time share resorts of Aruba

These are the 15 resorts who are willing to cooperate on the Time Share Profile 2010-2011:

- |                                      |                                   |
|--------------------------------------|-----------------------------------|
| - Amsterdam Manor Beach Resort       | - Aruba Beach Club                |
| - Caribbean Palm Village             | - Casa Del Mar Beach Resort       |
| - Costa Linda Beach Resort           | - Divi Aruba Phoenix Beach Resort |
| - Divi Village Golf and Beach Resort | - Divi Dutch Village Resort       |
| - La Cabana Beach Club               | - La Quinta Beach Resort          |
| - Marriott's Aruba Ocean Club        | - Marriott's Aruba Surf Club      |
| - Occidental Grand Aruba             | - Paradise Beach Villas           |
| - Playa Linda Beach Resort           |                                   |

When I started at Playa Linda, I deepen myself more in the time share business. Before I came to Aruba, I didn't know exactly what time share was. An earlier internship student has made a document about the time share industry. I have read this document and also Jan gave me more information about time share. In Holland is time share almost unknown. There is just one hotel in Holland, which is a time share hotel.

When I knew more about the time share resorts, I started to look at the time share profile 2008-2009.

I tried to think about new elements that would be interesting to add to the existing document.

This file here below is an example how the time share profile 2008-2009 looked like.

#### 4.2 Current Timeshare Profile (2008-2009)

Timeshare profile 2008/2009 comprises the following elements;

- |  |   |
|--|---|
| - Name of the Resort                       | - Maid service                              |
| - Address                                  | - Government Tax                            |
| - Contact                                  | - Which timeshare system?                   |
| - Phone                                    | - Which exchange company                    |
| - Fax                                      | - Rental program                            |
| - Email                                    | - Check in dates and time of check in & out |
| - Website                                  | - Owner meeting?                            |
| - Year of opening                          | - Yes or no?                                |
| - Amount of Units                          | - Cooperative Association                   |
| - Configuration of units                   | - Board of directors? How many?             |
| - Square meters                            | - Amenities on property                     |
| - Amount of employees                      | - Restaurants                               |
| - Maintenance fee per unit per week (2009) | - Refurbish program                         |
| - Additional charges:                      | - Last refurbishment                        |
| - Energy surcharge                         |   |

This information is interesting for the time share resorts. A lot of managers would like to compare their resort with other resorts. In this way, they can consult the timeshare profile, when they want to know how other resorts are managing their business.

The information which is added in the time share profile 2010-2011, is interesting for hotels to know.

#### 4.3 Additional information Time Share Profile 2010-2011

The additional information which is added to the profile of 2010-2011 is;

- Maintenance fees; split up between operational fee and reserve fee.
- Amount of employees; full-time and part-time.
- Do you manage your own security? How much security in total?
- How does the company monitor guest comments?
- Are the restaurants owned by the resort or are they outsourced?
- Refurbish program short period.
- Planning for new refurbishment.
- Planning for innovation?
- Are there expansion plans?
- Did the resort get a certificate last year? Which one?
- Did the resort won an award last year? Which one?

#### 4.4 Contact with the general managers

The new elements are integrated in the new time share profile 2010-2011.

I forwarded this to all the general managers of the time share resorts who agreed on cooperation on this profile.

Here below is the e-mail I have send to everybody of the ATSA.

“Oranjestad, 10-9-2010.

Dear ....

First, I would like to introduce myself to you all; my name is Jildou Kramer. I'm a student of the Hanze Hogeschool Groningen, Holland. I'm in my third year of Facility Management, and I'm here for a period of six months to do my internship. I've chosen to do my internship abroad because I've always wanted to go to the Caribbean and Jan van Nes gave me the opportunity to do my internship for the Aruba Time Share Association. During the internship, Jan van Nes shall be my mentor. My office is established at Playa Linda but I am available at your resort as well, if you have a little corner.

The assignment that has been given to me is to look into several benchmarking projects that may eventual lead into cost savings or perhaps some joint the purchasing of the timeshare resorts. I'm aware of the fact that the information you will, hopefully, share with me may be confidential. I promise I will use this information carefully.

I'm going to start this assignment when I know more about the organization. To learn more about the ATSA I would like to see what the different resorts look like. In addition, off course I would like to meet you, as a contact person of your resort.

Enclosed in this e-mail, I send you your resorts timeshare profile of 2008-2009. This year I added some information to the timeshare profile. This will give us a better and more complete report about the members of the ATSA. Feel free to suggest additional items of interest. At completion, I will deliver a bound copy to each resort. I was pleasantly surprised to learn that the Time Share Profile was originally an intern student's assignment in 2004 and it gives me pleasure to extend on this assignment, which has proofed a helpful tool.

The Time Share Profile is a good way to get to meet each other. You may respond on line but you could also indicate what is a good time to meet at your convenience the coming weeks.

For now, thank you for your time and I look forward to hearing from you.

Warm regards,  
Jildou Kramer”

#### 4.5 Visits

To remember the general managers to fill in the time share profile, I have contact them and made a appointment with every general manager separate at their resort. In this way, I was able to tell them more about my research. In addition, it is easier to get the information, when you know the people in person. It was very nice to see all different time share resorts on Aruba. All the managers where nice, and they told me everything about their resort and showed me the different kind of rooms.

Here below in this overview, you see the date and time of the different visits I committed.

Date and time	Resort	Contact person
6-09-2010, introduction	Playa Linda	Jan van Nes
17-09-2010, 10.30 h	Casa del Mar	Aisa van der Biezen
28-09-2010, 10.00 h	Amsterdam Manor	Jurgen van Schaijk
1-10-2010, 12.30 h	La Cabana	Jessica Franken, Rina Maduro
14-10-2010, 10.00 h	Occidental Grand	Carlos Pacheco
14-10-2010, 14.00 h	Marriott's Surf Club	Scott Derrickson
15-10-2010, 10.30 h	La Quinta	Enrika Arends, Ursell Arends
18-10-2010, 15.00 h	Caribbean Palm Village	Gina Tondou, Adriana Tromp
19-10-2010, 9.30 h	Paradise Beach Villas	Andy Osbourne, Freddy Albertus
20-10-2010, 10.00 h	Divi Phoenix	Vincent Henry, Greta Sanchez
22-10-2010, 15.00 h	Costa Linda	Luis Cabrera
22-10-2010, 16.30 h	Divi Dutch & Golf Village	Carol Jansen
27-10-2010, 15.00 h	Marriott's Ocean Club	Corey Guest
28-10-2010, 10.00 h	Aruba Beach Club	Farida Mansur

As you can see on the dates I visited the different resorts, you can see it has take a lot of time before I visited all the resorts. In the beginning I did not thought it was hard to make an appointment with the general managers. At a meeting at 30-09-2010, I asked the general managers their cellular number. In this way, it was much easier to contact them.

#### 4.6 Deadline Time Share Profile

Everyone who I have visited was very interested in the project. They promised me to cooperate on updating the time share profile and to cooperate on the other benchmarks.

Even though everyone was interested in the time share profile, it took a lot of time before I received all the filled in time share profiles. The first deadline was October 29, 2010. This deadline was clearly not feasible. I was already calling and e-mailing the contact persons for their information. After passing the deadline, I became more active in calling and e-mailing them.

The next deadline would be the November 11, 2010. Before this date, I would finish the time share profile. Unfortunately, one contact person could not send me this information in time. As only, the time-share profiles of the Divi Dutch and Divi Golf village are not updated.

Nevertheless, 11 November, at a meeting of the ATSA, I could provide the time share profile 2010-2011 to the general managers. It was exciting to see how everyone was reading the document I had made.

In addition, I have made an epitome of all the collected information. To clarify the information of the profile more, I putted the data in graphs.

You can find this epitome in Appendix 1. The Time Share Profile is enclosed separately from this report. Of this Time Share Profile are in total 28 copies made and distributed throughout the resorts.

## 5. Utility benchmark 2009

### 5.1 Why a benchmark for the utility costs?

Resorts have a large expense of utilities every year. You can compare the resort with a household. It goes on, every 24 hours a day. Utilities are used every day, the air-conditioning have to work, the water needs to be used for different kind of activities and the gas need to be used by the guest who cook their meal. Just a family with children is already paying a lot of money on electricity, water and gas. For example, Playa Linda has 212 rooms. Imagine what the utility costs will be if they are every week occupied.

The resorts can compare their spending on utilities with other resorts. Maybe are they paying way more on utility, then another resort. This benchmark can be an eye opener to go look for possibilities to decrease this costs of the utilities.

This benchmark was already going on, when I came at my internship. But a lot of information was still missing. I needed to get all the information, to finish this benchmark and make this benchmark valuable.

### 5.2 The participating time share resorts of Aruba

Not every time share resort is cooperating on this benchmark in 2009. The resorts who did cooperate, are;

- Amsterdam Manor Beach Resort
- Casa del Mar Beach Resort
- La Cabana Beach Club
- Marriott's Ocean Club
- Paradise Beach Villas
- Aruba Beach Club
- Costa Linda Beach Resort
- La Quinta Beach Resort
- Marriott's Surf Club
- Playa Linda Beach Resort

### 5.3 Explanation of terms

This are the terms who will be used in the benchmark. It's important that these terms are clear before you read this report.

The terms who are used in this benchmark are:

**Actual total utility costs:** Electricity, water and gas costs together. (12 months)

**Amount of units:** Total amount of units in resort.

**Average of utilities' costs per room:** Total utility costs per room, per year.

To calculate: 
$$\frac{\text{'Actual total utility costs'}}{\text{'Amount of units'}}$$

**Actual room nights per year:** The 'Actual room nights' are based on the occupancy of a resort.

To calculate this, you have to know the occupancy of the resort. If you know that, than the formula is:

$30 * (\text{Amount of units}) = \text{Total possible room nights per month}$

*Continue:* Total possible room nights per month \* occupancy of month = 'Actual room nights per month'

For every month you have to calculate the 'Actual room nights'. All these 12 months together are the 'Actual room nights per year'.

**Utilities' costs per occupied room night:** Speaks for itself.

To calculate: 
$$\frac{\text{'Actual total utility costs'}}{\text{'Actual room nights per year'}}$$

**Actual total guest per year:** This information will be registered at the hotel software program. This total can checked at the system.

**Average utility costs per guest:** Speaks for itself.

To calculate: 
$$\frac{\text{'Actual total utility costs'}}{\text{'Actual total guests'}}$$

**Ratio:** This is the scale between two or more variables. In this benchmark the differences are explained in percentage.

## 5.4 Collecting information

The benchmark of utility costs of 2009 was the reasons why they hired me here as a trainee. This benchmark had already given the resorts a magnificent overview about the costs of several resorts. Even if this benchmark was not finished yet. The missing information in this benchmark was information of 6 resorts. The template was already made, I just needed to collect the last missing information.

### 5.4.1 Important information to collect

The resorts have to give their information about the costs of:

- Electricity, 2009
- Water, 2009
- Gas, 2009

Other important information I have to collect is:

- 'Actual room nights per year'
- 'Actual total guests per year'

### 5.4.2 Method of research

The goal of this research is getting more insight in the costs of the utility costs of the timeshare resorts. In this way, the resorts can see how they are performing towards each other.

This is the first benchmark which was set up by the ATSA. For a good result, the members of the ATSA have to agree with this benchmark and have to know exactly what we are investigating.

To collect the information there was chosen for a format, who needs only to be filled in with a total amount of money per element by the resorts.

Because all the resorts are different from each other, it's the best manner to investigate to the amount of money the guest has to pay per week. In this way you get a clear view on the performance of the resorts.

When I started with this internship, this benchmark was already running. But there was information that was missing. To get this missing information, I called the general managers to remember them about the information they still need to provide for the benchmark.

