PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

The St. Lucia resorts worth a meeting, with the people who can say yes.

34 resorts for your December visit, split by exchange tie (Interval International, or RCI / Resort Condominiums International) and sorted by who you can actually reach. Filter them, cross off the ones you do not want, and open any file for the people, the numbers and a note ready to send.

How to use this site Filter the list → Open a file → Send the brief → Plan the drive

▶ **First time here? What each step shows**

THE LIST

34 resorts, best first.

Owners you can reach

Owners and managers you can reach directly.

Owners you can reach · # 1 of 34

Coconut Bay Beach Resort & Spa

250 keys · Soufrière and the south loop

Owners you can reach | 250 keys | All-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4.4 stars, 1307 reviews. No recent forum posts found yet. “if you’re looking for a luxury resort, this is not the one if you’re just looking for a family kids friendly pool then this may be the one for you but even other resorts…” See the posts

Owners you can reach · # 2 of 34

Serenity at Coconut Bay

36 keys · Soufrière and the south loop

Owners you can reach | 36 keys | All-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4.9 stars, 290 reviews. No recent forum posts found yet. “If we could give more than 5 stars, we would. Best vacation ever! Though the facilities are lovely, the location is super convenient, and the island is beautiful, the…” See the posts

Owners you can reach · # 3 of 34

BodyHoliday

155 keys · Cap Estate loop

Owners you can reach | 155 keys | All-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4.7 stars, 503 reviews. No recent forum posts found yet. “This was the BEST vacation I have ever taken! The beach and resort were BEAUTIFUL! The staff was very welcoming and attentive. The spa treatments were AMAZING! The water...” See the posts

Owners you can reach · # 4 of 34

StolenTime

100 keys · Castries and Marigot Bay loop

Owners you can reach | 100 keys | All-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4.6 stars, 484 reviews. No recent forum posts found yet. “I honestly can’t understand how anyone could give this place less than five stars. From the moment i arrived, the customer service was excellent, the food was excellent...” See the posts

Owners you can reach · # 5 of 34

The Landings Resort & Spa

About 85 keys, older sources · Cap Estate loop

Owners you can reach | About 85 keys, older sources | Breakfast included | No exchange tie found

WHAT PEOPLE SAY

Google 4.5 stars, 715 reviews. No recent forum posts found yet. “Great hotel in general, the rooms are very nice and spacious. Food was decent, but fell short in some aspects. Especially the breakfast buffet was really bad compared to...” See the posts

Owners you can reach · # 6 of 34

Villa Beach Cottages

20 keys · Castries and Marigot Bay loop

Owners you can reach | 20 keys | Room only | No exchange tie found

WHAT PEOPLE SAY

Google 4.6 stars, 185 reviews. No recent forum posts found yet. “very pleasant stay, the service here is really good, wel maintained, the food at coconuts I have to say on the expensive side for the portions, two things, they need to...” See the posts

Owners you can reach · # 7 of 34

Coco Palm

103 keys · Rodney Bay loop

Owners you can reach | 103 keys | Room or all-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4.3 stars, 1130 reviews. No recent forum posts found yet. “An excellent stay with very attentive staff. We must compliment Vernessa on finding my wife's necklace and Terrianne who kept our room spotless. Lunches were excellent....” See the posts

Owners you can reach · # 8 of 34

Calabash Cove Resort & Spa

26 keys · Castries and Marigot Bay loop

Owners you can reach | 26 keys | Room or all-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4.6 stars, 363 reviews. No recent forum posts found yet. “We had a exceptional service today from barbara and Jasita. The natural refreshments were just what was needed to revive us as we go through the sadness of preparing for...” See the posts

Owners you can reach · # 9 of 34

Ti Kaye Resort & Spa

33 keys · Castries and Marigot Bay loop

Owners you can reach | 33 keys | Room or all-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4.6 stars, 734 reviews. No recent forum posts found yet. “Ti Kaye is a stunning resort, the villas are beautiful and private, all with great views of the ocean and sunset. The food and drinks are delicious, it's great that...” See the posts

Owners you can reach · # 10 of 34

East Winds

30 keys · Castries and Marigot Bay loop

Owners you can reach | 30 keys | All-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4.7 stars, 163 reviews. No recent forum posts found yet. “It’s just really mid. We paid a bizarrely high price and received just an average experience - to call it “all inclusive” with set meal times, set menus, one restaurant,...” See the posts

Owners you can reach · # 11 of 34

Fond Doux Eco Resort

25 keys · Soufrière and the south loop

Owners you can reach | 25 keys | Breakfast included | No exchange tie found

WHAT PEOPLE SAY

Google 4.4 stars, 414 reviews. No recent forum posts found yet. “Be careful leaving a deposit with this hotel. I left a 3 night deposit and found out that the visa requirements would not allow us to travel there so we had to cancel…” See the posts

Owners you can reach · # 12 of 34

Cap Maison Resort & Spa

About 50 keys, older sources · Cap Estate loop

Owners you can reach | About 50 keys, older sources | Room or all-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4.8 stars, 187 reviews. No recent forum posts found yet. “We spent 4 out of 7 nights at Cap Maison and truly wished we had stayed longer. From the moment we checked in and were welcomed with a refreshing rum punch, to the…” See the posts

Owners you can reach · # 13 of 34

Green Fig Resort & Spa

30 keys · Soufrière and the south loop

Owners you can reach | 30 keys | Breakfast included | No exchange tie found

WHAT PEOPLE SAY

Google 4.4 stars, 248 reviews. No recent forum posts found yet. “I stayed at the property for 2 nights and review as follows : Rooms: Beautiful view of Piton (from Gros Piton Suite room), clean, cute balcony. Beds were comfortable. No…” See the posts

Owners you can reach · # 14 of 34

Bel Jou Hotel

76 keys · Castries and Marigot Bay loop

Owners you can reach | 76 keys | All-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4.5 stars, 575 reviews. No recent forum posts found yet. “The staff of the resort did an excellent job - Shout out to our favorites, Quincy, Princess and Brendon and the food was delicious. The nightly entertainment was…” See the posts

Owners you can reach · # 15 of 34

Stonefield Villa Resort

17 keys · Soufrière and the south loop

Owners you can reach | 17 keys | Breakfast included | No exchange tie found

WHAT PEOPLE SAY

Google 4.6 stars, 376 reviews. No recent forum posts found yet. “WOW...sums up our 4-night stay at Stonefield. There aren't enough words to explain how much we loved our stay here; Relaxed Paradise. Our Villa was Raintree which was...” See the posts

Owners you can reach · # 16 of 34

Harmony Marina Suites

About 30 keys, older sources · Rodney Bay loop

Owners you can reach | About 30 keys, older sources | Room only | No exchange tie found

WHAT PEOPLE SAY

Google 4.2 stars, 215 reviews. No recent forum posts found yet. “Harmony Marina Suites is ...an 'idyl' tucked away like a hidden gem. Indra the general manager has a truly phenomenal team of staff from Travis, John, Anna, Crystal,...” See the posts

Owners you can reach · # 17 of 34

SoCo House

76 keys · Rodney Bay loop

Owners you can reach | 76 keys | All-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 3.8 stars, 210 reviews. No recent forum posts found yet. “Really happy with our stay here. Located across the road 5mins walk from the beach. All food is al a carte, made to order (no buffet). Food service can be a little slow,...” See the posts

Luxury, small blocks

High rates to protect. Small blocks only.

Luxury, small blocks · # 18 of 34

Ladera Resort

37 keys · Soufrière and the south loop

Luxury, small blocks | 37 keys | Breakfast included | No exchange tie found

WHAT PEOPLE SAY

Google 4.6 stars, 760 reviews. No recent forum posts found yet. “My experience at Ladera Resort in Saint Lucia is one I will never forget. From the breathtaking views to the incredible atmosphere, everything about this resort was…” See the posts

Luxury, small blocks · # 19 of 34

Anse Chastanet Resort

About 49 keys, older sources · Soufrière and the south loop

Luxury, small blocks | About 49 keys, older sources | Room or all-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4.6 stars, 378 reviews. No recent forum posts found yet. “There's a lot of things that were amazing about our stay at Anse Chastenet. The top of the list- the people that work here.... They are kind, courteous and go above and…” See the posts

Luxury, small blocks · # 20 of 34

Jade Mountain

About 29 keys, older sources · Soufrière and the south loop

Luxury, small blocks | About 29 keys, older sources | Room or all-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4.7 stars, 585 reviews. No recent forum posts found yet. “Beautiful Island. Concept of Jade is amazing. Few things I would do to improve guests experience. Figure out how to make the toilets private instead of being open to the…” See the posts

Luxury, small blocks · # 21 of 34

Sugar Beach

130 keys · Soufrière and the south loop

Luxury, small blocks | 130 keys | Room only | No exchange tie found

WHAT PEOPLE SAY

Google 4.6 stars, 1590 reviews. No recent forum posts found yet. “Came here for our 20th anniversary. We wanted a low key vibe. This was the place.” See the posts

Luxury, small blocks · # 22 of 34

Rabot Hotel from Hotel Chocolat

25 keys · Soufrière and the south loop

Luxury, small blocks | 25 keys | Breakfast included | No exchange tie found

WHAT PEOPLE SAY

Google 4.5 stars, 625 reviews. No recent forum posts found yet. “Rabot is one of the best hotels I've ever stayed in! The architecture, the grounds, the views, the food, the service - no complaints at all! We stayed in a luxe villa…” See the posts

Brand decides

A brand or parent company decides first.

Brand decides · # 23 of 34

Royalton Hideaway Saint Lucia

166 keys · Cap Estate loop

Brand decides | 166 keys | All-inclusive | RCI tie

WHAT PEOPLE SAY

Google 4 stars, 845 reviews. No recent forum posts found yet. “The resort is in need of some major repairs. I can see it happening as this is our second stay but a lot of work is due. However one highlight was our couples spa…” See the posts

Brand decides · # 24 of 34

Royalton Saint Lucia

289 keys · Cap Estate loop

Brand decides | 289 keys | All-inclusive | RCI tie

WHAT PEOPLE SAY

Google 4 stars, 3412 reviews. No recent forum posts found yet. “5 hours to check in and still not checked in!!! Horrible!!! Additional comments: 1) room pass key did not work next day, security came and reinitialized lock firmware 2)…” See the posts

Brand decides · # 25 of 34

Secrets St. Lucia Resort & Spa

355 keys · Castries and Marigot Bay loop

Brand decides | 355 keys | All-inclusive | RCI tie

WHAT PEOPLE SAY

Google 3.9 stars, 327 reviews. No recent forum posts found yet. “Absolutely amazing. The people the resort the level of clean. The food. Everything.” See the posts

Brand decides · # 26 of 34

Zoëtry Marigot Bay St. Lucia

124 keys · Castries and Marigot Bay loop

Brand decides | 124 keys | All-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4.3 stars, 841 reviews. No recent forum posts found yet. “Unbelievably bad experience so far” See the posts

Brand decides · # 27 of 34

Harbor Club St. Lucia

115 keys · Rodney Bay loop

Brand decides | 115 keys | Room only | No exchange tie found

WHAT PEOPLE SAY

Google 4.4 stars, 1116 reviews. No recent forum posts found yet. “I had such a lovely experience at Harbor Bay in St. Lucia! Although I didn’t stay at the hotel, I visited for a spa service and also enjoyed some delicious food during...” See the posts

Interval accounts

Already on Interval, or sister hotels of those that are.

Interval accounts · # 28 of 34

Windjammer Landing Resort & Residences

220 keys · Castries and Marigot Bay loop

Interval accounts | 220 keys | Room or all-inclusive | On Interval and RCI

WHAT PEOPLE SAY

Google 4.5 stars, 1428 reviews. No recent forum posts found yet. “Our second time here and we love it.” See the posts

Interval accounts · # 29 of 34

Bay Gardens Beach Resort & Spa

76 keys · Rodney Bay loop

Interval accounts | 76 keys | Room or all-inclusive | On Interval's directory

WHAT PEOPLE SAY

Google 4.3 stars, 1171 reviews. No recent forum posts found yet. “A refresh of the rooms would be welcome. In addition, the receptionists are rather impolite and unhelpful when you report an issue.The food was spotless as was the...” See the posts

Interval accounts · # 30 of 34

Bay Gardens Hotel

87 keys · Rodney Bay loop

Interval accounts | 87 keys | Room or all-inclusive | On Interval and RCI

WHAT PEOPLE SAY

Google 4.1 stars, 1268 reviews. No recent forum posts found yet. “This was my first time staying at Bay Gardens Hotel. I must say check-in was smooth. My room was close to reception so that was a plus. The staff were very friendly and...” See the posts

Interval accounts · # 31 of 34

Sapphire Sands Villas by Bay Gardens Resorts

27 keys · Rodney Bay loop

Interval accounts | 27 keys | Room only | On Interval's directory

WHAT PEOPLE SAY

Google 4 stars, 4 reviews. No recent forum posts found yet. “The new Sapphire Sand property is amazing. I especially love the new Kimichi and Kalloo restaurant, we had the Korean BBQ experience and we left full and well satisfied....” See the posts

Interval accounts · # 32 of 34

Marigot Beach Club & Dive Resort

About 30 keys, older sources · Castries and Marigot Bay loop

Interval accounts | About 30 keys, older sources | Breakfast included | On Interval and RCI

WHAT PEOPLE SAY

Google 4.1 stars, 532 reviews. No recent forum posts found yet. “We had a fantastic stay at this hotel! The room was exactly what we needed, and the staff were absolutely amazing, providing excellent service throughout our stay. The…” See the posts

Interval accounts · # 33 of 34

Bay Gardens Inn

33 keys · Rodney Bay loop

Interval accounts | 33 keys | Room or all-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 3.4 stars, 17 reviews. No recent forum posts found yet. See the posts

Interval accounts · # 34 of 34

Bay Gardens Marina Haven

About 35 keys, older sources · Rodney Bay loop

Interval accounts | About 35 keys, older sources | Room or all-inclusive | No exchange tie found

WHAT PEOPLE SAY

Google 4 stars, 344 reviews. No recent forum posts found yet. See the posts

THE SPLIT

Who already has an exchange tie.

Read from Interval's public St. Lucia directory and from an RCI / Resort Condominiums International directory, both opened when this was built. Signing dates are shown only where a source gives one; most are not public.

GROUP ONE

On Interval's directory

Where an As-Used allocation already exists, the idea is to expand it into Guaranteed blocks on new or renovated rooms. You know better than any public page what each of these accounts covers today.

RESORT	WHAT THE DIRECTORY SHOWS	GROUP
Windjammer Landing Resort & Residences	On Interval's St. Lucia directory (codes WNJ, WJ1, WJ6) with Ocean Point Residences (NPW). Affiliation renewed October 2020.	Interval accounts
Bay Gardens Beach Resort & Spa	On Interval's St. Lucia directory (codes BGD and BG1). First affiliated in 2010.	Interval accounts
Bay Gardens Hotel	On Interval's St. Lucia directory (code BGX, with Croton Suites as BGJ). Croton Suites joined in 2022.	Interval accounts
Sapphire Sands Villas by Bay Gardens Resorts	On Interval's St. Lucia directory (code SQS).	Interval accounts
Marigot Beach Club & Dive Resort	On Interval's St. Lucia directory (code MGT).	Interval accounts

GROUP TWO

With an RCI tie

Where the question is whether cash or opaque Getaways-style stays can be carved out separately from exchange points. Some of these ties are old and may have lapsed.

RESORT	WHAT THE DIRECTORY SHOWS	GROUP
Royalton Hideaway Saint Lucia	Joined The Registry Collection, RCI's luxury program, about 2018. Current standing not confirmed.	Brand decides
Royalton Saint Lucia	In the RCI directory under the TravelSmart program, number DJ69. A program listing, signing date not public.	Brand decides
Secrets St. Lucia Resort & Spa	Old RCI numbers C371 and RJ06 belong to the former Morgan Bay resort on this site. Whether Secrets keeps them is not known.	Brand decides
Windjammer Landing Resort & Residences	Also in the RCI directory, number 3025.	Interval accounts
Bay Gardens Hotel	Also in the RCI directory as Bay Garden Hotel, number RB40, described as a community of three properties.	Interval accounts
Marigot Beach Club & Dive Resort	Also in the RCI directory, number RF27.	Interval accounts

GROUP THREE

No exchange tie found

Room-only and all-inclusive resorts with no tie on either directory. Finding none does not prove there is none.

