

Growth Roadmap

Purpose

We strengthen families

We create meaningful travel experiences that bring families closer together.

Mission

To be the most loved brand in family travel

We make every experience easy and amazing.

Values

Caring

- We embody family.
- We love our guests.
- We grow together.
- We give back.

Courage

- We deliver.
- We do what's right.
- We break down walls.
- We challenge the norm.

Creativity

- We think big.
- We share ideas.
- We embrace differences.
- We have fun.

Goals

Grow Members

We are investing in branding, sales, marketing and member services to target new audiences, introduce new products, and capitalize on our partnership with IHG® and the world's largest hotel loyalty club.

Grow Our People

We are developing diverse, collaborative, high-performance teams that are inspired by our purpose and committed to our mission. We invest in their potential; their skills and passion fuel our growth.

Grow Guest Love

We are fun. We make every interaction easy to enjoy and hard to forget. We provide a personalized experience and obsess over the details that drive higher guest satisfaction every year.

Grow Resorts

We are expanding our resorts to offer more destinations and experiences for guests and members to discover. We have the capital and capabilities to be the leader in acquisitions—as we have been for 10 years.

Strategies

1. Customer Obsession

Consumers expect brands to know and anticipate their needs when planning, booking and vacationing. Whether it is serving up personal recommendations on their mobile devices, making it easy for them to purchase our product, anticipating their needs before they arrive at our resorts or offering right-fit ideas for their next vacations—it is all about the customer. To fuel customer centricity, we need to have passionate team members enabled by data and technology. We need high tech as well as high touch for our customers and our team.

- Consumer research and analysis to inform decisions
- Culture & communications to build customer obsession
- Intuitive technology to assist our team
- Personalized customer journeys
- Training & development

2. Digital Transformation

The world is increasingly digital, and we must use the power of digital to fuel our growth. We can leverage digital solutions and channels to connect and delight guests. Adopting new technologies will help make vacationing with us seamless, while allowing us to scale the organization for growth.

- Brand website
- Digital contracts
- Financial & treasury management modernization
- Sales & marketing automation
- Self-service & mobile customer journeys
- Technology systems and data-enabled solutions

3. IHG® Partnership

IHG® is one of the leading hotel companies in the world. We have signed a 100-year agreement with IHG® that will provide us with unparalleled access to its growing database of members. We are building an even stronger relationship with IHG® to fully realize the benefits of our partnership.

- Enhance data & intelligence
- Expand integration opportunities with IHG® Rewards Club
- IHG® Rewards Club credit card
- Rental distribution expansion
- Self-service & mobile app development

4. Innovation

Brands need to innovate rapidly to keep pace with changing consumer demands. This innovation will come in many forms. The products we sell, how we market and sell them and, ultimately, the experience our consumers have with us—these elements are all part of brand innovation. Our brand will differentiate us from the competition and set us up for growth in the years ahead.

- Brand, content & experience development, media
- Product development for new customer segments
- Resorts reimaged
- Sales & marketing process redesign

5. Acquisitions & Development

While acquisitions or new sites are never predictable, it takes a prepared and aggressive suitor to take advantage of opportunities when they become available, in new locations and in those we currently serve.

- Financial readiness
- Strategic alliances
- Team readiness