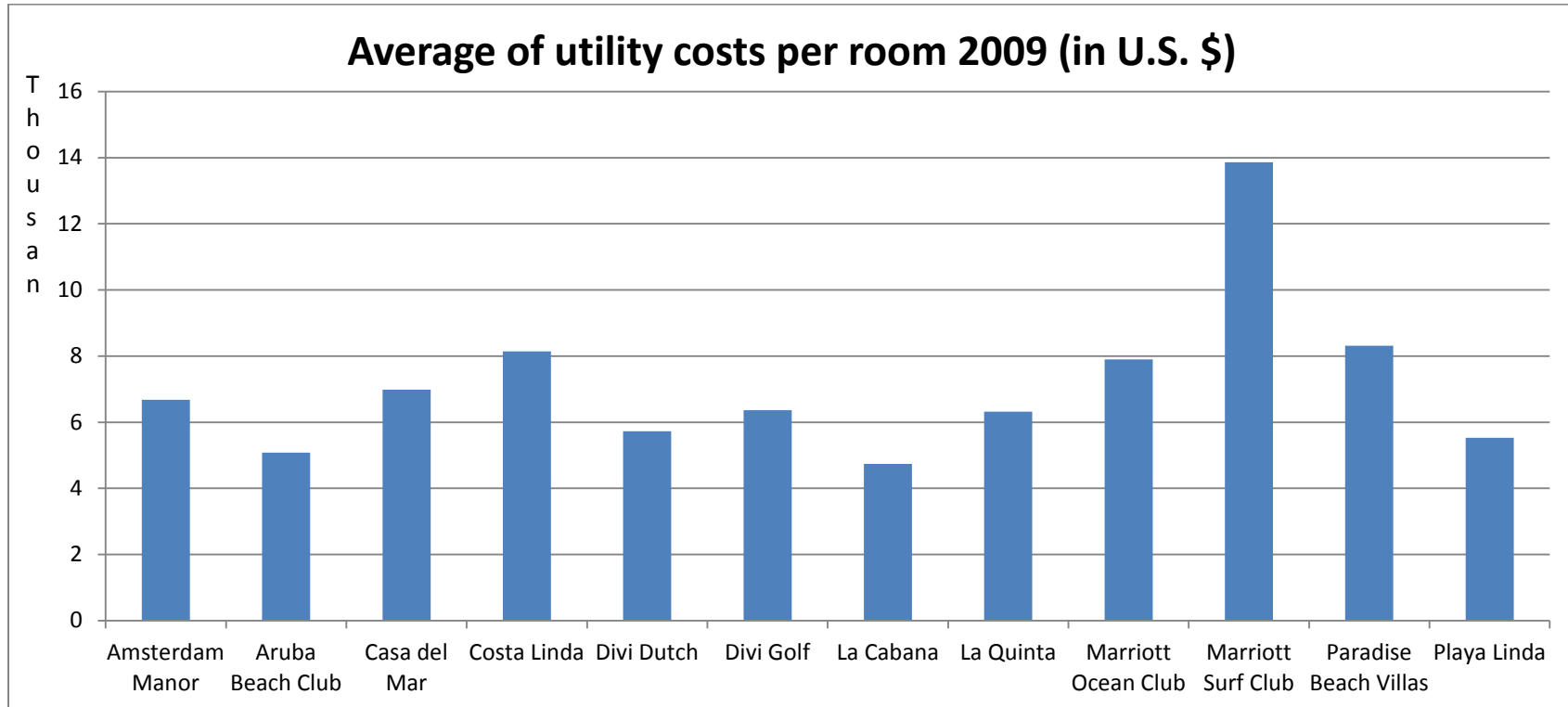
The information I collect, will be put in the template. The template is designed like this, when you have entered all the needed information, you get the total cost per guest per week presented at the bottom of the template.



### 5.5.1 Results utility benchmark 2009

ACTUAL UTILITIES' EXPENSES TIMESHARE HOTELS IN ARUBA IN 2009										
	Ocean Club Marriott	Surfclub Marriott	Playa Linda	Amsterdam Manor	Casa Del Mar	Costa Linda	Paradise Beach Villas	Aruba Beach Cl.	La Cabana	La Quinta
<b>Actual Usage</b>										
Electricity	\$ 1,238.341	\$ 4,500.000	\$ 696.259	\$ 305.645	\$ 642.042	\$ 781.553	\$ 487.642	\$ 403.000	\$ 1,405.237	\$ 196.044
Water	\$ 466.331	\$ 1,680.000	\$ 401.464	\$ 90.329	\$ 305.405	\$ 609.128	\$ 165.914	\$ 235.230	\$ 613.682	\$ 96.518
Gas	\$ 18.281	\$ 60.000	\$ 71.108	\$ 84.791	\$ 79.469	\$ 33.436	\$ 11.285	\$ 27.132	\$ 110.770	\$ 48.631
Actual Cost Utilities for 2009	\$ 1,722.953	\$ 6,240.000	\$ 1,168.831	\$ 480.765	\$ 1,026.916	\$ 1,424.117	\$ 664.841	\$ 665.362	\$ 2,129.689	\$ 341.193
Amount of Units	311	900	212	72	147	175	80	131	449	54
Average of Utilities' Costs per Room	\$ 5.540	\$ 6.933	\$ 5.526	\$ 6.677	\$ 6.986	\$ 8.138	\$ 8.311	\$ 5.079	\$ 4.743	\$ 6.318
Ratio	100,2%	104%	100%	121%	126%	147%	150%	92%	86%	114%
Actual Room Nights Per Year	97.612	328.500	64.312	24.109	42.346	63.700	21.820	40.051	120.301	15.829
Utilities' Costs per Occupied Room Night	\$ 17,65	\$ 19,00	\$ 18,17	\$ 19,94	\$ 24,25	\$ 22,36	\$ 30,47	\$ 16,61	\$ 17,70	\$ 21,55
Ratio	97%	105%	100%	110%	133%	123%	168%	91%	97%	119%
Actual Total Guests Per Year	253.739	766.500	178.403	56.446	141.479	170.820	87.276	94.798	300.752	62.493
Average Costs per Guest	\$ 6,79	\$ 8,14	\$ 6,55	\$ 8,52	\$ 7,26	\$ 8,34	\$ 7,62	\$ 7,02	\$ 7,08	\$ 5,46
Ratio	97%	105%	100%	130%	111%	127%	116%	107%	108%	83%
Including Utility Expense of:										
Dishwashers	Y	Y	N	N	N	Y	Y	N	Y	Y
Inhouse Laundry	N	N	N	Y	Y	Y	N	Y	Y	Y
Restaurants	N	N	N	Y	N	N	Y	N	Y	Y
Stores	N	N	N	Y	N	N	Y	N	Y	N
Updated November 19, 2010										

## 5.6 Charts with elaborated information



Amsterdam Manor	Aruba Beach Club	Casa del Mar	Costa Linda	Divi Dutch	Divi Golf
\$ 6,677	\$ 5,079	\$ 6,986	\$ 8,138	\$ 5,726	\$ 6,362
La Cabana	La Quinta	Marriott Ocean Club	Marriott Surf Club	Paradise Beach Villas	Playa Linda
\$ 4,743	\$ 6,318	\$ 7,903	\$ 13,867	\$ 8,311	\$ 5,526

## Utility benchmark 2009

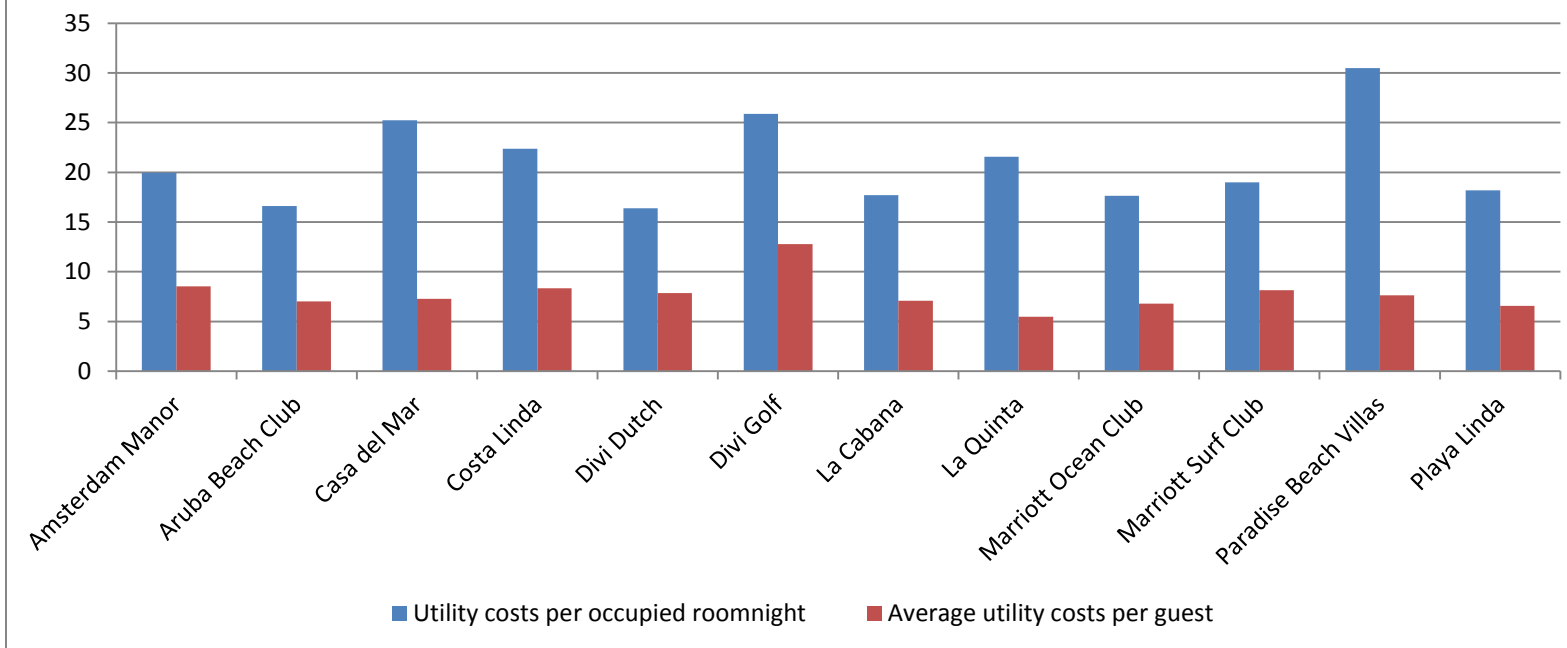


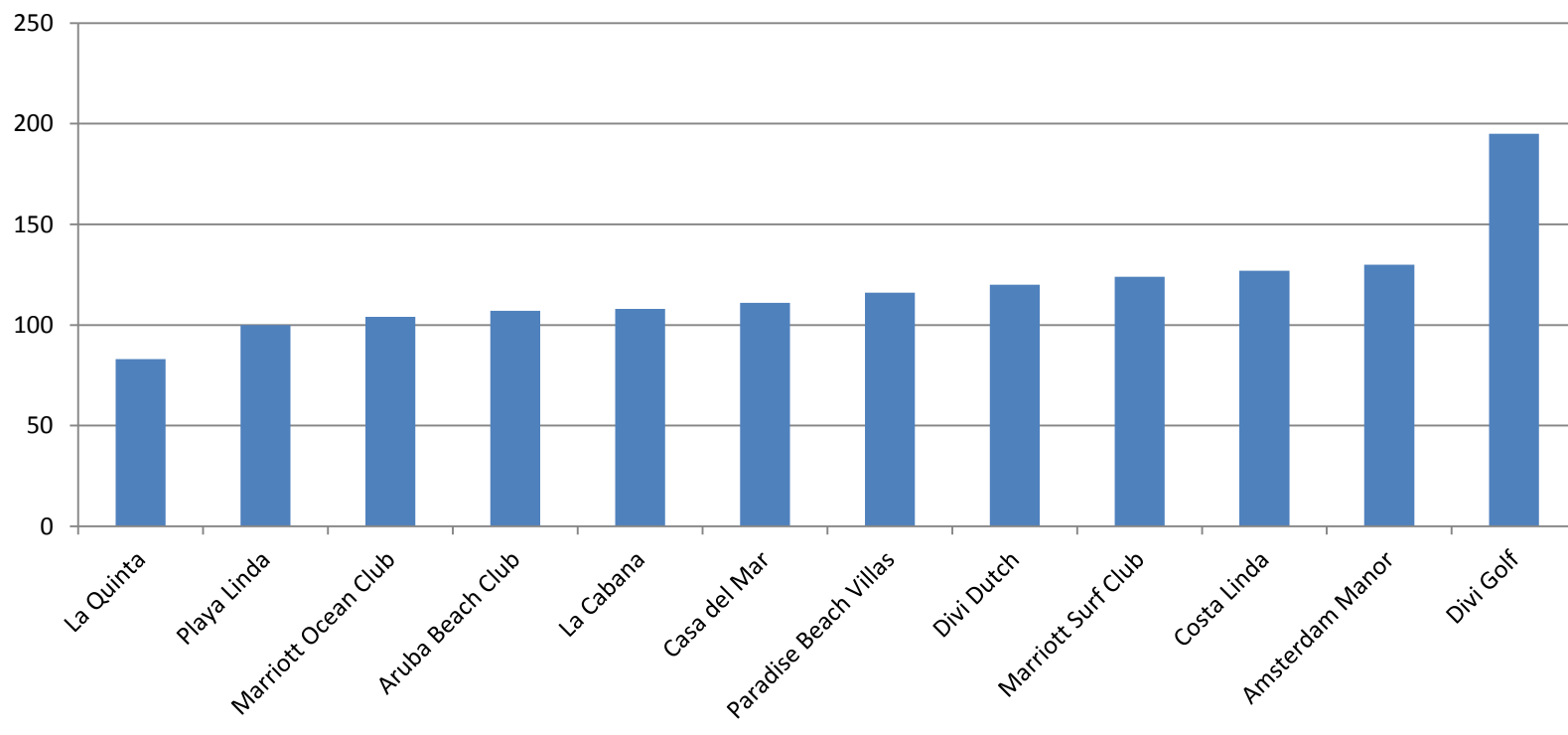
Table of utility costs per occupied room night in 2009

Amsterdam Manor	Aruba Beach Club	Casa del Mar	Costa Linda	Divi Dutch	Divi Golf
\$ 19.94	\$ 16.61	\$ 24.25	\$ 22.36	\$ 16.39	\$ 25.89
La Cabana	La Quinta	Marriott Ocean Club	Marriott Surf Club	Paradise Beach Villas	Playa Linda
\$ 17.70	\$ 21.55	\$ 17.65	\$ 19.00	\$ 30.47	\$ 18.17

Table of average utility costs per guest in 2009

<b>Amsterdam Manor</b>	<b>Aruba Beach Club</b>	<b>Casa del Mar</b>	<b>Costa Linda</b>	<b>Divi Dutch</b>	<b>Divi Golf</b>
\$ 8.52	\$ 7.02	\$ 7.26	\$ 8.34	\$ 7.86	\$ 12.77
<b>La Cabana</b>	<b>La Quinta</b>	<b>Marriott Ocean Club</b>	<b>Marriott Surf Club</b>	<b>Paradise Beach Villas</b>	<b>Playa Linda</b>
\$ 7.08	\$ 5.46	\$ 6.79	\$ 8.14	\$ 7.62	\$ 6.55

## Comparison Ratio Average costs per guest 2009 (%)



This overview above, Playa Linda acts as a standard of 100%.