RESORT	MEAL PLAN	GROUP
Coconut Bay Beach Resort & Spa	All-inclusive	Owners you can reach
Serenity at Coconut Bay	All-inclusive	Owners you can reach
BodyHoliday	All-inclusive	Owners you can reach
StolenTime	All-inclusive	Owners you can reach
The Landings Resort & Spa	Breakfast included	Owners you can reach
Villa Beach Cottages	Room only	Owners you can reach
Coco Palm	Room or all-inclusive	Owners you can reach
Calabash Cove Resort & Spa	Room or all-inclusive	Owners you can reach
Ti Kaye Resort & Spa	Room or all-inclusive	Owners you can reach
East Winds	All-inclusive	Owners you can reach
Fond Doux Eco Resort	Breakfast included	Owners you can reach
Cap Maison Resort & Spa	Room or all-inclusive	Owners you can reach
Green Fig Resort & Spa	Breakfast included	Owners you can reach
Bel Jou Hotel	All-inclusive	Owners you can reach
Stonefield Villa Resort	Breakfast included	Owners you can reach
Harmony Marina Suites	Room only	Owners you can reach
SoCo House	All-inclusive	Owners you can reach
Ladera Resort	Breakfast included	Luxury, small blocks
Anse Chastanet Resort	Room or all-inclusive	Luxury, small blocks
Jade Mountain	Room or all-inclusive	Luxury, small blocks
Sugar Beach	Room only	Luxury, small blocks
Rabot Hotel from Hotel Chocolat	Breakfast included	Luxury, small blocks
Zoëtry Marigot Bay St. Lucia	All-inclusive	Brand decides
Harbor Club St. Lucia	Room only	Brand decides
Bay Gardens Inn	Room or all-inclusive	Interval accounts
Bay Gardens Marina Haven	Room or all-inclusive	Interval accounts

VISIT PLAN

Four loops, in driving order.

Road times come from a public routing service, with no traffic and no time at each stop; St. Lucia's west coast road is winding, so allow more. Rodney Bay and Cap Estate each fit inside a tight loop. Castries and Marigot Bay, and Soufrière and the south, do not.

HOW TO SPLIT THE DAYS

Three days, with room to spare.

Day one: Rodney Bay and Cap Estate together. Day two: Castries and Marigot Bay. Day three: Soufrière and the south, ending at Coconut Bay. If your flight uses Hewanorra airport, reverse day three so Coconut Bay comes first.

LOOP ONE

Rodney Bay

9 stops, about 9 minutes of driving in all. The longest leg is 2 minutes, and much of it is walkable. See Bay Gardens as one conversation.

STOP	DRIVE FROM THE LAST STOP	SIZE
SoCo House	First stop	76 keys
Bay Gardens Beach Resort & Spa	Next door to SoCo House	76 keys
Sapphire Sands Villas by Bay Gardens Resorts	Next door to Bay Gardens Beach Resort & Spa	27 keys
Harmony Marina Suites	2 minutes from Sapphire Sands Villas by Bay Gardens Resorts	About 30 keys, older sources
Coco Palm	2 minutes from Harmony Marina Suites	103 keys
Bay Gardens Hotel	2 minutes from Coco Palm	87 keys
Bay Gardens Inn	Next door to Bay Gardens Hotel	33 keys
Harbor Club St. Lucia	2 minutes from Bay Gardens Inn	115 keys
Bay Gardens Marina Haven	1 minute from Harbor Club St. Lucia	About 35 keys, older sources

LOOP TWO

Cap Estate

5 stops, about 15 minutes of driving in all, and 3 minutes from the end of Rodney Bay. One Royalton meeting covers two of them, if it happens on the island at all.

STOP	DRIVE FROM THE LAST STOP	SIZE
The Landings Resort & Spa	First stop	About 85 keys, older sources
Royalton Saint Lucia	5 minutes from The Landings Resort & Spa	289 keys
Royalton Hideaway Saint Lucia	3 minutes from Royalton Saint Lucia	166 keys
BodyHoliday	5 minutes from Royalton Hideaway Saint Lucia	155 keys
Cap Maison Resort & Spa	2 minutes from BodyHoliday	About 50 keys, older sources

LOOP THREE

Castries and Marigot Bay

10 stops, about 63 minutes of driving in all, and 16 minutes from Cap Estate. The longest single leg is 19 minutes. This is a full day, not a short loop.

STOP	DRIVE FROM THE LAST STOP	SIZE
Windjammer Landing Resort & Residences	First stop	220 keys
East Winds	5 minutes from Windjammer Landing Resort & Residences	30 keys
Calabash Cove Resort & Spa	5 minutes from East Winds	26 keys
Secrets St. Lucia Resort & Spa	4 minutes from Calabash Cove Resort & Spa	355 keys
Villa Beach Cottages	5 minutes from Secrets St. Lucia Resort & Spa	20 keys
StolenTime	5 minutes from Villa Beach Cottages	100 keys
Bel Jou Hotel	3 minutes from StolenTime	76 keys
Zoëtry Marigot Bay St. Lucia	17 minutes from Bel Jou Hotel	124 keys
Marigot Beach Club & Dive Resort	Across the bay from Zoëtry Marigot Bay St. Lucia, by the resort's ferry. Allow time for the crossing; it is not in the driving total.	About 30 keys, older sources
Ti Kaye Resort & Spa	19 minutes from Marigot Beach Club & Dive Resort	33 keys

LOOP FOUR

Soufrière and the south

10 stops, about 82 minutes of driving in all, and 34 minutes from Ti Kaye, the last stop of loop three. The last leg, to Coconut Bay near the south airport, is 43 minutes alone. Pair it with your arrival or departure through Hewanorra airport if you can.

STOP	DRIVE FROM THE LAST STOP	SIZE
Anse Chastanet Resort	First stop	About 49 keys, older sources
Jade Mountain	1 minute from Anse Chastanet Resort	About 29 keys, older sources
Green Fig Resort & Spa	7 minutes from Jade Mountain	30 keys
Stonefield Villa Resort	6 minutes from Green Fig Resort & Spa	17 keys
Ladera Resort	7 minutes from Stonefield Villa Resort	37 keys
Rabot Hotel from Hotel Chocolat	2 minutes from Ladera Resort	25 keys
Fond Doux Eco Resort	3 minutes from Rabot Hotel from Hotel Chocolat	25 keys
Sugar Beach	13 minutes from Fond Doux Eco Resort	130 keys
Coconut Bay Beach Resort & Spa	43 minutes from Sugar Beach	250 keys
Serenity at Coconut Bay	Next door to Coconut Bay Beach Resort & Spa	36 keys

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Coconut Bay Beach Resort & Spa

250 keys · Soufrière and the south loop

THE PLAY

How to work this one.

WHY THIS ONE

Independent and owner-run, and just rebuilt: all 250 rooms are now junior suites. The same team runs Serenity, so one meeting covers both resorts.

LIKELY PRESSURE POINTS

It advertises up to 60 percent off and is adding advisor incentives, so it is already paying to fill weeks. A rebuilt product makes it protective of rate, so expect the rate question early.

WHAT TO LEAD WITH

Lead with the password-protected channel and a test block in the weeks around its annual fall closure. Keep peak weeks out of the first ask.

WHO DECIDES

Mark Adams: President and CEO / Chief Executive Officer (public source, October 2026)

John Miles: General Manager (public source, October 2026)

Natalia Greene: Vice President, Sales & Marketing (Coconut Bay Beach Resort & Spa and Serenity at Coconut Bay) (public source, June 2026)

Gary 'Butch' Hendrickson: Chairman and owner

OPENING NOTE AND MEETING PLAN

Natalia, congratulations on the reopening. I will be in St. Lucia in December and would like to show you and Mark how Interval's member channel can fill soft weeks with no rate visible to the public. Could we take fifteen minutes at the resort?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.cbayresort.com/	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Address	PO Box 246, Vieux Fort, Saint Lucia	Checked against a public source · Source
District	Vieux Fort (Eau Piquant), south coast	Checked against a public source · Source
Keys	250	Checked against a public source · Source
Product	All 250 rooms are now Junior Suites, split between the adults-only Harmony Wing and the family-friendly Splash Wing; Premium All-Inclusive.	Checked against a public source · Source
Ownership	Gary 'Butch' Hendrickson, Chairman (bought the property in 2004)	Checked against a public source · Source
Management	Self-managed (independently owned and operated)	Checked against a public source · Source
Brand or flag	independent	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	Resort Phone: 758-459-6000; sales@cbayna.com; reservations@cbayna.com	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: March 6 to 13, 2027. Splash Junior Suite Pool View - Family Friendly	Public price $5,242. An OTA / Online Travel Agency at 15% to 25% commission leaves $3,932 to $4,456. The Interval net at 37% to 40% off leaves $3,145 to $3,302.	Taxes as shown on the page Read November 8, 2026.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Shoulder: June 5 to 12, 2027. Harmony JR Suite Tropical View-Adults Only	Public price $4,137. An OTA / Online Travel Agency at 15% to 25% commission leaves $3,103 to $3,516. The Interval net at 37% to 40% off leaves $2,482 to $2,606.	Taxes as shown on the page Read November 8, 2026.
Low week	Booking.com showed no seven-night price for the sample weeks.	Nothing read

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Main	Resort Phone: 758-459-6000	Shown on a public page · Source
Sales	sales@cbayna.com	Shown on a public page · Source
Reservations	reservations@cbayna.com	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	10 Google reviews with text in the last 90 days. Most mentioned: Service and staff (5), Food and drink (5), Beach and setting (5). Flags: New building or renovation (0), Quiet or closed weeks (1), Dining spend or meal plans (1).	Google reviews saved November 2 to 8, 2026
News	Reopened Oct 17 with all 250 rooms rebuilt as Junior Suites ($14M) plus $4M of property work.	October 2026 · Source
News	Adults-only Harmony Wing reopened after a $7M overhaul of 125 rooms.	October 2025 · Source
News	Company says about $20M invested; expects a completely renewed resort by winter 2026-27.	June 2026 · Source
Seasons	Closes about a month each fall for maintenance and renovation; reopened Oct 17 in 2026 and Oct 4 in 2022.	Date not stated · Source
Seasons	2026 closure ended Oct 17.	Date not stated · Source
Public offer	Up to 60 percent off Premium All-Inclusive stays in Harmony Jr. Suites, five nights or more, from US$449 per room per night double occupancy, airport transfers included.	as published June 2026 · Source
How it sells	Travel-agent program with commission up to 15 percent plus rewards.	Date not stated · Source
How it sells	New advisor incentives, group offers and consumer promotions aimed at Canada (Travelweek).	Date not stated · Source

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Serenity at Coconut Bay

36 keys · Soufrière and the south loop

THE PLAY

How to work this one.

WHY THIS ONE

36 plunge-pool suites run by the Coconut Bay team, already promoted to advisors on seven-night stays, so your stay length is familiar here.

LIKELY PRESSURE POINTS

The company says rates are heavily discounted all year, and this past summer it offered advisors a bonus per seven-night stay. Ask whether a similar offer runs now, since a private channel could replace that cost on some weeks. Its own closure dates are not confirmed.

WHAT TO LEAD WITH

Raise it inside the Coconut Bay meeting as a small add-on: a few suites, As-Used, in the lowest weeks.

WHO DECIDES

Natalia Greene: Vice President, Sales & Marketing (Coconut Bay and Serenity) (public source, June 2026)

Mark Adams: President and CEO / Chief Executive Officer, Coconut Bay Beach Resort & Spa (public source, October 2026)

OPENING NOTE AND MEETING PLAN

Natalia, when we meet about Coconut Bay I would like to include Serenity. A few suites in the softest weeks, shown only to our members, may fit alongside your advisor program.

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.serenityatcoconutbay.com/	Checked against a public source · Source
Address	P.O. Box 246, Eau Piquant, Saint Lucia	Checked against a public source · Source
District	Vieux Fort (Eau Piquant)	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Keys	36	Checked against a public source · Source
Product	36 plunge pool butler suites, couples only	Checked against a public source · Source
Ownership	Same ownership as Coconut Bay (Gary 'Butch' Hendrickson) is implied; legal entity not confirmed	Indicated by a public source; confirm · Source
Management	Coconut Bay management (sister resort Coconut Bay Beach Resort & Spa)	Checked against a public source · Source
Brand or flag	independent	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	877-252-0304; 758-459-6064	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: March 6 to 13, 2027. Plunge Pool Butler Suite	Public price $11,891. An OTA / Online Travel Agency at 15% to 25% commission leaves $8,918 to $10,107. The Interval net at 37% to 40% off leaves $7,135 to $7,491.	Taxes as shown on the page Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Plunge Pool Butler Suite	Public price $10,841. An OTA / Online Travel Agency at 15% to 25% commission leaves $8,131 to $9,215. The Interval net at 37% to 40% off leaves $6,505 to $6,830.	Taxes as shown on the page Read November 8, 2026.
Low week	Booking.com showed no seven-night price for the sample weeks.	Nothing read

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Reservations	877-252-0304	Shown on a public page · Source
Main	758-459-6064	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	3 Google reviews with text in the last 90 days. Most mentioned: Service and staff (3), Food and drink (3), Value for money (1). Flags: New building or renovation (0), Quiet or closed weeks (0), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
News	US$14 million resort-wide renovation at Coconut Bay to finish October 2026; new agent incentives for Canada.	June 2026 · Source
Public offer	Advisor Double Bonus rewards of up to $150 per seven-night stay at Serenity; resorts say rates are heavily discounted all year	booked Jun 1 to Aug 31 2026, travel through Jun 30 2027 · Source
How it sells	Travel advisors, Air Canada Vacations, direct; seven-night Aeroplan promotions	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

BodyHoliday

155 keys · Cap Estate loop

THE PLAY

How to work this one.

WHY THIS ONE

A family business with 155 keys and a new commercial director covering both BodyHoliday and StolenTime, so one conversation reaches two resorts. Its general manager is Yhasmine Remy-Hylton.

LIKELY PRESSURE POINTS

It builds themed months, such as its yoga month, to create off-peak demand. Booking.com also shows a far lower non-refundable price than its refundable one, so it already trades flexibility for price.

WHAT TO LEAD WITH

Non-refundable seven-night stays should feel familiar here. Lead with As-Used in its off-peak months and ask how member guests could fit the wellness program.

WHO DECIDES

Andrew Barnard: Chief Executive Officer (CEO / Chief Executive Officer), SunSwept Resorts (public source, November 2025)

Indu Brar: Chief Operating Officer (COO / Chief Operating Officer), SunSwept Resorts (public source, November 2025)

Francine Stewart: Regional Commercial Director, SunSwept Resorts (BodyHoliday and StolenTime) (public source, June 2026)

Jean-Charles Denis: Chief Financial Officer (CFO / Chief Financial Officer), SunSwept Resorts (public source, November 2025)

Jeremy Plummer: Chairman (Non-Executive Board), SunSwept Resorts (public source, November 2025)

Yhasmine Remy-Hylton: General Manager, BodyHoliday (public source, July 2026)

Named in older or thinner sources. Do not use in writing until you confirm:

Rebecca Platt: Director of Sales and Marketing, BodyHoliday (and Rendezvous/StolenTime) (last public source, September 2020)

OPENING NOTE AND MEETING PLAN

Francine, congratulations on the new role at SunSwept. I will be in St. Lucia in December and would like to show you how Interval's password-protected member channel could add to your off-peak months at BodyHoliday and StolenTime. Could we meet for fifteen minutes?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.thebodyholiday.com/	Checked against a public source · Source
Address	Cariblue Beach, Cap Estate, Gros Islet, Saint Lucia	Checked against a public source · Source
District	Gros Islet Quarter (Cap Estate)	Checked against a public source · Source
Keys	155	Checked against a public source · Source
Product	Garden-view, ocean-view and oceanfront rooms, suites and villas; wellness-focused all-inclusive; guests 12 and over.	Checked against a public source · Source
Ownership	SunSwept Resorts (family business led by CEO Andrew Barnard)	Checked against a public source · Source
Management	SunSwept Resorts	Checked against a public source · Source
Brand or flag	independent (SunSwept Resorts)	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm

FACT	VALUE	STATUS AND SOURCE
Operating status	Operating	Checked against a public source · Source
Public contact	US 1888 464 3991; reservations@thebodyholiday.com; St Lucia +1 758 457 7800; marketing@sunsweptresorts.com (marketing and public relations)	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Double Room with Garden View and 1 hour daily spa treatment	Public price $18,557. An OTA / Online Travel Agency at 15% to 25% commission leaves $13,918 to $15,773. The Interval net at 37% to 40% off leaves $11,134 to $11,691. Lowest non-refundable price $10,962.	Excludes 10 % VAT / Value Added Tax, 10 % City tax. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Double Room with Garden View and 1 hour daily spa treatment	Public price $12,158. An OTA / Online Travel Agency at 15% to 25% commission leaves $9,119 to $10,334. The Interval net at 37% to 40% off leaves $7,295 to $7,660. Lowest non-refundable price $6,629.	Excludes 10 % VAT, 10 % City tax. Read November 8, 2026.
Low: September 18 to 25, 2027. Double Room with Garden View and 1 hour daily spa treatment	Public price $11,234. An OTA / Online Travel Agency at 15% to 25% commission leaves $8,426 to $9,549. The Interval net at 37% to 40% off leaves $6,740 to $7,077. Lowest non-refundable price $6,125.	Excludes 10 % VAT, 10 % City tax. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Reservations	US 1888 464 3991; reservations@thebodyholiday.com	Shown on a public page · Source
Main	St Lucia +1 758 457 7800	Shown on a public page · Source
Group	marketing@sunsweptresorts.com (marketing and public relations)	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	10 Google reviews with text in the last 90 days. Most mentioned: Service and staff (6), Food and drink (6), Rooms and upkeep (2). Flags: New building or renovation (0), Quiet or closed weeks (0), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
News	SunSwept announced a new global leadership team to support BodyHoliday Algarve (Portugal), planned for 2029.	November 2025 · Source
News	Francine Stewart joined as regional commercial director over both resorts.	June 2026 · Source

KIND	WHAT IT SAYS	WHEN AND SOURCE
Seasons	Themed feature months (for example Octoba Yoga, Sep 30 to Oct 25) work to create off-peak demand; no closure dates found.	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

StolenTime

100 keys · Castries and Marigot Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

Adults-only sister to BodyHoliday with 100 keys, under the same commercial director. It is the former Rendezvous.

LIKELY PRESSURE POINTS

A local report names Lisa Gardner as general manager, but another report of the same event names someone else, so confirm first. The group is the way in. Booking.com did not show it under the names we tried, so we have no public rate for it.

WHAT TO LEAD WITH

Handle it in the BodyHoliday meeting. Start with As-Used on garden view rooms in the softest weeks.

WHO DECIDES

Andrew Barnard: Chief Executive Officer (CEO / Chief Executive Officer), SunSwept Resorts (public source, November 2025)

Indu Brar: Chief Operating Officer (COO / Chief Operating Officer), SunSwept Resorts (public source, November 2025)

Francine Stewart: Regional Commercial Director, SunSwept Resorts (BodyHoliday and StolenTime) (public source, June 2026)

Named in older or thinner sources. Do not use in writing until you confirm:

Rebecca Platt: Director of Sales and Marketing, BodyHoliday (and Rendezvous/StolenTime) (last public source, September 2020)

Lisa Gardner: General Manager, StolenTime (last public source, July 2026)

OPENING NOTE AND MEETING PLAN

Francine, I would like to include StolenTime when we meet about BodyHoliday. Its adults-only guests suit many of our members, and nothing we do would show in public.

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://stolentime.com/	Checked against a public source · Source
Address	Malabar Beach, Castries, Saint Lucia (LC04 302)	Indicated by a public source; confirm · Source
District	Castries Quarter (Vigie / Malabar Beach, near George F.L. Charles Airport)	Checked against a public source · Source
Keys	100	Checked against a public source · Source
Product	Garden View and Beachfront rooms; adults-only, all-inclusive.	Checked against a public source · Source
Ownership	SunSwept Resorts (family business led by CEO Andrew Barnard)	Checked against a public source · Source
Management	SunSwept Resorts	Checked against a public source · Source
Brand or flag	independent (SunSwept Resorts); formerly Rendezvous	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	US 1888 464 3991; reservations@stolentime.com; +1 (758) 457-7900	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
All sample weeks	No public Booking.com price was read for this resort. Ask for its rate sheet.	Nothing read

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Reservations	US 1888 464 3991; reservations@stolentime.com	Shown on a public page · Source
Main	+1 (758) 457-7900	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	2 Google reviews with text in the last 90 days. Most mentioned: Service and staff (2), Food and drink (2), Value for money (1). Flags: New building or renovation (0), Quiet or closed weeks (1), Dining spend or meal plans (1).	Google reviews saved November 2 to 8, 2026
News	60th anniversary celebration week held Jul 12-16 2026.	July 2026 · Source
News	Francine Stewart joined as regional commercial director over both resorts.	June 2026 · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

The Landings Resort & Spa

About 85 keys, older sources · Cap Estate loop

THE PLAY

How to work this one.

WHY THIS ONE

All-suite resort with kitchens, owned by its homeowners, with a new managing director and a new commercial director since this spring. Both came from Windjammer Landing, so they likely know your program; keep that to conversation, not writing.

LIKELY PRESSURE POINTS

It advertises up to 40 percent off through April. Homeowners see the results and a board sits above management, so rate integrity will matter. The key count is not confirmed: older sources and listings differ.

WHAT TO LEAD WITH

Lead with Arlien Dyer. Suites with kitchens suit seven-night stays. Offer As-Used first and let her take the numbers to the board.

WHO DECIDES

Lindon Lovell: Managing Director (public source, May 2026)

David Affonso: Chairman, The Landings board (public source, May 2026)

Arlien Dyer: Commercial Director (public source, June 2026)

Named in older or thinner sources. Do not use in writing until you confirm:

Paul Collymore: General Manager (appointed March 2018) (last public source, March 2018)

OPENING NOTE AND MEETING PLAN

Arlien, congratulations on joining The Landings. I will be in St. Lucia in December and would like to show you how Interval's member channel could help in soft weeks with no public rate. Your suites with kitchens suit the seven-night stays our members book. Could we meet with Lindon?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.landingsstlucia.com/	Checked against a public source · Source
Address	Pigeon Island Causeway, Gros Islet, Saint Lucia (Rodney Bay shoreline)	Checked against a public source · Source
District	Gros Islet (Rodney Bay / Pigeon Island Causeway)	Checked against a public source · Source
Keys	85	Indicated by a public source; confirm · Source
Product	All-suite: one-, two- and three-bedroom beachfront, ocean view and marina view suites, many with plunge pools.	Checked against a public source · Source
Ownership	The homeowners (condo-hotel); board of directors elected annually	Checked against a public source · Source
Management	Lindon Lovell, Managing Director (since May 4, 2026)	Checked against a public source · Source
Brand or flag	independent (homeowner-owned)	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	1-758-458-7300; US toll free 1-866-252-0689	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. 2 Bedroom Villa Suite Marina View with Plunge Pool	Public price $6,099. An OTA / Online Travel Agency at 15% to 25% commission leaves $4,574 to $5,184. The Interval net at 37% to 40% off leaves $3,659 to $3,842. Booking.com shows this as 30% off a $8,677 list price; measured from that list price, the net leaves $5,206 to $5,467. Lowest non-refundable price $5,798.	Includes $6 Destination charge per person per night, 10 % Service charge. Excludes 7 % VAT / Value Added Tax. Read November 8, 2026.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Shoulder: June 5 to 12, 2027. 1 Bedroom Villa Suite Marina View with Plunge Pool	Public price $4,261. An OTA / Online Travel Agency at 15% to 25% commission leaves $3,196 to $3,622. The Interval net at 37% to 40% off leaves $2,557 to $2,684. Booking.com shows this as 30% off a $6,052 list price; measured from that list price, the net leaves $3,631 to $3,813. Lowest non-refundable price $4,052.	Includes $6 Destination charge per person per night, 10 % Service charge. Excludes 7 % VAT. Read November 8, 2026.
Low: September 18 to 25, 2027. 1 Bedroom Villa Suite Marina View	Public price $3,480. An OTA / Online Travel Agency at 15% to 25% commission leaves $2,610 to $2,958. The Interval net at 37% to 40% off leaves $2,088 to $2,192. Booking.com shows this as 29% off a $4,935 list price; measured from that list price, the net leaves $2,961 to $3,109. Lowest non-refundable price $3,310.	Includes $6 Destination charge per person per night, 10 % Service charge. Excludes 7 % VAT. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Main	1-758-458-7300; US toll free 1-866-252-0689	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	6 Google reviews with text in the last 90 days. Most mentioned: Service and staff (3), Food and drink (3), Beach and setting (3). Flags: New building or renovation (1), Quiet or closed weeks (1), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
News	Lindon Lovell becomes Managing Director from Windjammer Landing.	May 2026 · Source
News	Arlien Dyer joins as Commercial Director.	June 2026 · Source
Seasons	Fall promotion covers travel Oct 17, 2026 to Apr 12, 2027, which includes the shoulder weeks of fall and spring.	Date not stated · Source
Public offer	Up to 40% off stays in one-, two- and three-bedroom suites.	Oct 17, 2026 - Apr 12, 2027 · Source
How it sells	Lovell plans to build partnerships with luxury travel networks such as Virtuoso and Forbes Travel Guide.	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Villa Beach Cottages

20 keys · Castries and Marigot Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

Family-owned, 20 villa suites with kitchens on the beach, and it already sells seven-night packages. This is the cleanest product match on this stretch of coast.

LIKELY PRESSURE POINTS

It runs public fall discounts and pay-six-stay-seven summer offers, which point to soft weeks. At this size, the block has to stay small.

WHAT TO LEAD WITH

Start with a small As-Used block in summer and fall. The owner and manager is not named publicly, so ask Colin Hunte who decides.

WHO DECIDES

Colin Hunte: Contact for Tour Operators / Travel Agents / Sales Representatives (exact title not published)

OPENING NOTE AND MEETING PLAN

Colin, I will be in St. Lucia in December. Your villa suites with kitchens suit the seven-night stays our members book. Could I show you how a private member channel could help your fall and summer weeks, with no public rate?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.villabeachcottages.com/	Checked against a public source · Source
Address	Choc Bay, P.O. Box 129, Castries, Saint Lucia	Checked against a public source · Source
District	Choc Bay, Castries	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Keys	20	Checked against a public source · Source
Product	One- and two-bedroom villa suites plus deluxe one- and two-bedroom suites and a honeymoon villa; sister plantation inn La Dauphine Estate in Soufriere.	Checked against a public source · Source
Ownership	Gidharry family (hotel founded 1958 by Hamilton Gidharry); current owner-manager is his grandson, name not stated on the history page	Checked against a public source · Source
Management	Not named on the history page; trade and sales contact is Colin Hunte	Checked against a public source · Source
Brand or flag	independent (family-owned)	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	1 (758) 450 2884; info@villabeachcottages.com; colin@villabeachcottages.com; 1 (758) 450 3771	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: March 6 to 13, 2027. Two-Bedroom Suite	Public price $2,015. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,511 to $1,713. The Interval net at 37% to 40% off leaves $1,209 to $1,269.	Includes 10 % Service charge. Excludes 7 % TAX, $6 City tax per person per night. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Two-Bedroom Suite	Public price $1,937. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,453 to $1,646. The Interval net at 37% to 40% off leaves $1,162 to $1,220.	Includes 10 % Service charge. Excludes 7 % TAX, $6 City tax per person per night. Read November 8, 2026.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Low: October 9 to 16, 2027. Two-Bedroom Suite	Public price $1,937. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,453 to $1,646. The Interval net at 37% to 40% off leaves $1,162 to $1,220.	Includes 10 % Service charge. Excludes 7 % TAX, $6 City tax per person per night. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Reservations	1 (758) 450 2884; info@villabeachcottages.com	Shown on a public page · Source
Sales	colin@villabeachcottages.com; 1 (758) 450 3771	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	3 Google reviews with text in the last 90 days. Most mentioned: Service and staff (2), Food and drink (2), Value for money (1). Flags: New building or renovation (0), Quiet or closed weeks (0), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
Public offer	25% off all villa suites and houses (fall), 3-night deposit.	fall (dates not stated) · Source
Public offer	Summer: stay 7 nights and pay for 6 in a sea view villa suite, free airport transfer.	summer (dates not stated) · Source
Public offer	Family Adventure Package, kids 17 and under stay free, 7 nights US$3,500 per family.	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Coco Palm

103 keys · Rodney Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

Family-owned, 103 rooms in Rodney Bay Village, the largest independent on your list here, with a general manager who has been there since it opened and a managing director, Simone Skinner, appointed last year. It was wrongly set aside in the earlier file.

LIKELY PRESSURE POINTS

It already rewards seven-night bookings with a free dining upgrade, so it wants longer stays. Breakfast is the base rate, with meal packages on top, which leaves room for on-property spend.

WHAT TO LEAD WITH

Lead with seven-night stays and guest spend. A larger As-Used block is realistic here, and it sits within a short walk of your other Rodney Bay stops.

WHO DECIDES

Jean St. Rose: General Manager

Simone Skinner: Managing Director, Coco Palm (public source, June 2025)

Allen Chastanet: Founder, Coco Palm (public source, June 2025)

OPENING NOTE AND MEETING PLAN

Mr. St. Rose, I will be in St. Lucia in December. Coco Palm already rewards seven-night stays, and our members book exactly that, in a private channel with no public rate. Could we meet for fifteen minutes?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://coco-resorts.com	Checked against a public source · Source
Address	Not found in public sources	Not confirmed
District	Gros Islet (Rodney Bay Village)	Checked against a public source · Source
Keys	103	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Product	103 rooms in Rodney Bay Village; base rate with breakfast, with optional meal packages.	Checked against a public source · Source
Ownership	Chastanet family (family-owned and operated)	Checked against a public source · Source
Management	Jean St. Rose, General Manager	Checked against a public source · Source
Brand or flag	independent (Coco Resorts)	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	+758 456 2800; reservations@coco-resorts.boutique	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 20 to 27, 2027. Serenity Room	Public price $1,802. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,352 to $1,532. The Interval net at 37% to 40% off leaves $1,081 to $1,135. Lowest non-refundable price $1,630.	Includes US$ 251.86 Service charge per stay. Excludes US$ 95.62 VAT / Value Added Tax per stay. Read November 8, 2026.
Shoulder week	Booking.com showed no seven-night price for the sample weeks.	Nothing read
Low: September 18 to 25, 2027. Serenity Room	Public price $2,610. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,958 to $2,219. The Interval net at 37% to 40% off leaves $1,566 to $1,644.	Includes 10 % Service charge. Excludes 7 % VAT, $6 government tax per person per night. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Main	+758 456 2800	Shown on a public page · Source
Reservations	reservations@coco-resorts.boutique	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	18 Google reviews with text in the last 90 days. Most mentioned: Service and staff (10), Food and drink (7), Beach and setting (4). Flags: New building or renovation (0), Quiet or closed weeks (0), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
Seasons	An undated trade article says it recently closed for refurbishment of swim-up and garden rooms.	Date not stated · Source
Public offer	Book seven nights with breakfast and get a free upgrade to the dine around package, travel June 1 2026 to June 30 2027.	June 1, 2026 to June 30, 2027 · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Calabash Cove Resort & Spa

26 keys · Castries and Marigot Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

Owner-run, 26 adults-only suites and cottages, sold room-only or all-inclusive. The owner can say yes himself.

LIKELY PRESSURE POINTS

Its own site advertises up to 45 percent off, with offers running through April. That depth is at or past your net rate, so a private channel is a real alternative to public discounting.

WHAT TO LEAD WITH

Lead with taking discount out of public view. Keep the block very small. The hotel's outside sales representatives can also reach the owner.

WHO DECIDES

Konrad Wagner: Owner (earlier titled Managing Director) (public source, July 2024)

Rohan Wilfred: Front Office Manager

Kay Milliner Kitchens: US sales representative (CEO / Chief Executive Officer, K. Milliner Kitchens Consulting)

Nicole Barrett: Northeast USA sales representation (Espy Global)

OPENING NOTE AND MEETING PLAN

Mr. Wagner, I will be in St. Lucia in December and would like to show you a way to reach our members without showing a discount in public. Could I stop by for fifteen minutes?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.calabashcove.com/	Checked against a public source · Source
Address	Bonaire Estate, Marisule, Gros Islet, Saint Lucia	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
District	Gros Islet Quarter (Marisule, between Castries and Rodney Bay)	Checked against a public source · Source
Keys	26	Checked against a public source · Source
Product	26 suites and cottages (Water's Edge Cottages with plunge pool, Swim-up Jr. Suites, Sunset Ocean View Jr. Suites), adults only; sold EP / European Plan or all-inclusive.	Checked against a public source · Source
Ownership	Konrad Wagner	Checked against a public source · Source
Management	Owner-operated (Konrad Wagner)	Checked against a public source · Source
Brand or flag	independent	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	+1 758 456 3500; info@calabashcove.com; 1-800 917 COVE (2683) US toll free	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
All sample weeks	No public Booking.com price was read for this resort. Ask for its rate sheet.	Nothing read

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Main	+1 758 456 3500; info@calabashcove.com	Shown on a public page · Source
Main	1-800 917 COVE (2683) US toll free	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	1 Google reviews with text in the last 90 days. Most mentioned: Service and staff (1). Flags: New building or renovation (0), Quiet or closed weeks (0), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
News	Won a British Airways Holidays Customer Excellence Award.	March 2026 · Source
Seasons	Offer calendar runs Apr 5 to Dec 20 2026 and Jan 6 to Apr 4 2027, so the discounts cover the low and shoulder season.	Date not stated · Source
Public offer	Unconditional All-inclusive, save 35 to 40 percent; book by Mar 31 2027.	Apr 5 to Dec 20 2026 and Jan 6 to Apr 4 2027 · Source
Public offer	Room and Breakfast rate, save 45 percent plus 5th night free (Apr 5 to Dec 20 2026) or 7th night free (Jan 6 to Apr 4 2027).	Apr 5 to Dec 20 2026 and Jan 6 to Apr 4 2027 · Source
How it sells	Open travel-agent program with automatic commissions and flight-inclusive packages; reps in Atlanta, Boston and London.	Date not stated · Source
How it sells	British Airways Holidays customer excellence award, March 2026, so BA Holidays sells it.	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Ti Kaye Resort & Spa

33 keys · Castries and Marigot Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

Owner-run with no general manager: 33 adults-only cottages, with six more villas reported for next year. One call reaches the person who decides.