Amsterdam Manor	Aruba Beach Club	Casa del Mar	Costa Linda	Divi Dutch	Divi Golf
130 %	107 %	111 %	127 %	120 %	195 %
La Cabana	La Quinta	Marriott Ocean Club	Marriott Surf Club	Paradise Beach Villas	Playa Linda
108 %	83 %	104 %	124 %	116 %	100 %

## 5.7 Inference utility expenses 2009

### General

In the previous charts you can see the differences between the resorts in costs of the utilities 2009. The resort with the less utility costs is La Quinta. This is also the smallest resort of the timeshare resorts on Aruba.

The differences between the costs per guest per week fluctuates between \$ 5,46 and \$ 12,77.

That's a big difference.

**The average costs per guest per week over all out of this benchmark is \$ 7,90.**

It's a good initiative to go on with this benchmark. Especially when the resorts are implementing the measures there are. In the small investments or the big investments.

At 5.8 you can read the recommendations for this benchmark.

### Term in this section

#### Earth Check / Green Globe

Earth Check is used by travel and tourism organizations around the world, to validate their carbon claims and guide their sustainability initiatives. It is the largest environmental benchmarking, certification and management solution in use by this industry and the leading program in-market.

For the cost equivalent to that of a cup of coffee per day, your organization can leverage Earth Check's science-based technology to increase operational efficiencies, maximize guest experience, minimize environmental impacts and improve your bottom line.

Earth Check technology is used to underpin brands such as Green Globe where Earth Check through its wholly owned subsidiary Green Globe Asia Pacific has been licensed to use the Green Globe brand since 1999 and currently has exclusive rights to the brand in the Asia Pacific and non exclusive rights in the rest of the world.

<http://www.greenglobe.org/>

**Corporate Social Responsibility (CSR)** = Maatschappelijk Verantwoord Ondernemen (MVO)

Amsterdam Manor is a resort located at the low rise of Aruba. It is Earth Check certified. This is a good initiative, but still the costs per guest are higher than the average. This can be a reason because of a low occupancy over the last year. But out of the conversations with the general manager, this is not applicable. Amsterdam Manor is a successful business. Of the Amsterdam Manor resort is only one company. The general manager of this resort is a driven person, and you can see he is searching for the best. I think after seeing this figures of this benchmark, he will do something about it.

**Aruba Beach Club**, costs per guest per week \$7,02

This resort is not certified with the Earth Check or Green Globe. Nevertheless, this resort has lower costs per guest than the average of this benchmark. I believe all the resorts who are not certified by an organization like Earth Check or Green Globe, should do that. Aruba Beach Club is only represented at Aruba, and is a successful business. There are possibilities to lower the costs.

**Casa del Mar**, cost per guest per week \$ 7,26

This resort is Green Globe certified. Always good to see the resort is participating on a greener world. Also the costs per guest per week are lower than the average. But still I think this resort can be lower in the costs per guest. This benchmark is the first benchmark. With the different figures next to each other, I think it will be an eye opener for the managers.



**Costa Linda**, cost per guest per week \$ 8,34

Earth Check certified. Corporate Social Responsibility is important for this resort. But yet, the costs are per person per week relative to the others high. I think Costa Linda sits atop of the costs. They have a possibility to implement (maybe a couple of ) measures to lower this costs.

**Divi Dutch**, cost per guest per week \$7,86

Divi Dutch is one of the smallest resorts of the Divi resorts on Aruba. But Divi Dutch is one of the resorts of a big company. Divi resorts are represented all over the Caribbean. The costs of the utilities at this Divi is reasonable, but can be lower. To implement measures to lower the utility costs, there should be a good substantiated plan which they can show to the higher management.

**Divi Golf**, cost per guest per week \$12,77

Divi Golf is of the Divi's of Aruba the biggest resort. They have compared to the other timeshare resorts on Aruba the highest costs of utilities. These costs are charged towards the guests.

Divi Golf is one of the most expensive resorts on Aruba. A lot of rich people are staying at this resort, and they will remain coming for holiday. Maybe this is a reason why they are not looking to lower the costs.

**La Cabana**, cost per guest per week \$7,08

La Cabana is certified by Earth Check. It's a very big resort. The costs per guest are reasonable. But they can be lowered by some measures in due time.

**La Quinta**, cost per guest per week \$ 5,46

La Quinta is the smallest resort of the timeshare resorts on Aruba. They have 51 rooms. La Quinta is the resort with the lowest costs of utilities. The general manager of La Quinta told me they don't join the Earth Check or Green Globe, but they are planning on taking action to undertake more CSR. They have already the lowest costs, and they are planning on reduce more where it is possible.

**Marriott Ocean Club**, costs per guest per week \$6,79 and**Marriott Surf Club**, cost per guest per week \$8,14

The general managers of these two Marriott's on Aruba told me they are working a lot together. In this benchmark there is a difference in costs for the utilities.

Marriott is a big concern, worldwide. It's the same story with the Divi's. The Marriott has to perform how the higher management tells them to do. To implement the big measures you can read in 5.8, they have to ask the higher management. They can start with implementing the small investments, or join the Earth Check or Green Globe.

**Paradise Beach Villas**, cost per guest per week \$7,62

Paradise Beach Villas is a nice resort on the low rise of Aruba. The costs of the utilities are reasonable. But still I believe they can implement some small investments to try to lower the utility costs.

**Playa Linda**, cost per guest per week \$6,55

The beautiful resort Playa Linda is Green Globe certified. The costs of the utilities are not that bad. The employees at Playa Linda are focused on the green way of working. About the utilities, I've been told that Playa Linda wants to invest in solar collectors. This will be a huge investment, but it will affect the utility costs and it is a part of CSR.

**Save Aruba**

A lot of people are coming to Aruba to enjoy their vacation. Corporate Social Responsibility is important, and I believe the resorts should do more on this. The tourists are coming to Aruba for the nice weather and nice beaches. It's a paradise, and I believe it's really a corporate responsibility for the resorts to save the planet.

The resorts should enter CSR in the business, in this way it will affect the tourists. This ensures that Aruba will still be the beautiful as it always was.

And to work on the benchmarks worldwide, data can be obtained. This can give figures if companies in a certain region are operating with a view on responsibility for the earth.

## 6. Utility benchmark 2010

### 6.1 Why a benchmark for the utility costs?

The utility benchmark 2010 will be the same as the benchmark of 2009.

This benchmark will be about the period January 2010 till November 2010. This because the year 2010 is still running, so there cannot be given the information about the whole year.

In fact, it does not matter if we don't get the information about one whole year. The template reveals at the end the average costs per guest, which is also provided in the utility benchmark 2009.

This information is usefully put next to the already existing information of the utility benchmark of the year before.

### 6.2 The participating time share resorts of Aruba

- |                          |                         |
|--------------------------|-------------------------|
| - Amsterdam Manor        | - Divi Golf Village     |
| - Aruba Beach Club       | - La Cabana             |
| - Caribbean Palm Village | - La Quinta             |
| - Casa del Mar           | - Marriott Ocean Club   |
| - Costa Linda            | - Marriott Surf Club    |
| - Divi Phoenix           | - Paradise Beach Villas |
| - Divi Dutch Village     | - Playa Linda           |

In this benchmark, are almost all the resorts cooperating. The only missing resort is Occidental Grand Aruba. They didn't want to provide this information. The reason is unknown.

Only the total actual utility costs are not for 12 months, but in this benchmark for 10 months.

### 6.3 Explanation of terms

This are the terms who will be used in the benchmark. It's important that these terms are clear before you read this report.

The terms who are used in this benchmark are:

**Actual total utility costs:** Electricity, water and gas costs together. (12 months)

**Amount of units:** Total amount of units in resort.

**Average of utilities' costs per room:** Total utility costs per room, per year.

To calculate: 
$$\frac{\text{'Actual total utility costs'}}{\text{'Amount of units'}}$$

**Actual room nights per year:** The 'Actual room nights' are based on the occupancy of a resort.

To calculate this, you have to know the occupancy of the resort. If you know that, than the formula is:

$30 * (\text{Amount of units}) = \text{Total possible room nights per month}$

*Continue:*  $\text{Total possible room nights per month} * \text{occupancy of month} = \text{'Actual room nights per month'}$

For every month you have to calculate the 'Actual room nights'. All these 12 months together are the 'Actual room nights per year'.

**Utilities' costs per occupied room night:** Speaks for itself.

To calculate: 
$$\frac{\text{'Actual total utility costs'}}{\text{'Actual room nights per year'}}$$

**Actual total guest per year:** This information will be registered at the hotel software program. This total can be checked at the system.

**Average utility costs per guest:** Speaks for itself.

To calculate: 
$$\frac{\text{'Actual total utility costs'}}{\text{'Actual total guests'}}$$

**Ratio:** This is the scale between two or more variables. In this benchmark the differences are explained in percentage.

## 6.4 Collecting information

It is important to collect the information of all the cooperating resorts.

### 6.4.1 Important information to collect

The resorts have to give their information about the costs of:

- Electricity, 2010
- Water, 2010
- Gas, 2010

Other important information I have to collect is:

- 'Actual room nights per year'
- 'Actual total guests per year'

### 6.4.2 Method of research

The goal of this research is getting more insight in the costs of the utility costs of the timeshare resorts. In this way, the resorts can see how they are performing towards each other.

This benchmark was initiated by the ATSA, but they gave me the opportunity to follow up with a couple of new benchmarks. The first benchmark I would work on, was the utility benchmark of 2010. For this reason I could use the template of the benchmark of 2009.

For the utility benchmark of 2010, are more resorts interested in. I informed all the resorts about the benchmarks, and everybody was very interested. In the benchmark of 2009 are less resorts who were willing to cooperate.

To collect the information there was chosen for a format, who needs only to be filled in with a total amount per element by the resorts.

Because all the resorts are different from each other, it's the best manner to investigate to the amount of money the guest has to pay per week. In this way you get a clear view on the performance of the resorts.

The formats are send to all the resorts by email. To don't let the contact members forget about the research, I called and visited them regularly.

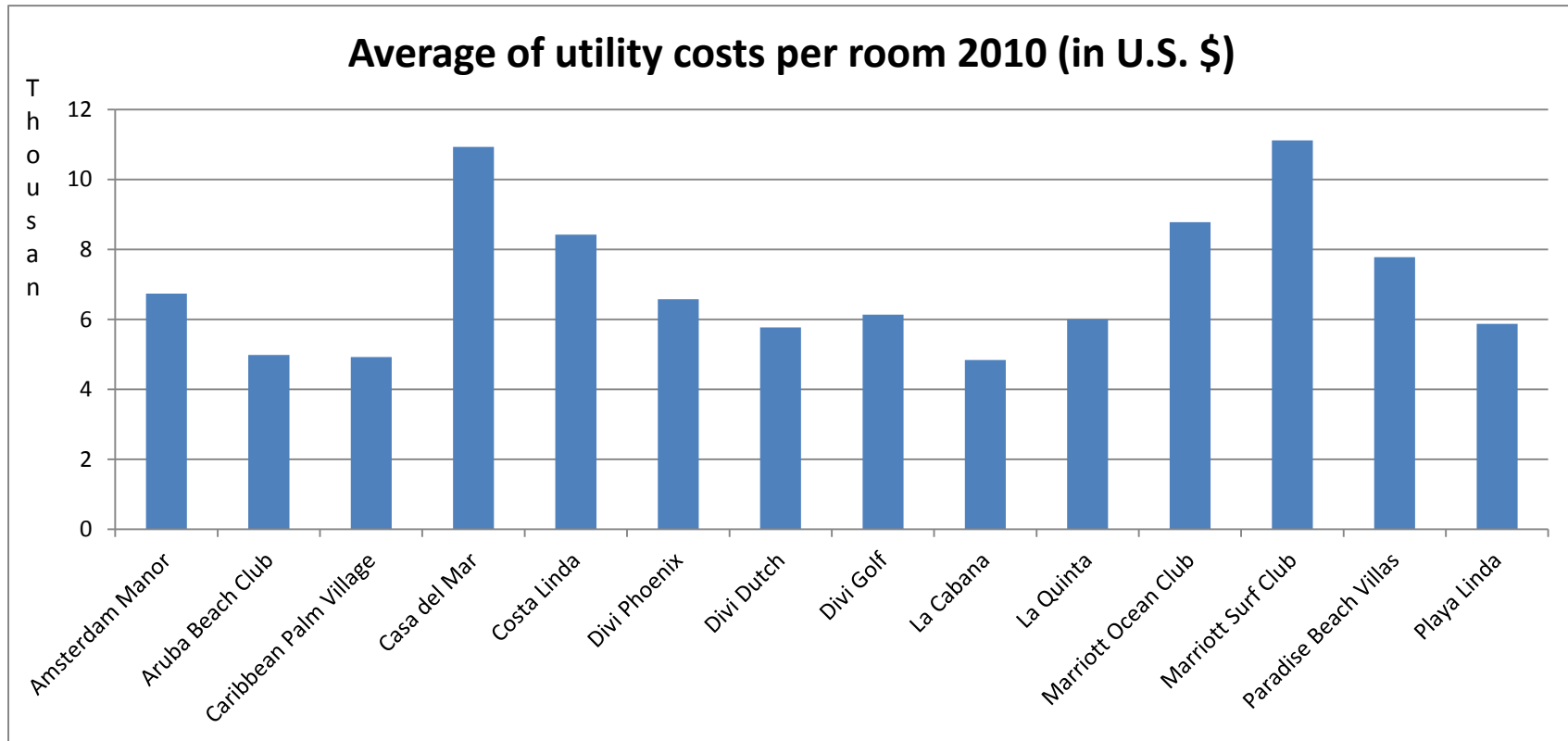
The information I collect, will be put in the template. The template is designed like this, when you have entered all the needed information, you get the total cost per guest per week presented at the bottom of the template.