LIKELY PRESSURE POINTS

It is listed for sale, so a steady revenue line matters, and a new owner could change the answer. It advertises up to 50 percent off bed and breakfast.

WHAT TO LEAD WITH

Lead with predictable revenue, and Guaranteed inventory if the owner wants a number to show. Ask early whether a sale is close. Do not mention the sale in writing.

WHO DECIDES

Nick Pinnock: Owner (public source, September 2025)

Lucia Poleon: Revenue, Sales and Marketing Manager (public source, September 2025)

OPENING NOTE AND MEETING PLAN

Lucia, I will be in St. Lucia in December and would like to meet you and Nick. Interval's members book seven-night stays in a private channel with no public rate, and I think that could help your softest weeks.

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.tikaye.com/	Checked against a public source · Source
Address	Anse Cochon, Anse La Raye, Saint Lucia	Checked against a public source · Source
District	Anse La Raye Quarter (west coast)	Checked against a public source
Keys	33	Checked against a public source · Source
Product	33 adults-only cottages, some with plunge pools; bed and breakfast or all-inclusive	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Ownership	Nick Pinnock	Checked against a public source
Management	No general manager; owner oversees daily operations	Checked against a public source
Brand or flag	independent	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	+1 758 456 8101; +1 888 300 7026	Indicated by a public source; confirm

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
All sample weeks	No public Booking.com price was read for this resort. Ask for its rate sheet.	Nothing read

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	9 Google reviews with text in the last 90 days. Most mentioned: Service and staff (7), Food and drink (6), Beach and setting (5). Flags: New building or renovation (0), Quiet or closed weeks (0), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
News	Resort to add six villas in 2027, reaching 39 (Travel Weekly, Sep 2025).	September 2025
News	Avison Young Hospitality Group lists the resort for sale; undated page, still live Nov 8 2026.	November 2026 · Source
Public offer	Fall into Winter bed and breakfast, up to 50 percent off; all-inclusive up to 20 percent off	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

East Winds

30 keys · Castries and Marigot Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

Independent all-inclusive with 30 keys. It has run seven-night summer offers, so your stay length already appears in its own sales.

LIKELY PRESSURE POINTS

The current public offer is 20 percent off for travel from March to August next year. The team page gives first names only, and the general manager named in July last year is not on it, so confirm who holds that job.

WHAT TO LEAD WITH

Call the main line and ask for Judith, the Managing Director. Offer As-Used in summer weeks, matching its own seven-night dates.

WHO DECIDES

Judith (surname not published): Managing Director

Natasha (surname not published): Hotel Manager

Glenda (surname not published): Reservations Manager

Named in older or thinner sources. Do not use in writing until you confirm:

Mary Phillips: General Manager (last public source, July 2025)

OPENING NOTE AND MEETING PLAN

Judith, I will be in St. Lucia in December. East Winds has run seven-night summer offers, and our members book exactly that stay, in a private channel with no public rate. Could we meet for fifteen minutes?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://eastwinds.com/	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Address	La Brelotte Bay, Gros Islet, Saint Lucia	Checked against a public source · Source
District	Gros Islet (Labrelotte / La Brelotte Bay)	Checked against a public source · Source
Keys	30	Checked against a public source · Source
Product	Superior and Deluxe Cottages, Ocean Front Rooms and an Ocean Front Suite; 12 acres of gardens.	Checked against a public source · Source
Ownership	Not found in public sources	Not confirmed
Management	General Manager Mary Phillips (appointed July 2025); live team page lists Judith as Managing Director and Natasha as Hotel Manager, surnames not published	Checked against a public source · Source
Brand or flag	independent (no brand flag shown)	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	+1 (758) 452 8212; info@eastwinds.com	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: March 6 to 13, 2027. Deluxe Cottage with Garden View	Public price $10,297. An OTA / Online Travel Agency at 15% to 25% commission leaves $7,723 to $8,752. The Interval net at 37% to 40% off leaves $6,178 to $6,487.	Includes 10 % Service charge. Excludes 10 % TAX. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Superior Cottage with Garden View	Public price $5,838. An OTA / Online Travel Agency at 15% to 25% commission leaves $4,379 to $4,962. The Interval net at 37% to 40% off leaves $3,503 to $3,678.	Includes 10 % Service charge. Excludes 10 % TAX. Read November 8, 2026.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Low: September 18 to 25, 2027. Superior Cottage with Garden View	Public price $5,838. An OTA / Online Travel Agency at 15% to 25% commission leaves $4,379 to $4,962. The Interval net at 37% to 40% off leaves $3,503 to $3,678.	Includes 10 % Service charge. Excludes 10 % TAX. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Main	+1 (758) 452 8212; info@eastwinds.com	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	1 Google reviews with text in the last 90 days. Most mentioned: Value for money (1), Service and staff (1), Food and drink (1). Flags: New building or renovation (0), Quiet or closed weeks (0), Dining spend or meal plans (1).	Google reviews saved November 2 to 8, 2026
News	Mary Phillips appointed General Manager.	July 2025 · Source
Seasons	Resort promotes 7-night stays for July 18-26 and Aug 22-30, 2026 (30% off); its frequently asked questions page says typical minimum is three nights.	Date not stated · Source
Public offer	20% off all room types plus a wellness experience, travel Mar 1 to Aug 31, 2027, no minimum stay.	Mar 1 - Aug 31, 2027 · Source
Public offer	Up to 22% off cottages, 20% off ocean front, travel Jan 1 to Dec 20, 2027. Closed for booking on October 31, 2026.	Jan 1 - Dec 20, 2027 · Source
Public offer	30% off any room type for 7-night stays (Jul 18-26 and Aug 22-30, 2026), booking closed June 30.	Jul 18-26 and Aug 22-30, 2026 · Source
How it sells	Resort sells direct and through travel agents; has a travel advisor page.	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Fond Doux Eco Resort

25 keys · Soufrière and the south loop

THE PLAY

How to work this one.

WHY THIS ONE

Hands-on owners, 25 rooms with some two-bedroom cottages, and it already promotes a seventh night free.

LIKELY PRESSURE POINTS

Its promotion covered April to mid-December; ask which weeks need demand. Sources differ on the room count, and the block must stay small either way.

WHAT TO LEAD WITH

Match its own seven-night offer: As-Used in its promoted months, no public rate. Speak to the owners directly.

WHO DECIDES

Eroline Lamontagne: Owner

Lyton Lamontagne: Owner

OPENING NOTE AND MEETING PLAN

Eroline and Lyton, I will be in St. Lucia in December. You already promote seven-night stays, and our members book exactly that, in a private channel with no public rate. Could I visit for fifteen minutes?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://fonddouxresort.com/	Checked against a public source · Source
Address	P.O. Box 250, Soufriere, Saint Lucia	Checked against a public source · Source
District	Soufriere	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Keys	25	Checked against a public source · Source
Product	Cottages from courtyard king suite and one-bedroom (some with pool) to two-bedroom and deluxe two-bedroom; two on-site restaurants; stay packages include daily breakfast.	Checked against a public source · Source
Ownership	Eroline and Lyton Lamontagne	Checked against a public source · Source
Management	Owners oversee the resort themselves; no separate general manager named	Checked against a public source · Source
Brand or flag	independent (locally owned)	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	Tel 1-758-731-3090 / 1-758-716-8801 (WhatsApp); info@fonddouxresort.com	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 20 to 27, 2027. Two-Bedroom Cottage With Kitchen	Public price $4,594. An OTA / Online Travel Agency at 15% to 25% commission leaves $3,446 to $3,905. The Interval net at 37% to 40% off leaves $2,756 to $2,894.	Includes 10 % Service charge. Excludes 7 % VAT / Value Added Tax, $6 Tourism fee per person per night. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Deluxe King Suite	Public price $2,404. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,803 to $2,043. The Interval net at 37% to 40% off leaves $1,442 to $1,515.	Includes 10 % Service charge. Excludes 7 % VAT, $6 Tourism fee per person per night. Read November 8, 2026.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Low: September 18 to 25, 2027. Deluxe King Suite	Public price $2,404. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,803 to $2,043. The Interval net at 37% to 40% off leaves $1,442 to $1,515.	Includes 10 % Service charge. Excludes 7 % VAT, $6 Tourism fee per person per night. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Main	Tel 1-758-731-3090 / 1-758-716-8801 (WhatsApp); info@fonddouxresort.com	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	6 Google reviews with text in the last 90 days. Most mentioned: Service and staff (2), Food and drink (1). Flags: New building or renovation (0), Quiet or closed weeks (0), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
Seasons	Summer promotion covered stays April 6 to December 15, 2026, a long soft window the resort itself promotes.	Date not stated · Source
Public offer	30% off eco-luxe cottages with breakfast, tour and beach shuttle (booking window closed June 30, 2026).	Apr 6 - Dec 15, 2026 · Source
Public offer	7th night free when paying for six nights, minimum six nights, book by Dec 10, 2026.	travel by Dec 15, 2026 · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Cap Maison Resort & Spa

About 50 keys, older sources · Cap Estate loop

THE PLAY

How to work this one.

WHY THIS ONE

Relais & Châteaux member with a new general manager, Carl Beviere, named in October. A new general manager is likely to review distribution early. Ross Stevenson has left; do not address him.

LIKELY PRESSURE POINTS

Luxury positioning makes a visible rate clash the first objection. The family's role is real but its ownership structure is not published, and the key count is not confirmed.

WHAT TO LEAD WITH

Lead with privacy. As-Used only, on a few rooms or villas in the lowest weeks. Bring in Rufus Gobat if the family holds the decision.

WHO DECIDES

Carl Beviere: General Manager (public source, October 2026)

Rufus Gobat: Director, Cap Maison Resort & Spa (public source, October 2026)

OPENING NOTE AND MEETING PLAN

Carl, congratulations on your appointment at Cap Maison. I will be in St. Lucia in December and would like to show you how Interval's password-protected member channel can add guests in soft weeks with no rate visible to the public. Could we meet for fifteen minutes?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Keep to As-Used inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://capmaison.com/	Checked against a public source · Source
Address	Smugglers Cove Drive, Cap Estate, Gros Islet, Saint Lucia	Checked against a public source · Source
District	Gros Islet Quarter (Cap Estate, north tip)	Checked against a public source · Source
Keys	50	Indicated by a public source; confirm · Source

FACT	VALUE	STATUS AND SOURCE
Product	Rooms, suites, plunge-pool suites, and one, two and three bedroom villas; a Cap It All Inclusive option exists	Checked against a public source · Source
Ownership	Not confirmed; Rufus Gobat is a director	Checked against a public source
Management	Carl Beviere, General Manager	Checked against a public source
Brand or flag	independent (Relais & Chateaux member)	Checked against a public source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	reservations@capmaison.com; +1 758 457 8670	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 20 to 27, 2027. Oceanview Suite with Hot Tub	Public price $13,475. An OTA / Online Travel Agency at 15% to 25% commission leaves $10,106 to $11,454. The Interval net at 37% to 40% off leaves $8,085 to $8,489.	Includes 10 % Service charge. Excludes $6 Tourism fee per person per night, 7 % TAX. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Garden View Room	Public price $5,698. An OTA / Online Travel Agency at 15% to 25% commission leaves $4,274 to $4,843. The Interval net at 37% to 40% off leaves $3,419 to $3,590.	Includes 10 % Service charge. Excludes $6 Tourism fee per person per night, 7 % TAX. Read November 8, 2026.
Low week	Booking.com showed no seven-night price for the sample weeks.	Nothing read

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Reservations	reservations@capmaison.com	Shown on a public page · Source
Main	+1 758 457 8670	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	3 Google reviews with text in the last 90 days. Most mentioned: Food and drink (2), Service and staff (1), Rooms and upkeep (1). Flags: New building or renovation (0), Quiet or closed weeks (1), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
News	Carl Beviere appointed General Manager, succeeding Ross Stevenson.	October 2026

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Green Fig Resort & Spa

30 keys · Soufrière and the south loop

THE PLAY

How to work this one.

WHY THIS ONE

Independent hotel of 30 rooms, for guests aged twelve and over, with a general manager named on its own site.

LIKELY PRESSURE POINTS

It hired a UK and Irish trade sales team, a sign it is working to widen its channels. It also sells two-bedroom family suites, and kitchens are not confirmed. The owner is not public.

WHAT TO LEAD WITH

As-Used, small, low weeks. Ask Michael Wolff who owns distribution.

WHO DECIDES

Michael Wolff: General Manager

Named in older or thinner sources. Do not use in writing until you confirm:

Suzy Trott: Director, SILVA (the resort's UK trade sales team)

OPENING NOTE AND MEETING PLAN

Michael, I will be in St. Lucia in December and would like to show you how Interval's member channel could add guests in your soft weeks, with no public rate. Could we meet for fifteen minutes?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.greenfigresort.com	Checked against a public source · Source
Address	Not found in public sources	Not confirmed
District	Soufriere	Checked against a public source
Keys	30	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Product	Treehouse-style rooms and suites, with two-bedroom Family & Friends Suites; breakfast included, half board or all-inclusive optional	Checked against a public source · Source
Ownership	Not found in public sources	Not confirmed
Management	Michael Wolff, General Manager	Checked against a public source · Source
Brand or flag	Non-branded	Indicated by a public source; confirm
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	+1 758 518 6106; reservations@greenfigresort.com	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Budget Double Room	Public price $3,367. An OTA / Online Travel Agency at 15% to 25% commission leaves $2,525 to $2,862. The Interval net at 37% to 40% off leaves $2,020 to $2,121.	Includes 10 % Service charge. Excludes 9.5 % VAT / Value Added Tax, $6 Tourism fee per person per night. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Superior Queen Room	Public price $2,022. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,517 to $1,719. The Interval net at 37% to 40% off leaves $1,213 to $1,274.	Includes 10 % Service charge. Excludes 9.5 % VAT, $6 Tourism fee per person per night. Read November 8, 2026.
Low: September 18 to 25, 2027. Superior Queen Room	Public price $2,022. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,517 to $1,719. The Interval net at 37% to 40% off leaves $1,213 to $1,274.	Includes 10 % Service charge. Excludes 9.5 % VAT, $6 Tourism fee per person per night. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Main	+1 758 518 6106	Shown on a public page · Source

ROUTE	NUMBER OR ADDRESS	SOURCE
Reservations	reservations@greenfigresort.com	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	6 Google reviews with text in the last 90 days. Most mentioned: Service and staff (5), Food and drink (4), Rooms and upkeep (3). Flags: New building or renovation (0), Quiet or closed weeks (0), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
How it sells	Appointed SILVA as dedicated UK and Irish trade sales team (April 2024).	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Bel Jou Hotel

76 keys · Castries and Marigot Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

Adults-only all-inclusive in the family-owned Sun Group, with room for a larger block than most, at about 76 keys.

LIKELY PRESSURE POINTS

No property manager is public, so the decision likely sits with the group in Barbados. It sells through UK tour operators, so an allotment must work around them. Booking.com did not show it under the name we tried.

WHAT TO LEAD WITH

Ask the hotel who handles rates, then go to the group. Guaranteed inventory can sit beside tour operator business, in your program's own words.

WHO DECIDES

Bernard Weatherhead: Chairman, Sun Group Inc.

OPENING NOTE AND MEETING PLAN

Mr. Weatherhead, I will be in St. Lucia in December and would like to meet whoever handles rates for Bel Jou. Interval's members book seven-night stays in a private channel with no public rate. Could you point me to the right person?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.beljouhotel.com/	Checked against a public source · Source
Address	PO Box 296, La Pansee, Castries LC04 401, St Lucia (hillside overlooking the Caribbean)	Indicated by a public source; confirm · Source
District	La Pansee, Castries	Indicated by a public source; confirm · Source
Keys	76	Checked against a public source · Source
Product	Garden bungalows and ocean-view rooms, adults only, with two pools.	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Ownership	Sun Group Hotels, part of Sun Group Inc. (family-owned, Barbados)	Checked against a public source · Source
Management	Not found in public sources	Not confirmed
Brand or flag	Sun Group Hotels (independent, no international flag)	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	+1 758 456 1800	Indicated by a public source; confirm · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
All sample weeks	No public Booking.com price was read for this resort. Ask for its rate sheet.	Nothing read

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	7 Google reviews with text in the last 90 days. Most mentioned: Service and staff (6), Food and drink (4), Value for money (2). Flags: New building or renovation (0), Quiet or closed weeks (2), Dining spend or meal plans (1).	Google reviews saved November 2 to 8, 2026
How it sells	UK tour operator Destination2 sells Sun Group Hotels including Bel Jou; the Sun Group Hotels site also links tour operator pages.	Date not stated

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Stonefield Villa Resort

17 keys · Soufrière and the south loop

THE PLAY

How to work this one.

WHY THIS ONE

17 villas with kitchenettes and private pools, a good unit match for seven nights, with a named sales lead.

LIKELY PRESSURE POINTS

It has been packaging for new audiences, such as solo travelers. Peak prices run far above low season on Booking.com, a sign that the low weeks need help. A venue listing names Anista Brown as owner and operator, and a travel article some years old names Paul Clauzel as resort manager. The block must stay small.

WHAT TO LEAD WITH

As-Used in low weeks only. Ask Cybelle Brown who decides.

WHO DECIDES

Cybelle Brown: Sales and Marketing Managing Director, Stonefield Villa Resort (public source, September 2025)

Anista Brown: Owner and operator, Stonefield Villa Resort

Named in older or thinner sources. Do not use in writing until you confirm:

Paul Clauzel: Resort Manager, Stonefield Villa Resort (last public source, November 2023)

OPENING NOTE AND MEETING PLAN

Cybelle, I will be in St. Lucia in December. Your villas with kitchenettes suit the seven-night stays our members book. Could I show you how a private channel could help your low weeks, with no public rate?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.stonefieldresort.com/	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Address	Soufriere, St Lucia (no street address published)	Checked against a public source · Source
District	Soufriere	Checked against a public source · Source
Keys	17	Checked against a public source · Source
Product	17 individual villas with kitchenettes, private pools and patios; one family villa.	Checked against a public source · Source
Ownership	Anista Brown (owner and operator, per a venue listing)	Checked against a public source · Source
Management	Not found in public sources	Not confirmed
Brand or flag	Independent (no brand flag)	Indicated by a public source; confirm · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	+1 (800) 420-5731; +1 (758) 459-7037; reservations@stonefieldresort.com	Indicated by a public source; confirm · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Five-Bedroom Villa with Sea View	Public price $12,597. An OTA / Online Travel Agency at 15% to 25% commission leaves $9,448 to $10,707. The Interval net at 37% to 40% off leaves $7,558 to $7,936.	Includes 10 % Service charge. Excludes 10 % TAX. Read November 8, 2026.
Shoulder: June 12 to 19, 2027. Ocean View	Public price $3,659. An OTA / Online Travel Agency at 15% to 25% commission leaves $2,744 to $3,110. The Interval net at 37% to 40% off leaves $2,195 to $2,305.	Includes 10 % Service charge. Excludes 10 % TAX. Read November 8, 2026.
Low: September 18 to 25, 2027. Garden View	Public price $2,563. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,922 to $2,179. The Interval net at 37% to 40% off leaves $1,538 to $1,615.	Includes 10 % Service charge. Excludes 10 % TAX. Read November 8, 2026.

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	8 Google reviews with text in the last 90 days. Most mentioned: Food and drink (7), Service and staff (6), Rooms and upkeep (6). Flags: New building or renovation (2), Quiet or closed weeks (0), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Harmony Marina Suites

About 30 keys, older sources · Rodney Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

Family-owned boutique suites on the marina, in the middle of your Rodney Bay stops, so a short visit costs little.

LIKELY PRESSURE POINTS

The resort's own sources name no owner or manager, though a guest review names Indra as general manager; confirm with the resort. The key count is not confirmed. Booking.com shows it among the lowest prices on your list, so the net rate leaves little room.

WHAT TO LEAD WITH

Stop by in person and ask for the owner. Treat it as a small test only.

WHO DECIDES

No current decision-maker is confirmed in public sources. Start with the public contact on this file and ask who owns distribution.

OPENING NOTE AND MEETING PLAN

Hello, I will be in St. Lucia in December and would like to meet the owner of Harmony Marina Suites for fifteen minutes, to talk about a private channel for your soft weeks. Could you tell me who to ask for?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.harmonymarinasuites.net/	Checked against a public source · Source
Address	P.O. Box 155, Castries; located at Rodney Bay, Gros Islet	Checked against a public source · Source
District	Rodney Bay, Gros Islet	Checked against a public source · Source
Keys	30	Indicated by a public source; confirm
Product	Boutique suites with balconies; on-site Cockpit Pub	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Ownership	Family owned	Checked against a public source · Source
Management	Owner-managed by the family	Indicated by a public source; confirm
Brand or flag	independent	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	harmonymarinasuites@gmail.com; 17584528756	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Classic Suite	Public price $1,263. An OTA / Online Travel Agency at 15% to 25% commission leaves $947 to $1,074. The Interval net at 37% to 40% off leaves $758 to $796. Booking.com shows this as 19% off a $1,559 list price; measured from that list price, the net leaves $935 to $982.	Includes 10 % Service charge. Excludes 7 % VAT / Value Added Tax. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Classic Suite	Public price $982. An OTA / Online Travel Agency at 15% to 25% commission leaves $737 to $835. The Interval net at 37% to 40% off leaves $589 to $619. Booking.com shows this as 19% off a $1,213 list price; measured from that list price, the net leaves $728 to $764.	Includes 10 % Service charge. Excludes 7 % VAT. Read November 8, 2026.
Low: September 18 to 25, 2027. Classic Suite	Public price $982. An OTA / Online Travel Agency at 15% to 25% commission leaves $737 to $835. The Interval net at 37% to 40% off leaves $589 to $619. Booking.com shows this as 19% off a $1,213 list price; measured from that list price, the net leaves $728 to $764.	Includes 10 % Service charge. Excludes 7 % VAT. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Main	harmonymarinasuites@gmail.com	Shown on a public page · Source
Main	17584528756	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	4 Google reviews with text in the last 90 days. Most mentioned: Food and drink (3), Service and staff (2), Beach and setting (2). Flags: New building or renovation (0), Quiet or closed weeks (1), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

SoCo House

76 keys · Rodney Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

Adults-only all-inclusive at about 76 rooms, in the same area as your other Rodney Bay stops. It is the former Blu and Village Inn.

LIKELY PRESSURE POINTS

The only named leader, Ralph Taylor, comes from a report at its opening several years ago, and nothing newer confirms him. A hotel guide ties it to Arcadia Hotels & Resorts and to him. Its own site gave us no contact we could verify, and Booking.com did not show it under the name we tried.

WHAT TO LEAD WITH

Walk in and ask who handles rates before writing to anyone.

WHO DECIDES

No current decision-maker or public contact is confirmed. Ask at the front desk who owns distribution.

Named in older or thinner sources. Do not use in writing until you confirm:

Ralph Taylor: Chairman and CEO / Chief Executive Officer of Soco House (last public source, April 2023)

OPENING NOTE AND MEETING PLAN

Hello, I will be in St. Lucia in December and would like to meet whoever handles rates at SoCo House for fifteen minutes. Could you tell me who to ask for?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	Not found in public sources	Not confirmed
Address	Not found in public sources	Not confirmed
District	Gros Islet (Rodney Bay Village, ~5-min walk to Reduit Beach)	Checked against a public source

FACT	VALUE	STATUS AND SOURCE
Keys	76	Checked against a public source · Source
Product	32 deluxe, 16 junior suites, 20 courtyard rooms, 8 suites; a la carte dining	Checked against a public source · Source
Ownership	SoCo Hotels, associated with Arcadia Hotels & Resorts and hotelier Ralph W. Taylor	Checked against a public source · Source
Management	Not found in public sources	Not confirmed
Brand or flag	SoCo Hotels (small independent group)	Indicated by a public source; confirm · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	Not found in public sources	Not confirmed

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
All sample weeks	No public Booking.com price was read for this resort. Ask for its rate sheet.	Nothing read

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	12 Google reviews with text in the last 90 days. Most mentioned: Service and staff (10), Beach and setting (8), Food and drink (7). Flags: New building or renovation (0), Quiet or closed weeks (1), Dining spend or meal plans (3).	Google reviews saved November 2 to 8, 2026

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Ladera Resort

37 keys · Soufrière and the south loop

THE PLAY

How to work this one.

WHY THIS ONE

Independent luxury of 37 suites, renovated and reopened last November, with a Michelin Key to protect.

LIKELY PRESSURE POINTS

It runs a public 30 percent offer and a price match promise, and it sells through luxury advisor networks, so any visible rate would be a problem. Its only named owner comes from a nine-year-old article.

WHAT TO LEAD WITH

Lead with privacy and a very small As-Used block in the lowest weeks. Go through Christian Gandara.

WHO DECIDES

Christian Gandara: General Manager (public source, October 2026)

Eustace Augustine: Property Manager

Named in older or thinner sources. Do not use in writing until you confirm:

Ralph Hooper: Owner (last public source, April 2017)

Olivier Bottois: Vice President of Operations (last public source, November 2015)

OPENING NOTE AND MEETING PLAN

Christian, I will be in St. Lucia in December and would like to show you a private, password-protected channel for your softest weeks, with no public rate. Could we meet for fifteen minutes?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.ladera.com/	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Address	Rabot Estate, Soufriere Post Office, Soufriere LC09 101, St. Lucia	Checked against a public source · Source
District	Soufriere (Rabot Estate, within the Pitons Management Area UNESCO / United Nations Educational, Scientific and Cultural Organization site)	Checked against a public source · Source
Keys	37	Checked against a public source · Source
Product	37 suites and villas, adults-only, each with a private heated plunge pool; open-wall design; full breakfast for two included in the rate (2025 factsheet).	Checked against a public source · Source
Ownership	Ralph Hooper (sole owner since 1988, per a 2017 article)	Checked against a public source · Source
Management	Independent; J.MAK Hospitality is the representation partner	Checked against a public source · Source
Brand or flag	independent	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	1-758-459-6600; reservations@ladera.com	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Gros Piton Suite with plunge pool	Public price $9,540. An OTA / Online Travel Agency at 15% to 25% commission leaves $7,155 to $8,109. The Interval net at 37% to 40% off leaves $5,724 to $6,010. Booking.com shows this as 30% off a $13,629 list price; measured from that list price, the net leaves $8,177 to $8,586.	Includes 10 % Service charge. Excludes $6 government tax per person per night, 7 % TAX. Read November 8, 2026.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Shoulder: June 5 to 12, 2027. Petit Piton Suite with Plunge Pool	Public price $7,586. An OTA / Online Travel Agency at 15% to 25% commission leaves $5,690 to $6,448. The Interval net at 37% to 40% off leaves $4,552 to $4,779. Booking.com shows this as 40% off a $12,643 list price; measured from that list price, the net leaves $7,586 to $7,965.	Includes 10 % Service charge. Excludes $6 government tax per person per night, 7 % TAX. Read November 8, 2026.
Low: October 9 to 16, 2027. Petit Piton Suite with Plunge Pool	Public price $7,586. An OTA / Online Travel Agency at 15% to 25% commission leaves $5,690 to $6,448. The Interval net at 37% to 40% off leaves $4,552 to $4,779. Booking.com shows this as 40% off a $12,643 list price; measured from that list price, the net leaves $7,586 to $7,965.	Includes 10 % Service charge. Excludes $6 government tax per person per night, 7 % TAX. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Main	1-758-459-6600; reservations@ladera.com	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	12 Google reviews with text in the last 90 days. Most mentioned: Service and staff (9), Food and drink (5), Rooms and upkeep (2). Flags: New building or renovation (0), Quiet or closed weeks (0), Dining spend or meal plans (1).	Google reviews saved November 2 to 8, 2026
News	Reopened after whole-property renovation: new 25,000 sq ft lévé Wellness & Spa, redesigned suites, four new restaurants.	November 2025 · Source
News	Retained the One MICHELIN Key in the 2026 selection.	October 2026 · Source
News	Opened a treehouse cinema (trade press listing).	March 2026 · Source
Public offer	Public 'Save 30% off your holiday escape' banner on the homepage; Price Match Guarantee on direct bookings.	not stated on homepage · Source
How it sells	Represented by J.MAK Hospitality; Signature Travel Network and Virtuoso preferred partner.	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Anse Chastanet Resort

About 49 keys, older sources · Soufrière and the south loop

THE PLAY

How to work this one.

WHY THIS ONE

Family-owned and run, with one commercial decision-maker across Anse Chastanet and Jade Mountain, so one meeting covers both.

LIKELY PRESSURE POINTS

Its home page shows up to 35 percent off on an all-inclusive basis, so it already discounts in public. Rooms have no kitchens, so seven nights must rest on the estate itself. The key count is not confirmed.

WHAT TO LEAD WITH

Lead with Karolin Troubetzkoy, on privacy. As-Used only, in the lowest weeks.

WHO DECIDES

Yasha Troubetzkoy: Chief Executive Officer

Karolin Troubetzkoy: Chief Commercial Officer

OPENING NOTE AND MEETING PLAN

Karolin, I will be in St. Lucia in December and would like to show you how a private member channel could help your soft weeks at Anse Chastanet, with no public rate. Could we meet for fifteen minutes?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Keep to As-Used inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.ansechastanet.com/	Checked against a public source · Source
Address	1 Anse Chastanet Road, Soufriere, St Lucia	Checked against a public source · Source
District	Soufriere (southwest coast)	Checked against a public source · Source
Keys	49	Indicated by a public source; confirm

FACT	VALUE	STATUS AND SOURCE
Product	Standard through deluxe and premium rooms, Piton Pool Suite and Beach House on a 600 acre estate; all-inclusive offered	Checked against a public source · Source
Ownership	Troubetzkoy family	Checked against a public source · Source
Management	Family management; Yasha Troubetzkoy CEO / Chief Executive Officer, Karolin Troubetzkoy CCO / Chief Commercial Officer	Checked against a public source · Source
Brand or flag	independent	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	1-800-223-1108; ansechastanet@ansechastanet.com	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: March 6 to 13, 2027. Hillside Deluxe Room	Public price $11,272. An OTA / Online Travel Agency at 15% to 25% commission leaves $8,454 to $9,581. The Interval net at 37% to 40% off leaves $6,763 to $7,101.	Includes 10 % Service charge, 3 % Resort fee. Excludes 7 % VAT / Value Added Tax. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Superior Hillside Room	Public price $5,695. An OTA / Online Travel Agency at 15% to 25% commission leaves $4,271 to $4,841. The Interval net at 37% to 40% off leaves $3,417 to $3,588.	Includes 10 % Service charge, 3 % Resort fee. Excludes 7 % VAT. Read November 8, 2026.
Low: September 18 to 25, 2027. Standard Room	Public price $4,509. An OTA / Online Travel Agency at 15% to 25% commission leaves $3,382 to $3,833. The Interval net at 37% to 40% off leaves $2,705 to $2,841.	Includes 10 % Service charge, 3 % Resort fee. Excludes 7 % VAT. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Reservations	1-800-223-1108	Shown on a public page · Source
Main	ansechastanet@ansechastanet.com	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	4 Google reviews with text in the last 90 days. Most mentioned: Service and staff (4), Food and drink (2), Beach and setting (2). Flags: New building or renovation (0), Quiet or closed weeks (0), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
Public offer	Up to 35 percent off on an all-inclusive basis, shown on homepage	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Jade Mountain

About 29 keys, older sources · Soufrière and the south loop

THE PLAY

How to work this one.

WHY THIS ONE

The same family and decision-maker as Anse Chastanet. Raise it only inside that meeting.

LIKELY PRESSURE POINTS

Prices here are the highest on your list, so a net rate at this level may not fit your members. The key count is not confirmed.

WHAT TO LEAD WITH

Do not lead with it. Mention it only if the Anse Chastanet conversation goes well.

WHO DECIDES

Yasha Troubetzkoy: Chief Executive Officer

Karolin Troubetzkoy: Chief Commercial Officer

Named in older or thinner sources. Do not use in writing until you confirm:

Andrew Hedley: General Manager, Jade Mountain Club restaurant listing

OPENING NOTE AND MEETING PLAN

Karolin, if our conversation about Anse Chastanet is useful, I would also like to ask whether Jade Mountain has any weeks where a private channel could help.