## 6.5 Results Utility Benchmark 2010

ACTUAL UTILITIES' EXPENSES TIMESHARE HOTELS IN ARUBA IN		2010		ALL COSTS IN US DOLLAR (\$)													
		January - inclusively October															
		Ocean Club Marriott	Surfclub Marriott	Playa Linda	Amsterdam Manor	Casa Del Mar	Costa Linda	Paradise Beach Villas	Aruba Beach Club	La Cabana	La Quinta	Divi Phoenix Beach Resort	Divi Village Golf Beach Resort	Divi Dutch Village Resort	Caribbean Palm Village		
Actual Usage																	
Electricity		\$ 1.365.121	\$ 3.467.098	\$ 792.925	\$ 322.237	\$ 841.217	\$ 840.199	\$ 485.385	\$ 416.899	\$ 1.575.686	\$ 208.076	\$ 1.215.950	\$ 731.500	\$ 194.532	\$ 376.746		
Water		\$ 547.635	\$ 1.414.086	\$ 401.522	\$ 84.354	\$ 615.408	\$ 514.648	\$ 127.782	\$ 212.893	\$ 588.363	\$ 81.434	\$ 292.919	\$ 1.345.677	\$ 327.319	\$ 127.197		
Gas		\$ -	\$ 120.782	\$ 49.957	\$ 78.133	\$ 149.554	\$ 119.515	\$ 9.212	\$ 22.523	\$ 8.274	\$ 34.387	\$ 68.858	\$ 58.543	\$ 37.313	\$ 57.374		
Actual Cost Utilities for 2010 (January till inclusively October)		\$ 1.912.754	\$ 5.001.966	\$ 1.244.204	\$ 484.724	\$ 1.606.174	\$ 1.474.462	\$ 622.379	\$ 652.254	\$ 2.172.323	\$ 323.897	\$ 1.577.727	\$ 2.133.720	\$ 559.164	\$ 561.317		
Amount of Units		218	450	212	72	147	175	80	131	449	54	240	348	97	114		
Average of Utilities' Costs per Room		\$ 8.774	\$ 11.115	\$ 5.869	\$ 6.732	\$ 10.926	\$ 8.425	\$ 7.780	\$ 4.979	\$ 4.858	\$ 5.998	\$ 6.574	\$ 6.131	\$ 5.765	\$ 4.924		
Ratio		149.5%	165%	100%	115%	186%	144%	133%	85%	82%	102%	114.0%	124.5%	98%	84%		
Actual Room Nights		81.348	173.866	54.097	20.023	37.139	58.538	17.714	33.422	110.873	12.902	51.956	73.077	28.546	19.256		
Utilities' Costs per Occupied Room Night		\$ 23.51	\$ 28.77	\$ 23.00	\$ 24.21	\$ 43.25	\$ 25.19	\$ 35.13	\$ 19.52	\$ 19.59	\$ 25.10	\$ 30.37	\$ 29.20	\$ 19.59	\$ 29.15		
Ratio		102%	125%	100%	105%	188%	110%	153%	85%	85%	109%	132%	127%	85%	127%		
Actual Total Guests		211.449	483.042	149.999	47.839	123.300	130.494	79.715	80.891	277.183	51.846	137.164	149.965	61.539	60.696		
Average Costs per Guest		\$ 9.05	\$ 10.36	\$ 8.29	\$ 10.13	\$ 13.08	\$ 11.30	\$ 7.81	\$ 8.06	\$ 7.84	\$ 6.25	\$ 11.50	\$ 14.23	\$ 9.09	\$ 9.25		
Ratio		109%	125%	100%	122%	157%	136%	94%	97%	94%	75%	139%	172%	110%	111%		
Including Utility Expense of:																	
Y/N	Dishwasher	Y	Y	Y	N	N	Y	Y	N	Y	Y	Y	Y	Y	Y		
Y/N	Inhouse Laundry	N	Y	N	Y	Y	Y	Y	Y	Y	Y	Y	N	N	Y		
Y/N	Restaurants	N	Y	N	Y	N	Y	Y	N	N	Y	Y	Y	Y	N		
Y/N	Stores	N	Y	N	Y	N	Y	Y	N	N	N	N	N	N	N		
Y/N	Washing machine on floor	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
Y/N	Dryer on floor	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
Y/N	Washing machine in room	N	Y	N	N	N	N	N	N	N	N	Y	Y	Y	N		
Y/N	Dryer in room	N	Y	N	N	N	N	N	N	N	N	Y	Y	Y	N		
Updated Feb-12-2011																	

## 6.6 Charts with elaborated information



Amsterdam Manor	Aruba Beach Club	Caribbean Palm Village	Casa del Mar	Costa Linda	Divi Phoenix	Divi Dutch
\$ 6,732	\$ 4,797	\$ 4,924	\$ 10,926	\$ 8,425	\$ 6,574	\$ 5,765
Divi Golf	La Cabana	La Quinta	Marriott Ocean Club	Marriott Surf Club	Paradise Beach Villas	Playa Linda
\$ 6,131	\$ 4,838	\$ 5,998	\$ 8,774	\$ 11,115	\$ 7,780	\$ 5,869



## Utility benchmark 2010

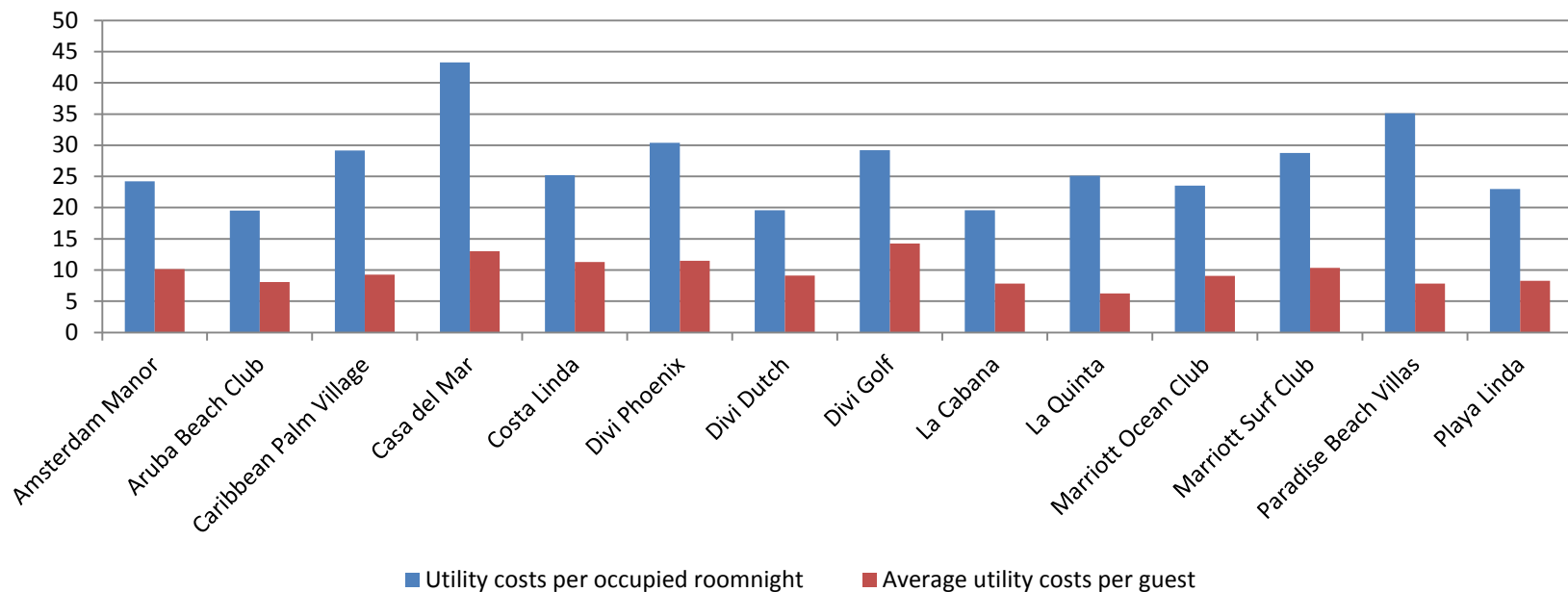


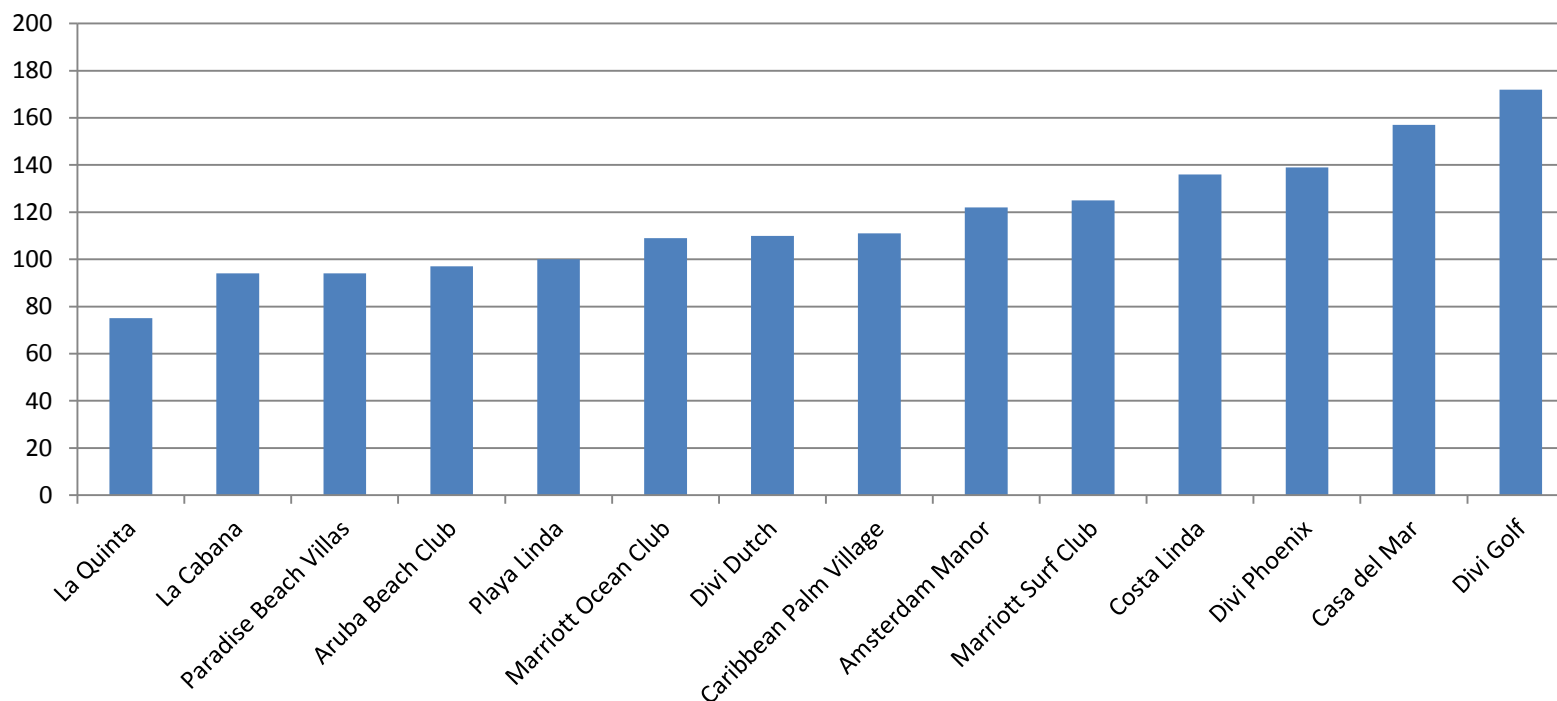
Table of utility costs per occupied room night in 2010

Amsterdam Manor	Aruba Beach Club	Caribbean Palm Village	Casa del Mar	Costa Linda	Divi Phoenix	Divi Dutch
\$ 24.21	\$ 19.52	\$ 29.15	\$ 43.25	\$ 25.19	\$ 30.37	\$ 15.59
Divi Golf	La Cabana	La Quinta	Marriott Ocean Club	Marriott Surf Club	Paradise Beach Villas	Playa Linda
\$ 29.20	\$ 19.59	\$ 25.10	\$ 23.51	\$ 28.77	\$ 35.13	\$ 23.00

**Table of average utility costs per guest in 2010**

<b>Amsterdam Manor</b>	<b>Aruba Beach Club</b>	<b>Caribbean Palm Village</b>	<b>Casa del Mar</b>	<b>Costa Linda</b>	<b>Divi Phoenix</b>	<b>Divi Dutch</b>
\$ 10.13	\$ 8.06	\$ 9.25	\$ 13.03	\$ 11.30	\$ 11.50	\$ 9.09
<b>Divi Golf</b>	<b>La Cabana</b>	<b>La Quinta</b>	<b>Marriott Ocean Club</b>	<b>Marriott Surf Club</b>	<b>Paradise Beach Villas</b>	<b>Playa Linda</b>
\$ 14.23	\$ 7.84	\$ 6.25	\$ 9.05	\$ 10.36	\$ 7.81	\$ 8.29

## Ratio Average costs per guest 2010 (in %)



This overview above, Playa Linda acts as a standard of 100%.