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://jademountain.com/	Checked against a public source · Source
Address	P.O. Box 4000, Soufriere, St. Lucia, West Indies	Checked against a public source · Source
District	Soufriere, on the Anse Chastanet estate	Checked against a public source · Source
Keys	29	Indicated by a public source; confirm · Source

FACT	VALUE	STATUS AND SOURCE
Product	Sky Whirlpool suites, plus Star, Moon, Sun and Galaxy sanctuaries with infinity pools	Checked against a public source · Source
Ownership	Troubetzkoy family	Checked against a public source · Source
Management	Yasha Troubetzkoy CEO / Chief Executive Officer; Karolin Troubetzkoy CCO / Chief Commercial Officer	Checked against a public source · Source
Brand or flag	independent	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	+1-800-223-1108	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 20 to 27, 2027. Moon Infinity Pool Sanctuary	Public price $28,436. An OTA / Online Travel Agency at 15% to 25% commission leaves $21,327 to $24,171. The Interval net at 37% to 40% off leaves $17,062 to $17,915.	Includes 10 % Service charge, 3 % Resort fee. Excludes 7 % VAT / Value Added Tax. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Sky Jacuzzi Suite	Public price $13,091. An OTA / Online Travel Agency at 15% to 25% commission leaves $9,818 to $11,127. The Interval net at 37% to 40% off leaves $7,855 to $8,247.	Includes 10 % Service charge, 3 % Resort fee. Excludes 7 % VAT. Read November 8, 2026.
Low: September 18 to 25, 2027. Sky Jacuzzi Suite	Public price $13,091. An OTA / Online Travel Agency at 15% to 25% commission leaves $9,818 to $11,127. The Interval net at 37% to 40% off leaves $7,855 to $8,247.	Includes 10 % Service charge, 3 % Resort fee. Excludes 7 % VAT. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Reservations	+1-800-223-1108	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	12 Google reviews with text in the last 90 days. Most mentioned: Service and staff (7), Food and drink (6), Rooms and upkeep (4). Flags: New building or renovation (1), Quiet or closed weeks (0), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Sugar Beach

130 keys · Soufrière and the south loop

THE PLAY

How to work this one.

WHY THIS ONE

Luxury at 130 keys under the Viceroy flag, with a resort manager promoted in July who knows the operation well.

LIKELY PRESSURE POINTS

Its owner is not public, and the long-time managing director named in older sources is not confirmed, so the decision may sit above the resort. Prices are among the highest on your list.

WHAT TO LEAD WITH

Start with Simon Winchester and ask who holds distribution. Treat it as a long shot.

WHO DECIDES

Simon Winchester: Resort Manager (public source, July 2026)

Named in older or thinner sources. Do not use in writing until you confirm:

James Wyndham: Managing Director (last public source, February 2022)

Mark Sterner: General Manager (appointed 2017) (last public source, August 2017)

Christy Connolly: Director of Sales (appointed June 2022) (last public source, June 2022)

OPENING NOTE AND MEETING PLAN

Simon, congratulations on your promotion. I will be in St. Lucia in December and would like to ask who handles distribution, and to show you a private channel for soft weeks. Could we meet for fifteen minutes?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.viceroyhotelsandresorts.com/sugar-beach	Checked against a public source · Source
Address	Val des Pitons, La Baie de Silence, Soufriere, St. Lucia	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
District	Soufriere (Val des Pitons, between the Pitons)	Checked against a public source · Source
Keys	130	Checked against a public source
Product	Sugar mill rooms, cottages, villas and beachfront bungalows, many with plunge pools; separate residences.	Checked against a public source · Source
Ownership	Current ownership not confirmed	Not confirmed
Management	Simon Winchester, Resort Manager (July 2026)	Checked against a public source · Source
Brand or flag	Viceroy Hotels & Resorts	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	+1 758 456 8000; reservations 1 800 235 4300 (no email shown)	Indicated by a public source; confirm · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 20 to 27, 2027. Superior Luxury Villa	Public price $17,826. An OTA / Online Travel Agency at 15% to 25% commission leaves $13,370 to $15,152. The Interval net at 37% to 40% off leaves $10,696 to $11,230.	Includes $44 Resort fee per person per night, 10 % Service charge. Excludes 7 % VAT / Value Added Tax, $6 government tax per person per night. Read November 8, 2026.
Shoulder: June 12 to 19, 2027. Luxury Sugar Mill	Public price $10,226. An OTA / Online Travel Agency at 15% to 25% commission leaves $7,670 to $8,692. The Interval net at 37% to 40% off leaves $6,136 to $6,442.	Includes $44 Resort fee per person per night, 10 % Service charge. Excludes 7 % VAT, $6 government tax per person per night. Read November 8, 2026.
Low: September 18 to 25, 2027. Luxury Cottage	Public price $8,262. An OTA / Online Travel Agency at 15% to 25% commission leaves $6,197 to $7,023. The Interval net at 37% to 40% off leaves $4,957 to $5,205.	Includes $44 Resort fee per person per night, 10 % Service charge. Excludes 7 % VAT, $6 government tax per person per night. Read November 8, 2026.

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	22 Google reviews with text in the last 90 days. Most mentioned: Service and staff (14), Beach and setting (13), Food and drink (8). Flags: New building or renovation (0), Quiet or closed weeks (2), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
News	Simon Winchester promoted from food and beverage to resort manager.	July 2026 · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Rabot Hotel from Hotel Chocolat

25 keys · Soufrière and the south loop

THE PLAY

How to work this one.

WHY THIS ONE

25 lodges for two on a working cocoa estate, part of Hotel Chocolat, now owned by Mars.

LIKELY PRESSURE POINTS

Search results show trade interviews naming Lorna Francis as general manager, but those pages would not open for us to read, so confirm the name with the hotel first. It is bookable through Marriott as a Design Hotels member, and open-air rooms limit who it suits. Peak was the only week with a price we could read.

WHAT TO LEAD WITH

Ask at the hotel who decides. The Hotel Chocolat executives listed here are corporate contacts, and their authority over the hotel is not confirmed.

WHO DECIDES

Angus Thirlwell: President, Hotel Chocolat (co-founder; no longer CEO / Chief Executive Officer) (public source, September 2025)

Carrie Martin: General Manager UK, Hotel Chocolat (UK retail; authority over the St. Lucia hotel not confirmed) (public source, September 2025)

OPENING NOTE AND MEETING PLAN

Hello, I will be in St. Lucia in December and would like to meet whoever handles rates at Rabot Hotel for fifteen minutes. Could you tell me who to ask for?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://saintlucia.hotelchocolat.com/rabot-hotel/	Checked against a public source · Source
Address	Hotel Chocolat, Rabot Estate, Soufriere, Saint Lucia	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
District	Soufriere	Checked against a public source · Source
Keys	25	Checked against a public source · Source
Product	25 open-air lodges and luxe lodges for two adults each; ceiling fans, no air conditioning.	Checked against a public source · Source
Ownership	Hotel Chocolat, a Mars Snacking company since January 2024	Checked against a public source · Source
Management	Hotel Chocolat (self-operated)	Indicated by a public source; confirm · Source
Brand or flag	Member of Design Hotels (independent otherwise)	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	+1 758-459-7966; reservations@thehotelchocolat.com	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Lodge	Public price $7,010. An OTA / Online Travel Agency at 15% to 25% commission leaves $5,258 to $5,959. The Interval net at 37% to 40% off leaves $4,206 to $4,416. Lowest non-refundable price $6,372.	Includes 10 % Service charge. Excludes $6 government tax per person per night, 7 % TAX. Read November 8, 2026.
Shoulder week	Booking.com showed no seven-night price for the sample weeks.	Nothing read
Low week	Booking.com showed no seven-night price for the sample weeks.	Nothing read

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Reservations	+1 758-459-7966	Shown on a public page · Source
Reservations	reservations@thehotelchocolat.com	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	20 Google reviews with text in the last 90 days. Most mentioned: Service and staff (16), Food and drink (11), Beach and setting (8). Flags: New building or renovation (0), Quiet or closed weeks (0), Dining spend or meal plans (1).	Google reviews saved November 2 to 8, 2026
News	Caribbean Journal notes Rabot is bookable through Marriott as a member of Design Hotels.	October 2026 · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Royalton Hideaway Saint Lucia

166 keys · Cap Estate loop

THE PLAY

How to work this one.

WHY THIS ONE

Part of a large campus with Royalton Saint Lucia, 166 adult suites. The Hunter family owns the group, and Royalton's club already works with Interval in Mexico and the Dominican Republic, none in St. Lucia.

LIKELY PRESSURE POINTS

It joined RCI / Resort Condominiums International's luxury program some years ago; current standing is unknown. Ask group leadership which owner and brand approvals are required. The general manager's name comes from an undated page.

WHAT TO LEAD WITH

Raise it with group leadership as an extension of what you already do with them. Do not start at the resort.

WHO DECIDES

Jordi Pelfort: President, Royalton Hotels & Resorts (public source, April 2026)

Stephen Hunter: President and CEO / Chief Executive Officer, Royalton International (public source, April 2026)

Andrew Dawson: Chief Financial Officer (CFO / Chief Financial Officer), Royalton International (public source, April 2026)

Jurgen Stutz: Senior Vice President of Sales, Marketing and Distribution, Royalton Hotels & Resorts (public source, January 2026)

Daniel Díaz: Executive Vice President, Royalton Hotels & Resorts (public source, January 2026)

Named in older or thinner sources. Do not use in writing until you confirm:

Sabine Adolphy: General Manager, Royalton Saint Lucia and Hideaway at Royalton Saint Lucia

Rinaldo Fernandez: Managing Director, Prime Travelers Club by BDR / Blue Diamond Resorts (last public source, September 2024)

OPENING NOTE AND MEETING PLAN

Since you know this group, I suggest raising St. Lucia with your current contacts there rather than writing cold. Jordi Pelfort is President, Daniel Díaz is Executive Vice President, Jurgen Stutz runs sales, marketing and distribution, and Andrew Dawson joined as Chief Financial Officer in April.

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.marriott.com/en-us/hotels/uvfhi-royalton-hideaway-saint-lucia-an-autograph-collection-all-inclusive-resort-adults-only/overview/	Checked against a public source
Address	Cap Estates, Cap Estate, Gros Islet, Saint Lucia LC01 101	Checked against a public source
District	Cap Estate (Smugglers Cove), Gros Islet	Checked against a public source
Keys	166	Checked against a public source · Source
Product	Adults-only suites section of the shared Royalton campus; all-inclusive.	Checked against a public source · Source
Ownership	Hunter family (Royalton Group / Royalton International)	Checked against a public source · Source
Management	Royalton Hotels & Resorts (formerly Blue Diamond Resorts)	Checked against a public source · Source
Brand or flag	Autograph Collection (Marriott), Royalton	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Joined The Registry Collection, RCI's luxury program, about 2018. Current standing not confirmed.	Checked against a public source · Source
Operating status	Operating	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Public contact	+1 758-731-1000 (local); +1-844-683-8959 (toll-free)	Indicated by a public source; confirm

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Luxury Junior Suite	Public price $4,337, with VAT / Value Added Tax, City tax inside that price. The net rate is quoted before tax, so no net or OTA / Online Travel Agency comparison is worked out here until the pre-tax rate is known.	Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Luxury Junior Suite	Public price $4,214, with VAT, City tax inside that price. The net rate is quoted before tax, so no net or OTA / Online Travel Agency comparison is worked out here until the pre-tax rate is known.	Read November 8, 2026.
Low: September 18 to 25, 2027. Luxury Junior Suite	Public price $4,578, with VAT, City tax inside that price. The net rate is quoted before tax, so no net or OTA / Online Travel Agency comparison is worked out here until the pre-tax rate is known.	Read November 8, 2026.

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	27 Google reviews with text in the last 90 days. Most mentioned: Service and staff (14), Food and drink (9), Rooms and upkeep (6). Flags: New building or renovation (2), Quiet or closed weeks (2), Dining spend or meal plans (3).	Google reviews saved November 2 to 8, 2026
News	Royalton Saint Lucia phased bar and lounge upgrades Aug 31 to Nov 13 2026 (Martini Mix, Scoops, SCORE Sports Bar); other bars and eight restaurants stay open.	August 2026 · Source
News	Blue Diamond Resorts renamed itself Royalton Hotels & Resorts at its 15th anniversary.	September 2025 · Source
News	Andrew Dawson (ex-Sunwing president) joins Royalton International as CFO.	April 2026 · Source
How it sells	WestJet Vacations sells Royalton Saint Lucia (the Hideaway adults-only section is part of the same listing).	Date not stated · Source
How it sells	Interval already has six Blue Diamond/Royalton resorts, all in Mexico and the Dominican Republic; none in St. Lucia.	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Royalton Saint Lucia

289 keys · Cap Estate loop

THE PLAY

How to work this one.

WHY THIS ONE

The family side of the same campus, with 289 rooms, the largest block potential on your north coast list. Same owner and group leaders as Hideaway.

LIKELY PRESSURE POINTS

It appears in the RCI / Resort Condominiums International directory under a program called TravelSmart, so another exchange program is already on the resort. Ask group leadership which owner and brand approvals are required.

WHAT TO LEAD WITH

Handle it with Hideaway, at group level. Ask what the TravelSmart listing covers.

WHO DECIDES

Jordi Pelfort: President, Royalton Hotels & Resorts (public source, April 2026)

Stephen Hunter: President and CEO / Chief Executive Officer, Royalton International (public source, April 2026)

Andrew Dawson: Chief Financial Officer (CFO / Chief Financial Officer), Royalton International (public source, April 2026)

Jurgen Stutz: Senior Vice President of Sales, Marketing and Distribution, Royalton Hotels & Resorts (public source, January 2026)

Daniel Díaz: Executive Vice President, Royalton Hotels & Resorts (public source, January 2026)

Named in older or thinner sources. Do not use in writing until you confirm:

Sabine Adolphy: General Manager, Royalton Saint Lucia and Hideaway at Royalton Saint Lucia

Rinaldo Fernandez: Managing Director, Prime Travelers Club by BDR / Blue Diamond Resorts (last public source, September 2024)

OPENING NOTE AND MEETING PLAN

Raise it in the same conversation as Hideaway, with your current contacts at the group.

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.marriott.com/en-us/hotels/uvfro-royalton-saint-lucia-an-autograph-collection-all-inclusive-resort/overview/	Checked against a public source
Address	Cap Estates, Gros Islet, Saint Lucia LC01 101	Checked against a public source
District	Cap Estate (Smugglers Cove), Gros Islet	Checked against a public source · Source
Keys	289	Checked against a public source · Source
Product	Family section with a Diamond Club butler-service tier; suites; all-inclusive.	Checked against a public source · Source
Ownership	Hunter family (Royalton Group / Royalton International)	Checked against a public source · Source
Management	Royalton Hotels & Resorts (formerly Blue Diamond Resorts)	Checked against a public source · Source
Brand or flag	Autograph Collection (Marriott), Royalton	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	In the RCI directory under the TravelSmart program, number DJ69. A program listing, signing date not public.	Checked against a public source · Source
Operating status	Operating	Checked against a public source · Source
Public contact	+1 758-731-1000 (local); +1-844-683-8959 (toll-free); ReservationsRSL-UVF@royaltonresorts.com	Indicated by a public source; confirm · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Luxury Junior Suite	Public price $3,602, with VAT / Value Added Tax, City tax inside that price. The net rate is quoted before tax, so no net or OTA / Online Travel Agency comparison is worked out here until the pre-tax rate is known.	Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Luxury Junior Suite	Public price $3,626, with VAT, City tax inside that price. The net rate is quoted before tax, so no net or OTA / Online Travel Agency comparison is worked out here until the pre-tax rate is known.	Read November 8, 2026.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Low: September 18 to 25, 2027. Luxury Junior Suite	Public price $4,298, with VAT, City tax inside that price. The net rate is quoted before tax, so no net or OTA / Online Travel Agency comparison is worked out here until the pre-tax rate is known.	Read November 8, 2026.

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	26 Google reviews with text in the last 90 days. Most mentioned: Food and drink (12), Rooms and upkeep (12), Service and staff (10). Flags: New building or renovation (5), Quiet or closed weeks (0), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
News	Royalton Saint Lucia phased bar and lounge upgrades Aug 31 to Nov 13 2026 (Martini Mix, Scoops, SCORE Sports Bar); other bars and eight restaurants stay open.	August 2026 · Source
News	Blue Diamond Resorts renamed itself Royalton Hotels & Resorts at its 15th anniversary.	September 2025 · Source
News	Andrew Dawson (ex-Sunwing president) joins Royalton International as CFO.	April 2026 · Source
How it sells	WestJet Vacations sells Royalton Saint Lucia (the Hideaway adults-only section is part of the same listing).	Date not stated · Source
How it sells	Interval already has six Blue Diamond/Royalton resorts, all in Mexico and the Dominican Republic; none in St. Lucia.	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Secrets St. Lucia Resort & Spa

355 keys · Castries and Marigot Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

355 rooms, reopened last year, with a named general manager and a named sales director. The Mullen family owns it and Hyatt's Inclusive Collection runs it.

LIKELY PRESSURE POINTS

Hyatt's commercial team sets distribution, with a new senior vice president since July. Old RCI / Resort Condominiums International numbers belong to the earlier resort on this site; whether they carry over is unknown.

WHAT TO LEAD WITH

Meet Alisteer Nelson to learn how decisions run, then go to Hyatt's commercial team. Treat it as groundwork.

WHO DECIDES

Carl Ainscough: General Manager (public source, September 2026)

Alisteer Nelson: Director of Sales and Marketing (public source, September 2026)

Carleen Isidore: Associate Director of Sales and Marketing (public source, September 2026)

Jeff Mullen: President and CEO / Chief Executive Officer, Mullen Real Estate Capital (owner) (public source, September 2026)

Eduardo Schutte: Senior Vice President, Commercial, Hyatt Inclusive Collection (public source, July 2026)

Javier Águila: President, Inclusive Collection, Hyatt (public source, July 2026)

Named in older or thinner sources. Do not use in writing until you confirm:

Irene Prado: Regional Vice President, Commercial, Latin America and English-Speaking Caribbean, Inclusive Collection (as of Aug 2023) (last public source, August 2023)

OPENING NOTE AND MEETING PLAN

Alisteer, I will be in St. Lucia in December and would like to learn how Secrets handles distribution, and to show you a private member channel. Could we meet for fifteen minutes?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.hyatt.com/en-US/hotel/saint-lucia/secrets-saint-lucia-resort-and-spa/smbsl	Checked against a public source · Source
Address	Private beach on Choc Bay, a short drive from Castries	Checked against a public source
District	Choc Bay (Castries / Gros Islet boundary, NW coast)	Checked against a public source · Source
Keys	355	Checked against a public source · Source
Product	355 balcony rooms and suites including swim-out suites and Preferred Club categories; adults only.	Checked against a public source · Source
Ownership	Mullen family (John, Jeff and Matt Mullen), Mullen Real Estate Capital	Checked against a public source · Source
Management	Hyatt Inclusive Collection; General Manager Carl Ainscough	Checked against a public source · Source
Brand or flag	Secrets Resorts & Spas (Hyatt Inclusive Collection)	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Old RCI numbers C371 and RJ06 belong to the former Morgan Bay resort on this site. Whether Secrets keeps them is not known.	Checked against a public source · Source
Operating status	Operating	Checked against a public source · Source
Public contact	Not found in public sources	Not confirmed

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Deluxe King Room with Tropical View	Public price $7,797, with VAT / Value Added Tax inside that price. The net rate is quoted before tax, so no net or OTA / Online Travel Agency comparison is worked out here until the pre-tax rate is known.	Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Deluxe King Room with Tropical View	Public price $3,850, with VAT inside that price. The net rate is quoted before tax, so no net or OTA / Online Travel Agency comparison is worked out here until the pre-tax rate is known.	Read November 8, 2026.
Low: September 18 to 25, 2027. Deluxe King Room with Tropical View	Public price $3,850, with VAT inside that price. The net rate is quoted before tax, so no net or OTA / Online Travel Agency comparison is worked out here until the pre-tax rate is known.	Read November 8, 2026.

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	26 Google reviews with text in the last 90 days. Most mentioned: Service and staff (21), Food and drink (20), Rooms and upkeep (15). Flags: New building or renovation (0), Quiet or closed weeks (1), Dining spend or meal plans (5).	Google reviews saved November 2 to 8, 2026
News	First anniversary event; American Automobile Association Four Diamond designation announced; Jeff Mullen and GM Carl Ainscough spoke.	September 2026 · Source
News	Hyatt named Eduardo Schutte Senior Vice President, Commercial for the Inclusive Collection, effective July 27, 2026.	July 2026 · Source
News	A local report puts the transformation at more than US$90 million.	October 2026

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Zoëtry Marigot Bay St. Lucia

124 keys · Castries and Marigot Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

124 suites and residences, owned by JMA Ventures and run by Hyatt's Inclusive Collection, with a useful marina setting.

LIKELY PRESSURE POINTS

No current general manager is public, and the sales lead named at Secrets appears to cover this resort too. Hyatt's commercial team sets distribution. Older claims about kitchens have no source.

WHAT TO LEAD WITH

Raise it with the owner, Todd Chapman, or in the Secrets meeting. Treat it as groundwork.

WHO DECIDES

Todd Chapman: Partner & CEO / Chief Executive Officer, JMA Ventures

Eduardo Schutte: Senior Vice President, Commercial, Hyatt Inclusive Collection (public source, July 2026)

Javier Águila: President, Inclusive Collection, Hyatt (public source, July 2026)

Named in older or thinner sources. Do not use in writing until you confirm:

Gonzalo del Peón: Group President of AMResorts Americas and Global Commercial (Dec 2022) (last public source, December 2022)

Alisteer Nelson: Director of Sales and Marketing, Secrets St. Lucia (Hyatt Inclusive Collection St. Lucia) (last public source, December 2025)

Saul Nunez: General Manager (Dec 2022) (last public source, December 2022)

OPENING NOTE AND MEETING PLAN

Raise it in the Secrets meeting first, and ask who speaks for Zoëtry on distribution.

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.hyatt.com/en-US/hotel/saint-lucia/zoetry-marigot-bay-st-lucia/zomsl	Checked against a public source
Address	Marigot Bay Resort & Marina, Marigot, Saint Lucia	Checked against a public source
District	Marigot Bay (Castries Quarter)	Checked against a public source · Source
Keys	124	Checked against a public source · Source
Product	124 suites, residences and penthouses, some connecting, up to seven adults.	Checked against a public source · Source
Ownership	JMA Ventures (acquired 2021, renovated 2022)	Checked against a public source · Source
Management	Hyatt Inclusive Collection (Zoëtry Wellness & Spa Resorts); current GM / General Manager not sourced	Checked against a public source · Source
Brand or flag	Zoëtry Wellness & Spa Resorts (Hyatt Inclusive Collection)	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	+1 758-458-5300; info.zomsl@zoetryresorts.com	Indicated by a public source; confirm · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Resort View Junior Suite King Bed	Public price $5,373, with VAT / Value Added Tax, City tax inside that price. The net rate is quoted before tax, so no net or OTA / Online Travel Agency comparison is worked out here until the pre-tax rate is known.	Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Resort View Junior Suite King Bed	Public price $3,968, with VAT, City tax inside that price. The net rate is quoted before tax, so no net or OTA / Online Travel Agency comparison is worked out here until the pre-tax rate is known.	Read November 8, 2026.
Low: September 18 to 25, 2027. Resort View Junior Suite King Bed	Public price $3,822, with VAT, City tax inside that price. The net rate is quoted before tax, so no net or OTA / Online Travel Agency comparison is worked out here until the pre-tax rate is known.	Read November 8, 2026.

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	12 Google reviews with text in the last 90 days. Most mentioned: Service and staff (9), Rooms and upkeep (8), Beach and setting (8). Flags: New building or renovation (0), Quiet or closed weeks (2), Dining spend or meal plans (4).	Google reviews saved November 2 to 8, 2026

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Harbor Club St. Lucia

115 keys · Rodney Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

115 rooms on Rodney Bay marina under Hilton's Curio flag, at a price level that suits your members, and it sits among your other Rodney Bay stops.

LIKELY PRESSURE POINTS

Its owner and management come from its opening release; nothing newer confirms them. The general manager's source is also years old. Hilton's rules may limit what it can do.

WHAT TO LEAD WITH

Call the hotel and confirm who runs it first. Ask whether the flag allows a closed member channel.

WHO DECIDES

No current decision-maker is confirmed in public sources. Start with the public contact on this file and ask who owns distribution.

Named in older or thinner sources. Do not use in writing until you confirm:

Wes Hall: Owner (last public source, February 2018)

Stephen Husbands: General Manager (last public source, October 2023)

Maxine Jemison: Director of Sales & Marketing (last public source, September 2019)

OPENING NOTE AND MEETING PLAN

Hello, I will be in St. Lucia in December and would like to meet the general manager for fifteen minutes about a private member channel. Could you tell me who that is today?

Meeting plan: start with their soft weeks and how they fill them today. Show how password-protected member distribution keeps any rate out of public view. Walk through seven-night, non-refundable stays and the static net rate of about 37 to 40 percent off BAR / Best Available Rate, before taxes. Choose As-Used or Guaranteed inventory, agree return provisions by season, and set one test block.

One-page brief for this resort →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.hilton.com/en/hotels/sluhcqq-harbor-club-st-lucia/	Checked against a public source
Address	Rodney Bay Marina, Gros Islet, Saint Lucia	Checked against a public source

FACT	VALUE	STATUS AND SOURCE
District	Rodney Bay, Gros Islet	Checked against a public source
Keys	115	Checked against a public source · Source
Product	Cabin-style rooms and suites, marina or mountain views, some with swim-up pool	Checked against a public source · Source
Ownership	Wes Hall	Checked against a public source · Source
Management	Caribbean Hotel Services, an affiliate of Aimbridge Hospitality	Checked against a public source · Source
Brand or flag	Curio Collection by Hilton	Checked against a public source · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	+1-758-731-2900	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. King Room with Island View	Public price $2,566. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,925 to $2,181. The Interval net at 37% to 40% off leaves $1,540 to $1,617. Lowest non-refundable price $2,119.	Includes 10 % Service charge. Excludes 7 % VAT / Value Added Tax, $6 government tax per person per night. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. King Room with Island View	Public price $2,149. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,612 to $1,827. The Interval net at 37% to 40% off leaves $1,289 to $1,354. Lowest non-refundable price $1,851.	Includes 10 % Service charge. Excludes 7 % VAT, $6 government tax per person per night. Read November 8, 2026.
Low: September 18 to 25, 2027. King Room with Island View	Public price $2,302. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,727 to $1,957. The Interval net at 37% to 40% off leaves $1,381 to $1,450. Lowest non-refundable price $1,983.	Includes 10 % Service charge. Excludes 7 % VAT, $6 government tax per person per night. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Main	+1-758-731-2900	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	24 Google reviews with text in the last 90 days. Most mentioned: Service and staff (19), Food and drink (14), Beach and setting (8). Flags: New building or renovation (2), Quiet or closed weeks (1), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Windjammer Landing Resort & Residences

220 keys · Castries and Marigot Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

About 220 keys, on Interval's directory and in the RCI / Resort Condominiums International directory, with its own vacation ownership product. A large renovation has just finished, and there is a new general manager.

LIKELY PRESSURE POINTS

The renovation has to pay back, and it now has two exchange ties. Its former general manager and sales leader have both moved to The Landings.

WHAT TO LEAD WITH

Your existing relationship comes first. The idea to test: moving some As-Used inventory to Guaranteed on the renovated rooms.

WHO DECIDES

Almando Rigby: General Manager (public source, June 2026)

Nick Prattas: Vice President and Managing Director, Windjammer Landing Resort & Residences (public source, June 2026)

OPENING NOTE AND MEETING PLAN

You know this account. Meet Almando Rigby, who started in June, and ask where the renovated rooms stand.

Meeting plan: ask what has changed since the last review of this account, including new or renovated rooms. If an As-Used allocation already exists, test whether some of it can move to Guaranteed blocks on those rooms, with return provisions by season.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.windjammer-landing.com/	Checked against a public source · Source
Address	Labrelotte Bay, P.O. Box 1504, Castries, Saint Lucia	Checked against a public source · Source
District	Labrelotte Bay, northwest coast (Castries mailing address)	Checked against a public source · Source
Keys	220	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Product	Mix of compact guestrooms, suites and one- to three-bedroom villas, many with private pools; Private Residence Club villas sit in the same property.	Checked against a public source · Source
Ownership	Private ownership; resort also sells Private Residence Club weeks. Owning entity not named in sources opened.	Checked against a public source · Source
Management	Almando Rigby, General Manager (from 15 June 2026)	Checked against a public source · Source
Brand or flag	The Leading Hotels of the World member (joined Sept 2025); Forbes Travel Guide Recommended 2026; Green Globe certified	Indicated by a public source; confirm · Source
Interval International	On Interval's St. Lucia directory (codes WNJ, WJ1, WJ6) with Ocean Point Residences (NPW). Affiliation renewed October 2020.	Checked against a public source · Source
RCI / Resort Condominiums International	Also in the RCI directory, number 3025.	Checked against a public source · Source
Operating status	Operating	Checked against a public source · Source
Public contact	+1 (758) 456-9000 local; toll free 1-877-522-0722	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Ocean View Guestroom	Public price $6,262. An OTA / Online Travel Agency at 15% to 25% commission leaves $4,697 to $5,323. The Interval net at 37% to 40% off leaves $3,757 to $3,945.	Includes $26 Resort fee per person per night, 10 % Service charge. Excludes 7 % VAT / Value Added Tax, $6 government tax per person per night. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Ocean View Guestroom	Public price $3,215. An OTA / Online Travel Agency at 15% to 25% commission leaves $2,411 to $2,733. The Interval net at 37% to 40% off leaves $1,929 to $2,025. Booking.com shows this as 28% off a $4,437 list price; measured from that list price, the net leaves $2,662 to $2,795.	Includes $26 Resort fee per person per night, 10 % Service charge. Excludes 7 % VAT, $6 government tax per person per night. Read November 8, 2026.
Low: September 18 to 25, 2027. Ocean View Guestroom	Public price $3,215. An OTA / Online Travel Agency at 15% to 25% commission leaves $2,411 to $2,733. The Interval net at 37% to 40% off leaves $1,929 to $2,025. Booking.com shows this as 28% off a $4,437 list price; measured from that list price, the net leaves $2,662 to $2,795.	Includes $26 Resort fee per person per night, 10 % Service charge. Excludes 7 % VAT, $6 government tax per person per night. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Main	+1 (758) 456-9000 local; toll free 1-877-522-0722	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	14 Google reviews with text in the last 90 days. Most mentioned: Service and staff (10), Beach and setting (8), Food and drink (7). Flags: New building or renovation (0), Quiet or closed weeks (1), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
News	Almando Rigby became General Manager on 15 June 2026.	June 2026 · Source
News	Appointment follows a $40 million renovation and the addition of La Belle Hélène, a ten-bedroom private estate in Soufriere.	June 2026 · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Bay Gardens Beach Resort & Spa

76 keys · Rodney Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

Long on Interval's directory, with 76 rooms. It has a new general manager and a multi-year upgrade with more phases to come.

LIKELY PRESSURE POINTS

Phases of work affect which rooms are available when. The group has more than one exchange tie through its hotel.

WHAT TO LEAD WITH

Your relationship comes first. The idea to test: moving some As-Used weeks to Guaranteed as phases finish.

WHO DECIDES

Julia Harripaul: General Manager, Bay Gardens Beach Resort & Spa and Sapphire Sands Villas (public source, April 2026)

Sanovnik Destang: Executive Director, Bay Gardens Resorts (public source, July 2026)

Named in older or thinner sources. Do not use in writing until you confirm:

Joyce Destang: Managing Director, Bay Gardens Resorts (last public source, April 2025)

OPENING NOTE AND MEETING PLAN

You know this account. Meet Julia Harripaul, who started in April, and Sanovnik Destang at group level.

Meeting plan: ask what has changed since the last review of this account, including new or renovated rooms. If an As-Used allocation already exists, test whether some of it can move to Guaranteed blocks on those rooms, with return provisions by season.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.baygardensresorts.com/beach-resort	Checked against a public source · Source
Address	Reduit Beach Avenue, P.O. Box 1892, Rodney Bay Village, Gros Islet, Saint Lucia (Castries P.O.)	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
District	Reduit Beach, Rodney Bay Village, Gros Islet	Checked against a public source · Source
Keys	76	Checked against a public source · Source
Product	Hotel-style rooms plus one-bedroom beachfront suites with kitchen appliances; a board-plan or all-inclusive option is bookable.	Checked against a public source · Source
Ownership	Bay Gardens Resorts, locally owned and operated group	Checked against a public source · Source
Management	Julia Harripaul, General Manager (appointed April 2026)	Checked against a public source · Source
Brand or flag	independent	Checked against a public source · Source
Interval International	On Interval's St. Lucia directory (codes BGD and BG1). First affiliated in 2010.	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	Front office +1-758-457-8514 / mobile +1-758-720-3540; US/Canada 1-877-620-3200; UK 0800-088-5104; info@baygardensresorts.com; groups resgroups@baygardensresorts.com; reservations resbgbr@baygardensresorts.com; Interval listing phone 758-457-8500	Indicated by a public source; confirm · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Deluxe Garden View Double Room	Public price $2,404. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,803 to $2,043. The Interval net at 37% to 40% off leaves $1,442 to $1,515.	Includes US$ 70.00 Resort fee per stay. Excludes US$ 151.62 VAT / Value Added Tax per stay, US$ 315.21 TAX per stay. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Deluxe Garden View King	Public price $2,728. An OTA / Online Travel Agency at 15% to 25% commission leaves $2,046 to $2,319. The Interval net at 37% to 40% off leaves $1,637 to $1,719. Booking.com shows this as 20% off a $3,392 list price; measured from that list price, the net leaves $2,035 to $2,137. Lowest non-refundable price $1,787.	Includes $10 Resort fee per night, 13 % Service charge. Excludes 7 % VAT, $6 Tourism fee per person per night. Read November 8, 2026.
Low: September 18 to 25, 2027. Deluxe Garden View Double Room	Public price $1,959. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,469 to $1,665. The Interval net at 37% to 40% off leaves $1,175 to $1,234.	Includes US$ 70.00 Resort fee per stay. Excludes US$ 125.58 VAT per stay, US$ 252.28 TAX per stay. Read November 8, 2026.