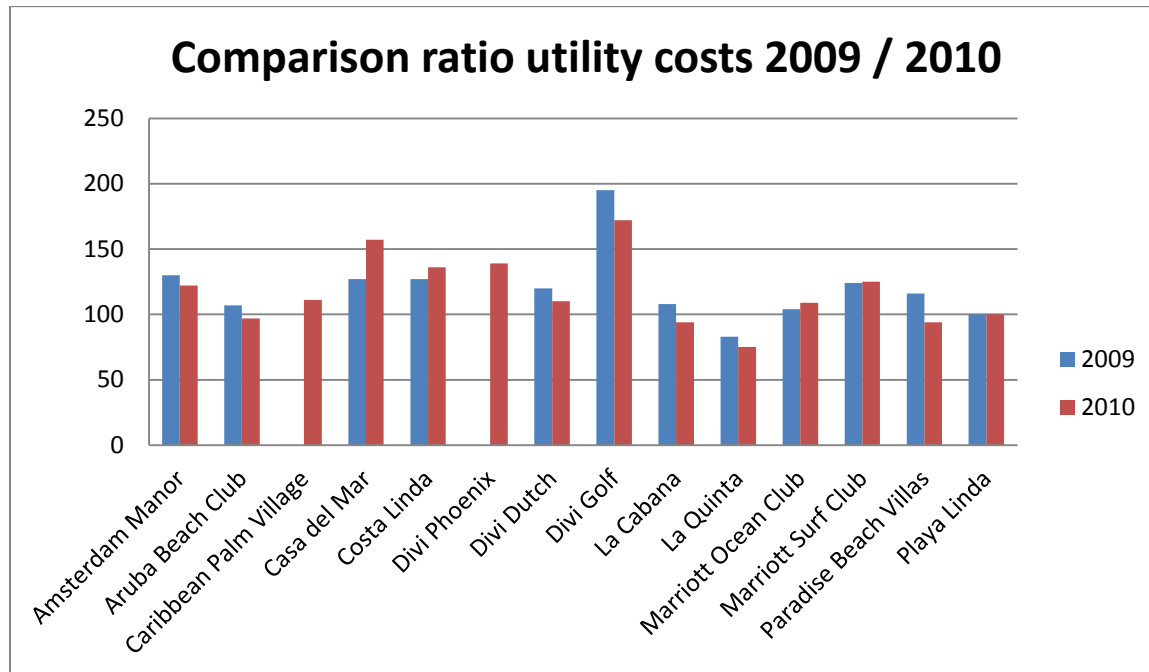
Amsterdam Manor	Aruba Beach Club	Caribbean Palm Village	Casa del Mar	Costa Linda	Divi Phoenix	Divi Dutch
122 %	97 %	111 %	157 %	136 %	139 %	110 %
Divi Golf	La Cabana	La Quinta	Marriott Ocean Club	Marriott Surf Club	Paradise Beach Villas	Playa Linda
172 %	94 %	75 %	109 %	125 %	94 %	100 %

## 6.7 Inference utility expenses 2010

In the previous charts you can see the differences between the resorts in costs of the utilities.

The resort with the less utility costs still is La Quinta. This is also the smallest resort of the timeshare resorts on Aruba.

Divi Golf is the most expensive in the utility costs. This resort is one of the biggest resorts on the island. But this outcome of the utility benchmark has nothing to do with the size of the resort. The outcome is based on the actual total guests and the total costs of utilities.



In this overview above you can see the comparison between the data of 2009 and 2010.

Here you can see there are a couple of resorts who have lower utility cost than the year before.

Divi Golf is still the biggest in the utility costs, but you can see there are less costs of the utilities comparing to 2009.

More resorts are lower or still the same in the utility costs comparing to the year before.

I think if the resorts will implement measures that they will have a lower energy and water bill.

## 6.8 Recommendation utility expenses 2009/2010

Here beneath you find the recommendations for this benchmark;

### 6.8.1 Water

#### Small investments

##### Save the planet stickers in rooms

Stickers in the room, which remind the guest about our common goal to try to save the planet.

#### Investigation by the Dutch government

In 2004, there was an investigation about the utility expenses of the hotels on Curacao.

The feasibility study has looked into technical and financial aspects of energy and water saving measures in the nine hotels as well as the energy and water saving market in the Netherlands Antilles.

Aim of the study:

The long-term aim of the co-operation between the Dutch and Antillean partners is to develop a sustainable business on energy and water efficiency (management) for the hotel sector.

On the short term this feasibility study was to look into the technical and financial aspects of energy and water saving for nine hotels, which represent roughly the different types of hotels in the sector (ranging from apartments to high-rise and from economic to luxurious or ambitious). The project would function as a pilot project for a large group of hotels on the Antilles and other Caribbean islands, where energy and water saving measures are to reduce the operating costs.<sup>2</sup>

The whole article about this investigation, you can find in the appendix 3

#### Major investments

##### WST, Water Saving Technology

Special water-saving toilets use very little water. The WST is specially designed with only four liters of water to rinse. But with four liters flush occurs in the horizontal drain line blockage risk. Therefore it is necessary to build flow increaser. Wastewater is thereby collected in a barrel of fourteen or eighteen liters which is concealed under the floor. When it is full, it sucks a natural siphon the entire contents in a few seconds empty. The high flow this produces, blockages are avoided.

An alternative to wastewater, is to save water by rain or groundwater, to be used for toilet flushing. Purpose is construction of an additional pipeline and a rain water tank is necessary.

#### Rinse interrupter

Most of the new cisterns have a rinse interrupter, which is also called a toilet with a eco-button. In this way you can choose how much water is needed. The button usually consists of two parts, maximum or half flush. The rinse interrupter can stop the flushing.

A normal toilet, without water saving measures, uses approximately 9 liters per flush. Here beneath you can see the reduce you can have with a water saving toilet.

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<sup>2</sup> <http://www.evd.nl/zoeken/showbouwsteen.asp?bstnum=112193&location=>

Supply	Water saving per flush	Water savings per year*	Cost reduce per year**
6 liter toilet with saving button	3-6 liter	± 1609,65 m3 water	AWG 16,498.91
Rinse interrupter	1,3 liter	465 m3 water	AWG 4,766,25
WST toilet	5-6,5 liter	± 1967,35 m3 water	AWG 20,165.34

\* Total occupancy per week is approximately 490 persons. Assuming every person flushes 2 times a day.

\*\* Water costs on Aruba per m3 is AWG 10.25.

The calculation of this overview can be found in appendix 2.

#### Lever or mixer taps

Implement lever or mixer taps (with a single lever or knob) in the rooms and public areas. With this taps you can find right away the right temperature. This will reduce the waste of water.

#### Check your water pipe lines

Optimum (hot) water pipes are short and have a small diameter. They contain a small volume of water, so you do not have to wait for hot water. Also to have the heater nearby the rooms reduces waste of water. Optimal lines are common with an internal diameter of ten mm to the kitchen to the bathroom and thirteen millimeters.

### 6.8.2 Gas and electricity

#### Small investments

##### Sensor lights at the resort

In different kind of places in the resort you can change the light switch into a sensor light.

In this way you can prevent the lights are burning day and night. Only when there is someone in the relevant room, the light will go on.

These sensor lights you can use in the public areas, for example in the toilets. When the toilet is not in use, the light is off. When a guest enters the toilet, the light goes on.

Also in the rooms you can install the sensor lights. For example in the bathrooms.

It happens a lot that people forget to turn off the light. This leads to unnecessary waste of energy. With the sensor lights you can prevent this.

##### Replace lights to energy saving lights

Replace the light bulbs who are in use with energy saving lamps. For example, use saving lamps. Other alternative lamps are LED- and TL\*- lights. These lamps pollute the environment the least, because they use relatively little electricity. This will reduce the costs of the utility expenses.

(\* TL=Tube Luminescent=light tube)

#### Air-conditioning

The air-conditioning that is in use should be on all day. This is better than have every room controlling their own chilled temperature in the room with switching it on and off.



The temperature of the chiller should be 7 °C/ 45 °F lower compared with the temperature of outside.

### **Join the Green Globe 21<sup>3</sup>**

Green Globe is based upon the Agenda 21 Plan which was originally endorsed by 182 heads of state at the Rio Earth Summit of 1992 and provided a set of principles for local, state, national and international action on sustainable development. This resulted in Agenda 21 for the Travel and Tourism Industry: Towards Environmentally Sustainable Development, which listed an action plan for a number of overall objectives for the industry.

- The overall plan aimed to convert the objectives into specific targets, and named ten areas in which travel and tourism operations could take action, including:
- Waste minimization, reuse, recycling
- Energy efficiency, conservation, management
- Management of freshwater resources
- Waste water management
- Hazardous substances
- Transport
- Land-use planning and management
- Involvement of staff, customers, communities in environmental issues
- Design for sustainability
- Partnerships for sustainable development
- Corporate social responsibility

To join this organization keeps the resort up to date with the newest sustainable developments. Corporate social responsibility (CSR) is becoming more important. First, it is important to support the environment. Companies are an important role model. If they adapt CSR into their operational management, it is becoming increasingly under the spotlight. This will give more and more acceptance of this kind of management, and will further raise to a small level of activity, for example to households.

### **Stickers in room**

Try to remember the guest in a polite way, our joint responsibility for saving the planet. Place a sticker at the door, to remember the guest not to waste unnecessary energy out of the room.

### **Major investments**

#### **New appliances**

Old appliances are wasting unnecessary a lot of energy. Buying appliances with energy label A or A++, will save on the power consumption of your resort. The kind of appliances who can waste a lot of energy are refrigerators, dishwashers, freezers, washing machines and dryers.

The appliances are a big investment for the resort, but after a time you can see a reduction on the utilities invoice.

#### **Solar collectors**

A solar collector converts solar radiation into heat. A solar collector is a metal device that captures sunlight and sends this energy to a device. This heat can be used to heat up several rooms.

An example from Holland:

Thanks to a solar collector, one household spent nearly half of natural gas needed to heat the water.

Per year they will save with the solar collector 150 to 200 m<sup>3</sup> of natural gas in an area of about 3 m<sup>2</sup>. This means an average household of 4 people uses about half of the gas they used to spend. Thanks to the solar collector.

Per year this family saves approximately €70,- (≈ AWG 170,-) on the costs of gas.

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<sup>3</sup> [http://en.wikipedia.org/wiki/Green\\_Globe](http://en.wikipedia.org/wiki/Green_Globe)

With the solar collector they also save significantly on electricity. Per year this can save the family € 175,- per year ( $\approx$  AWG 430,-).

This example is from Holland. This family save a lot of money with the solar collector. Imagine, in Holland the sun shines much less than on Aruba. So for Aruba it should be a big invention, if you see the Dutch family has already benefits by the solar collector. The solar collectors can make the cost of electricity and gas significantly lower.

The solar collectors are an big investment for the resorts. But after a few years, they will experience the benefits of this new technology.



## 7. Housekeeping benchmark 2009

### 7.1 Reason of this housekeeping benchmark

The ATSA is the best elected organization to realize this benchmark. The general managers are already cooperating on a lot of things. The general managers are altogether working on a common goal; to give the guest a magnificent stay at their resort.

This could only be accomplished when the resort is managed well by the general managers. They are in charge to take care of everything in the resort by a whole team which they have to control.

The housekeeping benchmark is one of the departments which every resort has. Also this department is very important to provide the guests at the resort an magnificent stay.

The department of housekeeping is also a department which costs a lot of money for the resort. This is why the benchmark is initiated.

For the general managers it's interesting to see what the costs are per guest per week.

Because the ATSA is a coordinating organization, this is a good possibility to put information together. In this way, the results will show how the resorts are operating compare towards each other.

### 7.2 The participating time share resorts of Aruba

- |                                     |                                     |
|-------------------------------------|-------------------------------------|
| - Amsterdam Manor                   | - La Cabana                         |
| - Aruba Beach Club                  | - La Quinta                         |
| <del>- Caribbean Palm Village</del> | - Marriott Ocean Club               |
| <del>- Casa del Mar</del>           | <del>- Marriott Surf Club</del>     |
| - Costa Linda                       | <del>- Occidental Grand Aruba</del> |
| - Divi Phoenix                      | - Paradise Beach Villas             |
| - Divi Dutch Village                | - Playa Linda                       |
| - Divi Golf Village                 |                                     |

The resorts with a line through the name, where willing to cooperate, but unfortunately they didn't gave me the (total) information. So this resorts are not included in the results.

### 7.3 The development of the housekeeping template

To make this benchmark successful, I need to figure out what kind of information is important. The beginning of the benchmark is a very important step. First, I look at the annual report of the housekeeping expenses 2009 of Playa Linda. I saw different elements, which is being used by the housekeeping department.

With this information, I started picking elements out of this report for the benchmark. The things I put out of the annual report for the benchmark are the elements where has been spend a lot of money on.

The elements which were chosen by me are:

- |                                  |                                |
|----------------------------------|--------------------------------|
| - Salaries                       | - Gloves                       |
| - Communication                  | - Guest supplies               |
| - Linen (ex-linen & bath towels) | - Toilet paper                 |
| - Beach towels                   | - Kitchen paper towels         |
| - China, glass and silver        | - Hand towels                  |
| - Sofa fabrics materials         | - Carpet & upholstery cleaning |
| - Chemicals                      | - Housekeeping machines        |
| - Cleaning supplies              | - Laundry                      |
| - Garbage bags                   |                                |

Next to this information above, I would like to make the template just like the utility benchmarks. In this way, the information which I'm collecting shows what the average costs is per guest, per week. With this, you can compare the data of the resorts in an equal way.

Before I started to make the template for the benchmark, I had an appointment with Jan Leysner. He is the financial controller at Playa Linda. I gave him the information which I wanted to put into the benchmark. I asked him for advice on this.

In the meeting with Jan Leysner, I started to realize I should not put all my chosen elements in the benchmark. It should be better to pick a couple of elements, otherwise the template would be too extensive. If I'm asking too much of my participants, they will quit the collaboration.

This is also what I learned from the utility benchmark, everyone is excited about the benchmark and the outcome. But when the template they have to fill in, is too complex, they don't even take a look at it anymore.

Because of the appointment with Jan Leysner I tried to make the template very easy to fill in for the managers. In this way I will get more response.

So it is important that I should not ask too much information in one overview. For this reason I have to halve the elements which I wanted to use for the template.

The information about the salaries is something I will not add to the template. The first reason is that some resorts don't want to share this information, because it's confidential. Another reason why I don't put it in the benchmark, is that the information I want to collect is not based on the salaries.

## **7.4 Collecting information**

In this benchmark, you can see information about the situations about different elements within the housekeeping department.

### **7.4.1 Important information to collect**

The most important information for this benchmark is:

- Total yearly housekeeping expenses
- Amount of units
- Actual room nights, 2009
- Actual total guest, 2009

This information is the most important of the benchmark. This information gives a clear view about the costs of housekeeping per guest, per week.

Other information I collected:

- Amount of room keepers on payroll
- Amount of room keepers on contract
- Yearly costs of several elements of housekeeping;
  - o Linen
  - o Beach towels
  - o China, glass and silver
  - o Chemicals
  - o Cleaning supplies
  - o Guest supplies
  - o Toilet and tissue paper
- Yearly costs of laundry

The information about the amount of room keepers is not related to the outcome of the housekeeping benchmark, but this is just an extra element to compare between the resorts.

I collected the information about the yearly costs of several elements of housekeeping and the laundry costs because of another benchmark; the vendors list.

## 7.5 Method of research

The goal of this research is getting more insight in the housekeeping costs of the timeshare resorts. In this way, the resorts can see how they are performing towards each other.

This benchmark was initiated by the ATSA, but they gave me the opportunity to follow up with a couple of new benchmarks. This benchmark about the housekeeping expenses has never done before.

First, I had to take a look at the department of the housekeeping. I looked into the budget of the housekeeping. In this budget, I had made a choice between different elements I wanted to use for the benchmark. At section 5.3, you already read how I have made the template for the housekeeping.

I informed the general managers about the upcoming housekeeping benchmark 2009. I figured out the resorts were still interested in this benchmark .

The template of the housekeeping, was a little bit more difficult for the managers to fill in. This is because there were not a benchmark like this before. When I forwarded the template, I explained all the elements. But I noticed in the responses of the managers, they didn't fully understand the template. In this way, I visited the resorts and helped them with filling in the information.

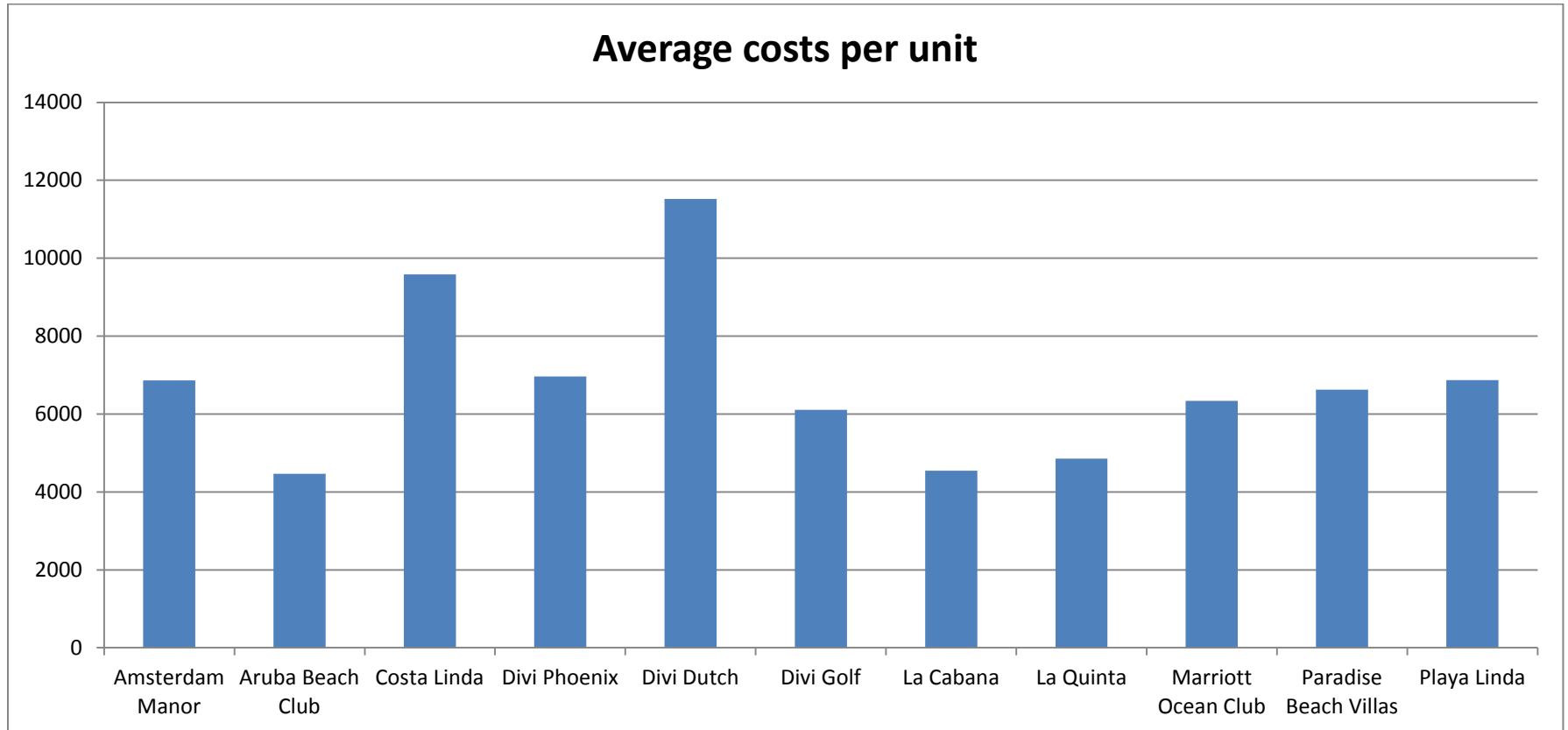
Also some resorts forwarded me the whole budget and relevant information about the housekeeping expenses. With this, I collected the information I needed.

Because all the resorts are different from each other, it's the best manner to investigate to the amount of money the guest has to pay per week. In this way you get a clear view on the performance of the resorts.

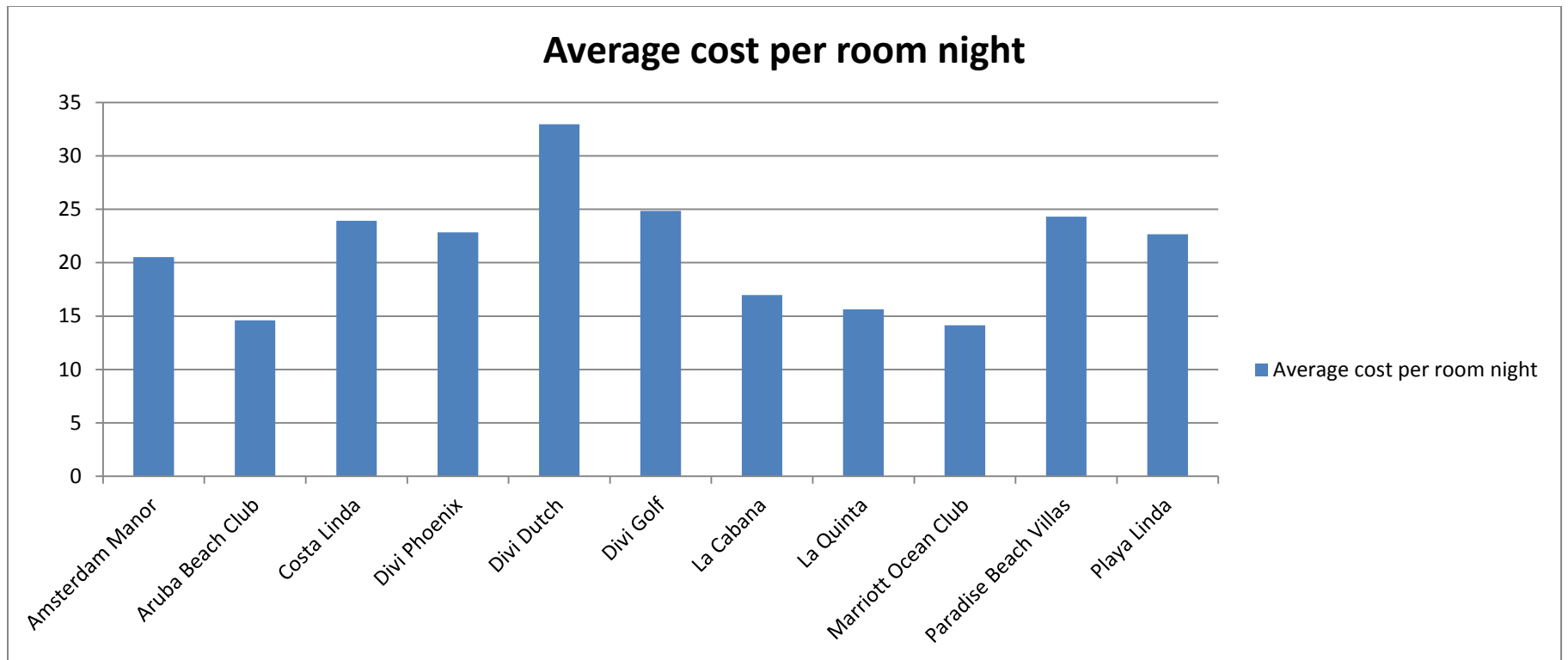
## 7.6 Results housekeeping expenses 2009

Comparison Housekeeping Expenses			Fiscal Year 2009				ALL COSTS HAVE TO BE IN US DOLLAR (\$)															
			Amsterdam	Aruba	Costa	Divi	Divi	Divi	La	La	Ocean	Paradise	Playa									
			Manor	Beach	Linda	Phoenix	Dutch	Golf	Cabana	Quinta	Club	Beach	Linda									
# = Full housekeeping service.			#	Club #	#		Village	Village	#	#		Villas #	#									
Payroll																						
Total Amount of roomkeepers on payroll			5	15	29	10	6	8	32	9	29	6	16									
Total amount of roomkeepers outsourced			16	0	8	24	6	38	21	0	11	15	17									
Average minutes needed to clean one unit:																						
Studio			30	45	N/A	40	46	46	30	30	45	30	30									
1 BR			30	90	60	70	68	68	45	30	105	40	45									
2 BR			60	n/a	105	80	78	78	70	45	150	50	60									
3 BR			N/A	n/a	170	100	88	88	N/A	60	N/A	65	N/A									
Yearly Costs:																						
Linen	\$	3.924	\$	15.300	\$	6.300	\$	45.246	\$	28.831	\$	103.703	\$	89.596	\$	14.037	\$	91.249	\$	25.139	\$	57.285
Beach towels	\$	6.750	\$	8.400	Incl. at linen	Incl. at linen	Incl. at linen	Incl. at linen	\$	16.988	\$	4.815	\$	11382	\$	1.850	\$	16.320	\$		\$	
China, glass and silver (CGS)	\$	3.156	\$	8.900	Incl. at GS	\$	3.094	\$	935	\$	6.318	\$	37.994	\$	-	\$	9.311	\$	441	\$	4.992	
Chemicals	\$	5.637	\$	6.237	Incl. at CS	\$	14.230	\$	-	\$	-	\$	40.443	\$	4.384	\$	35.199	\$	5.038	\$	16.909	
Cleaning supplies (CS)	\$	3.700	\$	7.496	\$	32.700	\$	33.771	\$	24.858	\$	70.375	\$	34.461	\$	10.456	\$	34.405	\$	29.287	\$	7.405
Guest supplies (GS)	\$	12.000	\$	2.364	\$	119.450	\$	46.467	\$	23.045	\$	53.657	\$	79.371	\$	6.905	\$	87.734	\$	3.990	\$	45.892
Toilet and tissue paper	\$	11.601	\$	18.537	Incl. at GS	Incl. at GS	Incl. at GS	Incl. at GS	\$	34.334	\$	-	\$	15.482	\$	11.931	\$	21.258	\$		\$	
Yearly Cost Laundry																						
Inhouse	\$	23.879	\$	96.784	\$	42.000	\$	-	\$	48.306	\$	22.369	\$	-	\$	-	\$	-	\$	-	\$	-
Outsourced	\$	-	\$	-	\$	14.000	\$	117.536	\$	32.103	\$	148.677	\$	6.200	\$	301.716	\$	88.209	\$	257.605	\$	
Total Yearly Housekeeping Expenses	\$	494.368	\$	584.922	\$	1.524.000	\$	1.671.151	\$	1.117.303	\$	2.126.494	\$	2.042.317	\$	247.630	\$	1.381.295	\$	530.203	\$	1.457.000
Amount of units			72	131	159	240	97	348	449	51	218	80	212									
Average cost per unit			6866,22	4465,05	9584,91	6963,13	11518,59	6110,61	4548,59	4855,49	6336,22	6627,54	6872,64									
Actual room nights			24.109	40.051	63.700	73.177	33.895	85.532	120.301	15.829	97.612	21820	64.312									
Average cost per room night	\$	20,51	\$	14,60	\$	23,92	\$	22,84	\$	32,96	\$	24,86	\$	16,98	\$	15,64	\$	14,15	\$	24,30	\$	22,66
Actual Total Guests			56.446	94.798	170.820	204.895	91.516	235.213	300.752	62.493	253.739	87.276	178.403									
Average cost per guest	\$	8,76	\$	6,17	\$	8,92	\$	8,16	\$	12,21	\$	9,04	\$	6,79	\$	3,96	\$	5,44	\$	6,08	\$	8,17
Last update: 2-02-2011																						

## 7.7 Charts with elaborated information

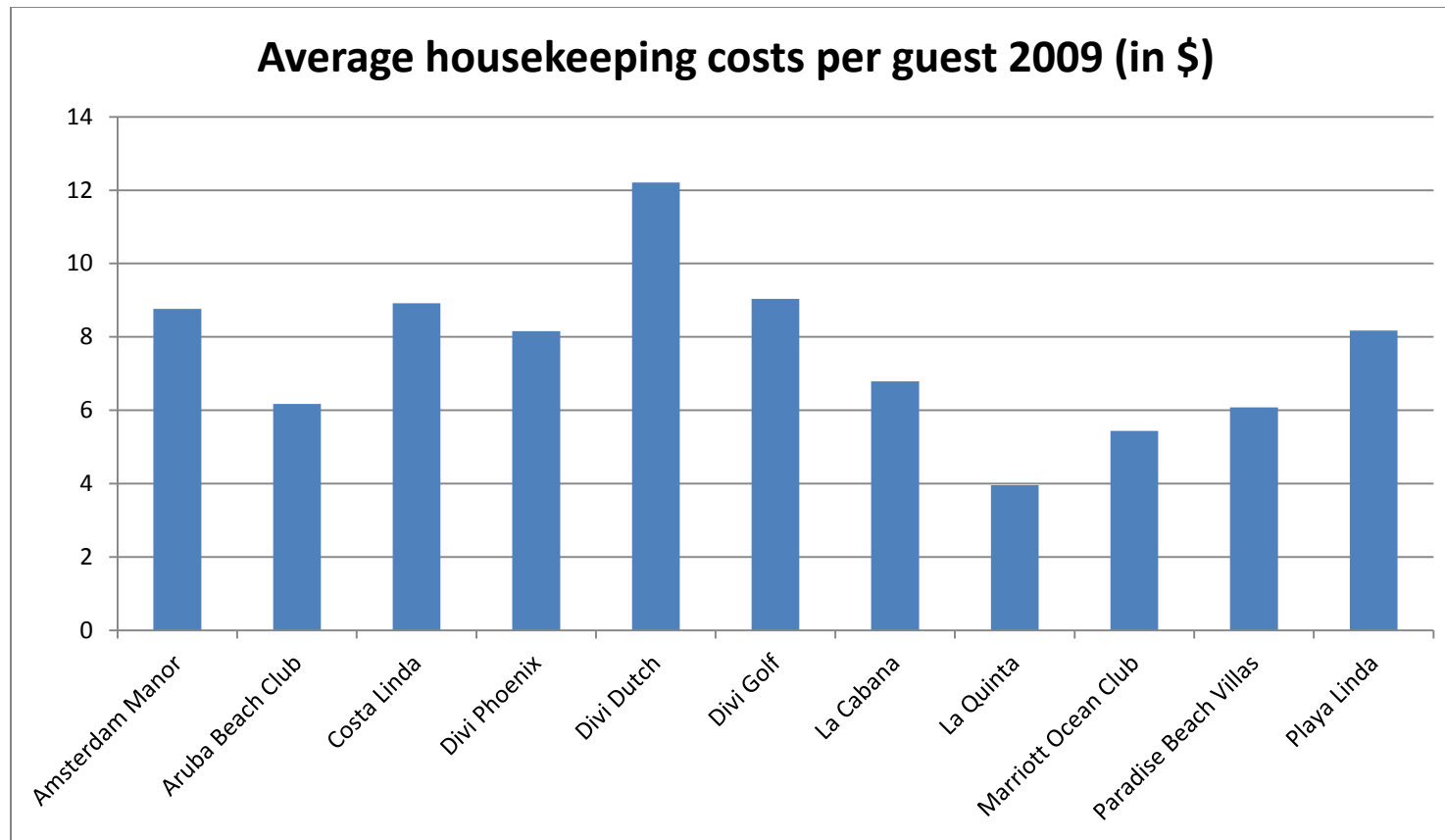


Amsterdam Manor	Aruba Beach Club	Costa Linda	Divi Phoenix	Divi Dutch	
\$ 6866.22	\$ 4465.05	\$ 9584.91	\$ 6963.13	\$ 11518.59	
Divi Golf	La Cabana	La Quinta	Marriott Ocean Club	Paradise Beach Villas	Playa Linda
\$ 6110.61	\$ 4548.59	\$ 4855.49	\$ 6336.22	\$ 6627.54	\$ 6872.64



Amsterdam Manor	Aruba Beach Club	Costa Linda	Divi Phoenix	Divi Dutch	
\$ 20.51	\$ 14.60	\$ 23.92	\$ 22.84	\$ 32.96	
Divi Golf	La Cabana	La Quinta	Marriott Ocean Club	Paradise Beach Villas	Playa Linda
\$ 24.86	\$ 16.98	\$ 15.64	\$ 14.15	\$ 24.30	\$ 22.66





Amsterdam Manor	Aruba Beach Club	Costa Linda	Divi Phoenix	Divi Dutch	
\$ 8.76	\$ 6.17	\$ 8.92	\$ 8.16	\$ 12.21	
Divi Golf	La Cabana	La Quinta	Marriott Ocean Club	Paradise Beach Villas	Playa Linda
\$ 9.04	\$ 6.79	\$ 3.96	\$ 5.44	\$ 6.08	\$ 8.17

## 7.8 Inference and recommendation housekeeping benchmark 2009

### Roomkeepers

Every resort has its own way of managing of the rooms, and about the people who clean the room. In this overview below you can see how many rooms need to be cleaned by the room keepers to clean all the rooms.

Resort	Total roomkeepers	Total rooms	Average rooms to clean per housekeeper
Amsterdam Manor *	21	72	3
Aruba Beach Club *	15	131	9
Costa Linda *	37	159	4
Divi Phoenix	34	240	7
Divi Dutch	12	97	8
Divi Golf	46	348	8
La Cabana *	53	449	8
La Quinta *	9	51	6
Marriott Ocean Club	40	218	5
Paradise Beach Villas *	21	80	4
Playa Linda *	33	212	6
*= Full Housekeeping service			

In this overview are representing all the room keepers the resort have in their workforce. It can be for example that not every employee of the room keepers are working at the same day. But in this overview you can see, where is more pressure to get everything finished at the end of the day.

At the Aruba Beach Club is the highest pressure for the room keepers to get everything done in time. Especially when you see they offer the guest full housekeeping service. But also the room keepers at Divi Phoenix and Divi Golf have to clean a high average of rooms to get the rooms clean. What makes the difference between these two and Aruba Beach Club, is that they don't offer the full service to guests. The guest have to order the service, and are getting charged for that.

The average of rooms which have to be cleaned per day per room keeper is about six rooms. La Quinta and Playa Linda are on the average. The other resorts have enough room keepers to clean the rooms in time.

My recommendation for several resorts above the average of 6 rooms, to hire some extra contractors (or maybe on payroll) to make the work for the room keepers less stressful.

### Laundry

As you can see there is a lot of difference in the amount of money that has to be paid by the housekeeping for laundry.

Mostly, the companies who have outsourced their laundry have relatively more money to pay for this element of housekeeping, in comparison to the resorts who have their laundry in-house. If possible, the resorts have to see if it is possible to do their own laundry.

If that is not possible than they have the possibility to get together with the resorts, and see if there is a possibility to make the laundry companies an allied member.

More about this, you can read in the recommendation of the vendors list.

### Average costs per guests

You can see in the overview below how the resorts are operating comparing to each other.

Comparison low - high	
Resort	Costs per guest per week
La Quinta	\$ 3,96
Marriott Ocean Club	\$ 5,44
Paradise Beach Villas	\$ 6,08
Aruba Beach Club	\$ 6,17
La Cabana	\$ 6,79
Divi Phoenix	\$ 8,16
Playa Linda	\$ 8,17
Amsterdam Manor	\$ 8,76
Costa Linda	\$ 8,92
Divi Golf	\$ 9,04
Divi Dutch	\$ 12,21

Again la Quinta is the resort with the lowest cost per guest per week. The Divi Golf has, like the utility expenses, one of the highest cost per guest per week.

The average costs of the housekeeping expenses are \$ 7,60 per guest per week. I think each manager who sees their own amount of cost, knows if they needs to take action.

For example to take a look at the purchasing. It may be a good idea to look to cheaper products for cleaning.

## 8. Room tax comparison

### 8.1 Why a room tax comparison?

In 2010 the Government signed a memorandum of understanding with the Aruba Time Share Association with the purpose of levying 2 percent additional room-tax to timeshare stays with the aim of dedicating the generated funds to improve Product Aruba.

The Parliament of Aruba approved this fund which as of September 1<sup>st</sup>, 2010 will function as a budget fund.

In the meeting of 8 December 2010, many general managers where in this meeting very interested in the amount of money this already had generated for the Product Aruba.

This benchmark is to check if everybody is paying the 2 % of the tax, and that this extra room tax is yielding the budget that has been prepared.

In total, every year a sum of \$ 2,222,222 (AFL 4,000,000,-) should be brought to the budget of the Product Aruba.

### 8.2 The participating time share resorts of Aruba

- |                          |                          |
|--------------------------|--------------------------|
| - Amsterdam Manor        | - La Cabana              |
| - Aruba Beach Club       | - La Quinta              |
| - Caribbean Palm Village | - Marriott Ocean Club    |
| - Casa del Mar           | - Marriott Surf Club     |
| - Costa Linda            | - Occidental Grand Aruba |
| - Divi Phoenix           | - Paradise Beach Villas  |
| - Divi Dutch Village     | - Playa Linda            |
| - Divi Golf Village      |                          |

### 8.3 Overview

## Overview 2% increase roomtax over the last 3 months and Yearly projection

	Increase in Dollar (\$)							
	Adam Manor	Aruba Beach	Caribbean Pal	Casa del Mar	Costa Linda	Divi Phoenix	Divi Dutch	Divi Golf
sep-10	\$ 52,50	\$ 7.182,72	\$ 3.760,95	\$ 6.394,10	\$ 9.332,52	\$ 6.042,88	\$ 2.309,33	\$ 8.335,67
okt-10	\$ 98,03	\$ 6.696,08	\$ 4.132,61	\$ 8.891,60	\$ 9.262,37	\$ 6.112,16	\$ 2.309,33	\$ 8.335,67
nov-10	\$ 193,58	\$ 5.719,28	\$ 4.925,68	\$ 8.702,86	\$ 9.487,81	\$ 6.772,95	\$ 2.309,33	\$ 8.335,67
Total:	\$ 344,11	\$ 19.598,08	\$ 12.819,24	\$ 23.988,56	\$ 28.082,70	\$ 18.927,99	\$ 6.927,99	\$ 25.007,01
P. month	\$ 114,70	\$ 6.532,69	\$ 4.273,08	\$ 7.996,19	\$ 9.360,90	\$ 6.309,33	\$ 2.309,33	\$ 8.335,67
P. Year	\$ 1.376,44	\$ 78.392,32	\$ 51.276,96	\$ 95.954,24	\$ 112.330,79	\$ 75.711,96	\$ 27.711,96	\$ 100.028,04
1% P/Y	\$ 688,22	\$ 39.196,16	\$ 25.638,48	\$ 47.977,12	\$ 56.165,39	\$ 37.855,98	\$ 13.855,98	\$ 50.014,02
7.5% excl tra	\$ 5.161,65	\$ 293.971,20	\$ 192.288,60	\$ 359.828,40	\$ 421.240,45	\$ 283.919,85	\$ 103.919,85	\$ 375.105,15
P. room P. year	\$ 19,12	\$ 598,41	\$ 449,80	\$ 652,75	\$ 706,48	\$ 315,47	\$ 285,69	\$ 287,44
	La Cabana	La Quinta	Ocean Club	Surf Club	Occidental	Paradise B V	Playa Linda	
sep-10	\$ 14.138,48	\$ 623,01	\$ 13.081,06	\$ 31.662,10	\$ 3.140,18	\$ 3.883,58	\$ 10.638,12	
okt-10	\$ 17.563,62	\$ (1.218,59)	\$ 13.715,70	\$ 31.579,70	\$ 4.375,15	\$ 4.462,04	\$ 12.052,72	
nov-10	\$ 19.204,59	\$ 2.464,22	\$ 13.526,88	\$ 31.855,04	\$ 5.432,41	\$ 4.642,62	\$ 11.603,38	
Total:	\$ 50.906,69	\$ 1.868,64	\$ 40.323,64	\$ 95.096,84	\$ 12.947,74	\$ 12.988,24	\$ 34.294,22	
P. month	\$ 16.968,90	\$ 622,88	\$ 13.441,21	\$ 31.698,95	\$ 4.315,91	\$ 4.329,41	\$ 11.431,41	
P. Year	\$ 203.626,76	\$ 7.474,56	\$ 161.294,56	\$ 380.387,36	\$ 51.790,96	\$ 51.952,96	\$ 137.176,88	
1% P/Y	\$ 101.813,38	\$ 3.737,28	\$ 80.647,28	\$ 190.193,68	\$ 25.895,48	\$ 25.976,48	\$ 68.588,44	
7.5% excl tra	\$ 763.600,35	\$ 28.029,60	\$ 604.854,60	\$ 1.426.452,60	\$ 194.216,10	\$ 194.823,60	\$ 514.413,30	
P. room P. year	\$ 453,51	\$ 146,56	\$ 739,88	\$ 845,31	\$ 162,86	\$ 649,41	\$ 647,06	

#### 8.4 Results and recommendation

As you can see in the overview, there is a lot of difference in the amount of money the resorts have paid. The amount of money there is paid by the resorts is dependent on the total of rooms who have charged the room tax.

Amsterdam Manor is a small resort, where the rooms are not all rented as timeshare. That's why they pay less money in comparison to a Marriott resort, which is very big in timeshare selling.

The total paid amount of money for room taxes is important for the projection for a year.

In this overview there is only the projection for September, October and November. In September the Product Aruba has been started.

From September till December 2010 there has been collected a total amount of \$ 384,121.69.

In a yearly projection there should be collected an

This would mean that the projected annual amount of money is approximately \$ 1,536,486.76.

This amount of money is not enough for the budget that has been prepared. Nevertheless, this is just an indication of these three specific months. It could be that the other months are better for the Product Aruba, because of the occupancy of the resorts. The biggest amount of money by this indication has already been collected, so there should be enough money to start the first improvements on Aruba.

It is important to keep an eye on the incoming money for the fund Product Aruba. This fund is a good initiative by the ATSA and government of Aruba. Aruba's revenues are mainly based on tourism.

It's good to know that the resorts of Aruba see that the development of their island as a collective interest. Even better; they take action together. With this generated money they can make Aruba more and more improved.

If the money from the resorts isn't enough to fulfill the proposed plans, there is an possibility to add more companies to this initiative. Next to the resorts there are a lot of companies who have benefits by the improvements of Aruba and who are also dependent on tourists.

## **9 Vendors list 2011**

### **9.1 Why a vendors list?**

The ATSA is an organization where the different resorts are cooperating together. ATSA organizes several times per year meetings. In this meetings they are discussing the latest developments of the tourism sector. These meetings are for all the participants enlightening and very useful.

For example, many managers are asking each other in this meeting where they do the shopping for the resort. In this way another idea was created, to put a list together. This way, it's no longer necessary to ask each other. To put all the information together in a list, there can be seen which vendors / companies who are used for a specific job. Also the most common products and services are in this list.

To get all this information in one overview, there can be seen if there are possibilities to have a joint purchasing with other resorts. Another idea for this list is, to make an agreement with companies about an allied membership.

### **9.2 The participating time share resorts of Aruba**

- Amsterdam Manor
- Aruba Beach Club
- Caribbean Palm Village
- Casa del Mar
- Costa Linda
- Divi Phoenix
- Divi Dutch Village
- Divi Golf Village
- La Cabana
- La Quinta
- Marriott Ocean Club
- Marriott Surf Club
- Occidental Grand Aruba
- Paradise Beach Villas
- Playa Linda

### 9.3 Borders of the vendors list

In the begin of this benchmark, there was an idea to let the resorts to rate the companies. But Jan van Nes gave me the advice to don't put this in the vendors list. Because of this document will be offered to the general managers of the resorts. There is a possibility the vendors somehow see this document, and it would be terrible if the company reads this assessment. especially if the assessment is not as good.

### 9.4 Results

The documents of this benchmark are enclosed in appendix 4; Vendors List 2011.

### 9.5 Recommendation

#### 9.5.1 Joint purchasing

The joint purchasing is a good possibility for the companies to get their costs reduced.

To get the products they use the most at the resort, the resorts are buying it at Aruba. A lot of resorts are buying their products at the same company, without knowing that from each other. (See vendors list, overview vendors.)

Actually it is not a surprise, because Aruba is a small island with limited number of companies.

For example the resorts (in total 13) are buying their products at these companies;

Antraco – 9 resorts

Office Systems –6 resorts

My Computer – 6 resorts

Paperworks – 6 resorts

ASD Supplies and Distribution – 8 resorts

Carex Paper – 8 resorts

Casa Haime – 13 resorts

Fantastic Gardens – 11 resorts

General Store – 12 resorts

Total Services – 7 resorts

Willypool Service – 7 resorts

The ATSA aims to be an organization to where they can work together with companies in the same branch.

This is the perfect opportunity for working together. To make compromises with these said companies above. If the resorts and the companies come to an compromise, they can get reductions at the bills.

Of course they should offer the companies a benefit. For example that they come to the compromise, that they are ordering for more than a predetermined agreed amount of money.

At the benchmark of the housekeeping I asked for the information about different element of the housekeeping. Here you can see, the resorts are paying a lot of money for this elements.

To combine the orders, and come to an agreement with the companies where they are buying, they can reduce costs.



### 9.5.2 Allied membership

Another way to try to get the costs reduced on the invoices, is making the companies an allied member of the resorts.

These companies below are the most used companies by a lot of resorts;

Ecotech – 9 resorts

Otis – 6 resorts

Robinson Fire Protection – 10 resorts

Standard Communications -- 8 resorts

Total Services – 7 resorts

Willypool Service – 7 resorts

These are companies who are delivering services to the companies. It is a possibility for the managers of the resorts to have a talk with the companies.

For example; the 7 resorts who are getting their service of Ecotech, and also are willing to use Ecotech for the coming years. These resorts can try to make Ecotech an allied member. That means that they are always the first used company at the resorts. To make this an more win-win situation, is to try to get other resorts also involved.

To use Ecotech at the resort, the resorts wants to see a reduce on the bill of the services of Ecotech.

- End of benchmark -

## Evaluation

The past six months I've been busy working on a benchmarking project for the Aruba Time Share Association (ATSA). This benchmarking project was about different departments of the time share resorts on Aruba. The project had been leaded by me. For this project I had make sure the general managers would be enthusiastic about my job and would be willing to cooperate on the benchmarks. The benchmarks were about the costs of different departments within the resorts.

I have coordinated the project, where I had to make sure the formats I sent to the general managers were clear. Additionally to that, I had to make sure the general managers were performing on the task. I had close contact with the general managers. In the beginning I visited them all. When my assignment started, I e-mailed them a lot. But I saw that was not a good way to keep in contact. So later on, I started to call and visit them more at their resort. And where needed I visited them at their resorts. I didn't want the managers to ask me on something they didn't understand of my research. Therefore I spoke with them a lot, and tried to remind them on the information I requested for.

Later in the research I found out, the general managers were too busy to help me with the information. Which I think is a lack of their performance, because they could also delegate the job to their employees. Indeed, I had the consent of the contacts, so I started to ask for the right persons who were able to forward me the information. I have visited many workers and helped them to fill in the formats. In this way, I helped them and in the same way myself. I noticed that the employees of the resorts did not answer with the requested information quickly.

On this job I've been busy with six benchmarking projects. I gathered information that was relevant for the managers of the resorts. I learned a lot about doing research. It's not always easy if you are dependent on others. I learned that it is important to take enough time before you start the benchmark. I should be clear about the information I'm requesting for the research.

I figured out that a lot of hotels are managing their administration and performing differently than the other resorts. In this way, sometimes I had to adapt the format I had made.

When I started this project, I had planned to do the different researches piece for piece. Soon I found out that this was not the way to run the assignment. It was more difficult to get the information in time, than I had imagined. Therefore, I started to run the researches together.

Occasionally I spoke with Jan about the progress of the project. He knew it would be difficult to gather the information. He advised me that I just had to continue what I did. I had to keep 'bothering' them, because I really needed the information.

For this job, I had to have a lot of patience and I had to take a toll on my flexibility. Imagine, I started the utility benchmark in the beginning of my internship, and still, 5 months later I do not have all the information yet. That is not because I have done nothing, but it is in the culture of Aruba. 'What we can do today, we can also do tomorrow'. That is something I have learned to cope with. I knew this before I went to Aruba. Therefore, I tried to do not let it bother me, and just continue where I was working on. I know myself that I have done everything to get the information.

It is also because the people, who have to forward me the information, should not immediately see a direct result because of my benchmark. Despite that, I have worked with lots of pleasure on this project.

In the end, it was tricky because I had only one week left to finish my benchmarks. I had to bring all the paperwork to all the resorts. In this way, I had to finish the benchmarks. I informed the resort who did not give me the information, that they were too late. After that, I started to write the recommendations for the benchmarks. One of the benchmarks I have worked on, the vendors list, is a very interesting benchmark. My internship leader wants to look at the opportunity for a joint purchasing with other resorts or an allied membership with the vendors. I really hope the resorts have benefits of my benchmarks. Time will tell.

**My learning objectives in the beginning of this internship were:**

- I want to set up a solid research to reduce the costs. It is about three topics (utilities, maintenance, and popular vendors), I have to get support and information of the ATSA-contact persons. I want to end this research before February 4, 2011.
- I want to improve my English writing by means of a recommendation report, with support from my mentor and colleagues before February 4, 2011.
- I want to cooperate on the working process of this Playa Linda resort. I will work at front office, maintenance, loss prevention, activities, concierge and housekeeping for half days. I will work with each department for three weeks. With the cooperation of colleagues, I hope to learn more about the department. I will do this until November 26, 2010.
- I want to analyze the financial aspects of the purchase of the fifteen timeshare resorts. I need the support of the contact persons of all the resorts. At the end of the internship I want to perform with a realistic analyze about the expenses of the different resorts.
- I want to learn to understand Papiamento, and hope to speak a little bit. I have bought a dictionary and many colleagues are talking Papiamento. At the end of my internship, I hope I can understand the language for the biggest part.

Looking back, I think I have reached my goals which I had imposed at the beginning of this internship.

The first goal was set up a solid research. In total I did six benchmarks. The most information I needed to gather, I gathered during the internship. As you could read, this was not the easiest part of the internship.

I think I have improved myself a lot on the English writing. In the beginning of my internship I noticed I had a hard time to put my words into English. But during the internship I found it less hard to express my findings into English. Of course, there can be a fault of writing in English, but that could be also possible when I had written my internship report in Dutch.

I have worked at all the departments of Playa Linda. Next to my internship report, I mentioned another project I could work on.

All the benchmarks of the resorts are expressed in the amount of U.S. Dollars the guest has to pay per stay. In this way, you get a good and realistic analyze how the resorts are performing. So I think I have reached that goal.

The last goal of my learning objectives, was learning Papiamento. After this six months, I can say I understand a lot of the language. I still don't speak Papiamento fluently, but in a lot of situations I can express myself.

## List of used literature

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