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	12 Google reviews with text in the last 90 days. Most mentioned: Service and staff (7), Food and drink (6), Rooms and upkeep (6). Flags: New building or renovation (1), Quiet or closed weeks (0), Dining spend or meal plans (1).	Google reviews saved November 2 to 8, 2026
News	Julia Harripaul named General Manager of the Beach Resort and the new Sapphire Sands Villas.	April 2026 · Source
News	Group reports the first phase of a US$13 million multi-year upgrade complete; the Beach Resort got a new lobby, a renovated Hi-Tide Restaurant and two new food outlets. More phases planned through 2028.	July 2026 · Source
News	Sapphire Sands Villas by Bay Gardens Resorts opened on Reduit Beach.	July 2026 · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Bay Gardens Hotel

87 keys · Rodney Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

On Interval's directory, as is Croton Suites at the same hotel, with about 87 rooms. The lobby and standard rooms were refreshed this year. It also appears in the RCI / Resort Condominiums International directory.

LIKELY PRESSURE POINTS

It advertises up to 40 percent off all-inclusive on stays of seven nights or more, so seven-night stays are already discounted in public. No property manager is public.

WHAT TO LEAD WITH

Handle it with Sanovnik Destang. The idea to test: Guaranteed on the refreshed rooms.

WHO DECIDES

Sanovnik Destang: Executive Director, Bay Gardens Resorts (public source, July 2026)

Named in older or thinner sources. Do not use in writing until you confirm:

Joyce Destang: Managing Director, Bay Gardens Resorts (last public source, April 2025)

Cheryl Gustave: Leads Bay Gardens Hotel

OPENING NOTE AND MEETING PLAN

You know this account. Raise it with Sanovnik Destang at group level.

Meeting plan: ask what has changed since the last review of this account, including new or renovated rooms. If an As-Used allocation already exists, test whether some of it can move to Guaranteed blocks on those rooms, with return provisions by season.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://baygardensresorts.com/hotel	Checked against a public source · Source
Address	Rodney Bay Village, Gros Islet, Saint Lucia	Checked against a public source · Source
District	Rodney Bay Village, Gros Islet (off-beach)	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Keys	87	Checked against a public source · Source
Product	Superior King rooms, Junior Executive Suites, One Bedroom Croton Suites	Checked against a public source · Source
Ownership	Bay Gardens Resorts (locally owned group)	Checked against a public source · Source
Management	Self-managed by Bay Gardens Resorts	Indicated by a public source; confirm · Source
Brand or flag	Independent (Bay Gardens Resorts)	Indicated by a public source; confirm · Source
Interval International	On Interval's St. Lucia directory (code BGX, with Croton Suites as BGJ). Croton Suites joined in 2022.	Checked against a public source · Source
RCI / Resort Condominiums International	Also in the RCI directory as Bay Garden Hotel, number RB40, described as a community of three properties.	Checked against a public source · Source
Operating status	Operating	Checked against a public source · Source
Public contact	Group: US/Canada 1-877-620-3200; local +1-758-457-8514; info@baygardensresorts.com; resgroups@baygardensresorts.com	Indicated by a public source; confirm

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Standard Room King	Public price $2,048. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,536 to $1,741. The Interval net at 37% to 40% off leaves $1,229 to $1,290. Lowest non-refundable price $962.	Includes $10 Resort fee per night, 13 % Service charge. Excludes 7 % VAT / Value Added Tax, $3 Tourism fee per person per night. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Standard Room King	Public price $1,316. An OTA / Online Travel Agency at 15% to 25% commission leaves $987 to $1,119. The Interval net at 37% to 40% off leaves $790 to $829. Booking.com shows this as 29% off a $1,850 list price; measured from that list price, the net leaves $1,110 to $1,166. Lowest non-refundable price $803.	Includes $10 Resort fee per night, 13 % Service charge. Excludes 7 % VAT, $3 Tourism fee per person per night. Read November 8, 2026.
Low: September 18 to 25, 2027. Standard Room King	Public price $1,316. An OTA / Online Travel Agency at 15% to 25% commission leaves $987 to $1,119. The Interval net at 37% to 40% off leaves $790 to $829. Booking.com shows this as 29% off a $1,850 list price; measured from that list price, the net leaves $1,110 to $1,166. Lowest non-refundable price $786.	Includes $10 Resort fee per night, 13 % Service charge. Excludes 7 % VAT, $3 Tourism fee per person per night. Read November 8, 2026.

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	17 Google reviews with text in the last 90 days. Most mentioned: Rooms and upkeep (9), Service and staff (8), Food and drink (6). Flags: New building or renovation (1), Quiet or closed weeks (0), Dining spend or meal plans (1).	Google reviews saved November 2 to 8, 2026
News	Lobby renovated, all standard guestrooms refreshed, buffet room and restaurant updated.	July 2026 · Source
Public offer	Hotel page promotes up to 40 percent off all-inclusive accommodation on stays of 7 nights or more.	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Sapphire Sands Villas by Bay Gardens Resorts

27 keys · Rodney Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

New this summer: 27 keys in nine villas on Reduit Beach, already on Interval's directory, run by the Bay Gardens team.

LIKELY PRESSURE POINTS

A new product is still finding its rate. Earlier reports gave different opening dates.

WHAT TO LEAD WITH

Your relationship comes first. The idea to test: a Guaranteed block while it builds a track record.

WHO DECIDES

Julia Harripaul: General Manager, Sapphire Sands Villas and Bay Gardens Beach Resort & Spa (public source, April 2026)

Sanovnik Destang: Executive Director, Bay Gardens Resorts (public source, July 2026)

Named in older or thinner sources. Do not use in writing until you confirm:

Joyce Destang: Managing Director, Bay Gardens Resorts (last public source, April 2025)

OPENING NOTE AND MEETING PLAN

You know this group. Raise it with Julia Harripaul, who runs both the villas and the Beach Resort.

Meeting plan: ask what has changed since the last review of this account, including new or renovated rooms. If an As-Used allocation already exists, test whether some of it can move to Guaranteed blocks on those rooms, with return provisions by season.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://baygardensresorts.com/sapphiresandsvillas	Checked against a public source · Source
Address	Reduit Beach, Rodney Bay, Gros Islet, Saint Lucia	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
District	Reduit Beach, Gros Islet	Checked against a public source · Source
Keys	27	Checked against a public source · Source
Product	Nine villas; 1, 2 and 3 bedroom beachfront configurations, butler service	Checked against a public source · Source
Ownership	Bay Gardens Resorts	Checked against a public source · Source
Management	Julia Harripaul, General Manager (also Bay Gardens Beach Resort & Spa)	Checked against a public source
Brand or flag	Bay Gardens Resorts	Checked against a public source · Source
Interval International	On Interval's St. Lucia directory (code SQS).	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	Group: US/Canada 1-877-620-3200; local +1-758-457-8514; info@baygardensresorts.com; resgroups@baygardensresorts.com	Indicated by a public source; confirm

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Deluxe King Studio	Public price $4,865. An OTA / Online Travel Agency at 15% to 25% commission leaves $3,649 to $4,135. The Interval net at 37% to 40% off leaves $2,919 to $3,065.	Includes $10 Resort fee per night. Excludes 7 % VAT / Value Added Tax, $6 government tax per person per stay, 13 % City tax. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Deluxe King Studio	Public price $3,066. An OTA / Online Travel Agency at 15% to 25% commission leaves $2,300 to $2,606. The Interval net at 37% to 40% off leaves $1,840 to $1,932. Booking.com shows this as 20% off a $3,815 list price; measured from that list price, the net leaves $2,289 to $2,403.	Includes $10 Resort fee per night. Excludes 7 % VAT, $6 government tax per person per stay, 13 % City tax. Read November 8, 2026.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Low: September 18 to 25, 2027. Deluxe Queen Studio	Public price $3,413. An OTA / Online Travel Agency at 15% to 25% commission leaves $2,560 to $2,901. The Interval net at 37% to 40% off leaves $2,048 to $2,150. Booking.com shows this as 20% off a $4,249 list price; measured from that list price, the net leaves $2,549 to $2,677.	Includes $10 Resort fee per night. Excludes 7 % VAT, $6 government tax per person per stay, 13 % City tax. Read November 8, 2026.

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	3 Google reviews with text in the last 90 days. Most mentioned: Food and drink (2), Service and staff (1), Beach and setting (1). Flags: New building or renovation (0), Quiet or closed weeks (0), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
News	Sapphire Sands Villas opened on Reduit Beach.	July 2026 · Source
News	Julia Harripaul named General Manager of Sapphire Sands and Bay Gardens Beach Resort & Spa.	April 2026
News	Called its first five-star resort: nine villas with butler service, opened this summer.	October 2026 · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Marigot Beach Club & Dive Resort

About 30 keys, older sources · Castries and Marigot Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

On Interval's directory and in the RCI / Resort Condominiums International directory. Its trade page says net rates, allotments and release periods can be requested, so it is open to this kind of deal.

LIKELY PRESSURE POINTS

It plans a sale of up to 60 percent off this month. Guest reviews name David as the owner, with no surname. No manager or sales lead is public, and the key count is not confirmed: one booking site says forty rooms.

WHAT TO LEAD WITH

Your relationship comes first. Ask your own records who runs it today.

WHO DECIDES

No current decision-maker is confirmed in public sources. Start with the public contact on this file and ask who owns distribution.

Named in older or thinner sources. Do not use in writing until you confirm:

David (surname not published): Owner, per guest reviews

OPENING NOTE AND MEETING PLAN

You know this account. Please check your records for the current contact before writing.

Meeting plan: ask what has changed since the last review of this account, including new or renovated rooms. If an As-Used allocation already exists, test whether some of it can move to Guaranteed blocks on those rooms, with return provisions by season.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.marigotbeachclub.com/	Checked against a public source · Source
Address	Marigot Bay, Castries, Saint Lucia (mailing: Marigot Post Office). The north shore is reached only by the resort's ferry.	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
District	Marigot Bay (Castries Quarter, west coast)	Checked against a public source · Source
Keys	30	Indicated by a public source; confirm · Source
Product	Studios, panoramic rooms and one- to five-bedroom villas; some with full kitchens, some kitchenette only; ferry access across Marigot Bay.	Checked against a public source · Source
Ownership	Not found in public sources	Not confirmed
Management	Not found in public sources	Not confirmed
Brand or flag	independent (no brand flag shown)	Checked against a public source · Source
Interval International	On Interval's St. Lucia directory (code MGT).	Checked against a public source · Source
RCI / Resort Condominiums International	Also in the RCI directory, number RF27.	Checked against a public source · Source
Operating status	Operating	Checked against a public source · Source
Public contact	+1 758-451-4974; +1 758-458-3323; info@marigotbeachclub.com; Group enquiries from 5 rooms (form on site)	Checked against a public source · Source

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Firefly Studio	Public price $1,549. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,162 to $1,317. The Interval net at 37% to 40% off leaves $929 to $976. Booking.com shows this as 39% off a $2,534 list price; measured from that list price, the net leaves $1,520 to $1,596. Lowest non-refundable price $1,475.	Includes $10 Resort fee per night, 10 % Service charge. Excludes 7 % VAT / Value Added Tax. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Firefly Studio	Public price $1,335. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,001 to $1,135. The Interval net at 37% to 40% off leaves $801 to $841. Booking.com shows this as 39% off a $2,178 list price; measured from that list price, the net leaves $1,307 to $1,372. Lowest non-refundable price $1,271.	Includes $10 Resort fee per night, 10 % Service charge. Excludes 7 % VAT. Read November 8, 2026.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Low: September 18 to 25, 2027. Firefly Studio	Public price $1,335. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,001 to $1,135. The Interval net at 37% to 40% off leaves $801 to $841. Booking.com shows this as 39% off a $2,178 list price; measured from that list price, the net leaves $1,307 to $1,372. Lowest non-refundable price $1,271.	Includes $10 Resort fee per night, 10 % Service charge. Excludes 7 % VAT. Read November 8, 2026.

WHO TO CALL

Public business routes.

ROUTE	NUMBER OR ADDRESS	SOURCE
Reservations	+1 758-451-4974; +1 758-458-3323; info@marigotbeachclub.com	Shown on a public page · Source
Group	Group enquiries from 5 rooms (form on site)	Shown on a public page · Source

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	5 Google reviews with text in the last 90 days. Most mentioned: Food and drink (4), Beach and setting (4), Service and staff (3). Flags: New building or renovation (0), Quiet or closed weeks (1), Dining spend or meal plans (0).	Google reviews saved November 2 to 8, 2026
Public offer	Cyber Week 2026 sale up to 60% off, opens Nov 23, 2026.	not stated · Source
Public offer	Group discounts of 5% to 10% for 5 to 29 rooms.	Date not stated · Source
How it sells	Trade page offers 10% proposed commission for registered agents and says net rates, allotments and release periods can be requested.	Date not stated · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Bay Gardens Inn

33 keys · Rodney Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

A sister hotel of Bay Gardens, about 33 rooms, not on Interval's directory by name. Guest rooms are being renovated this year.

LIKELY PRESSURE POINTS

Prices are low, so the net rate leaves little room. No property manager is public.

WHAT TO LEAD WITH

Raise it with Sanovnik Destang only after the larger Bay Gardens items.

WHO DECIDES

Sanovnik Destang: Executive Director, Bay Gardens Resorts (public source, July 2026)

Named in older or thinner sources. Do not use in writing until you confirm:

Joyce Destang: Managing Director, Bay Gardens Resorts (last public source, April 2025)

OPENING NOTE AND MEETING PLAN

Raise it in the Bay Gardens conversation, not on its own.

Meeting plan: ask what has changed since the last review of this account, including new or renovated rooms. If an As-Used allocation already exists, test whether some of it can move to Guaranteed blocks on those rooms, with return provisions by season.

One-page brief for this resort →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://baygardensresorts.com/inn/contact-us	Checked against a public source
Address	Near Rodney Bay Village, Gros Islet, Saint Lucia	Checked against a public source
District	Rodney Bay Village, Gros Islet	Checked against a public source
Keys	33	Checked against a public source · Source
Product	Standard, Deluxe double and Deluxe king rooms; refrigerators in rooms	Checked against a public source · Source

FACT	VALUE	STATUS AND SOURCE
Ownership	Bay Gardens Resorts (locally owned group)	Checked against a public source · Source
Management	Self-managed by Bay Gardens Resorts	Indicated by a public source; confirm · Source
Brand or flag	Independent (Bay Gardens Resorts)	Indicated by a public source; confirm · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	US/Canada 1-877-620-3200; UK 0800-088-5104; local +1-758-457-8514 / +1-758-720-3540; info@baygardensresorts.com; resgroups@baygardensresorts.com	Indicated by a public source; confirm

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Standard Room King	Public price $2,048. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,536 to $1,741. The Interval net at 37% to 40% off leaves $1,229 to $1,290.	Includes $10 Resort fee per night, 13 % Service charge. Excludes 7 % VAT / Value Added Tax, $3 Tourism fee per person per night. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Standard Room Double	Public price $1,454. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,091 to $1,236. The Interval net at 37% to 40% off leaves $872 to $916. Booking.com shows this as 29% off a $2,048 list price; measured from that list price, the net leaves $1,229 to $1,290.	Includes $10 Resort fee per night, 13 % Service charge. Excludes 7 % VAT, $3 Tourism fee per person per night. Read November 8, 2026.
Low: September 18 to 25, 2027. Standard Room King	Public price $1,316. An OTA / Online Travel Agency at 15% to 25% commission leaves $987 to $1,119. The Interval net at 37% to 40% off leaves $790 to $829. Booking.com shows this as 29% off a $1,850 list price; measured from that list price, the net leaves $1,110 to $1,166.	Includes $10 Resort fee per night, 13 % Service charge. Excludes 7 % VAT, $3 Tourism fee per person per night. Read November 8, 2026.

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	No Google reviews with text in the last 90 days.	Google reviews saved November 2 to 8, 2026
News	Lobby updated with new furnishings and baggage storage; guestroom renovations due to finish later in 2026.	July 2026 · Source

PREPARED FOR NEIL KOLTON BY JOHN ALVARADO · RECORDS AS OF NOVEMBER 8, 2026

Bay Gardens Marina Haven

About 35 keys, older sources · Rodney Bay loop

THE PLAY

How to work this one.

WHY THIS ONE

A sister hotel of Bay Gardens, formerly Palm Haven, recently renovated and not on Interval's directory by name. The key count is not confirmed.

LIKELY PRESSURE POINTS

Prices are low, so the net rate leaves little room. The person named in the old file has moved on. An undated article names Yatsuri (Sue) Marshall as general manager.

WHAT TO LEAD WITH

Raise it with Sanovnik Destang only after the larger Bay Gardens items.

WHO DECIDES

Sanovnik Destang: Executive Director, Bay Gardens Resorts (public source, July 2026)

Named in older or thinner sources. Do not use in writing until you confirm:

Joyce Destang: Managing Director, Bay Gardens Resorts (last public source, April 2025)

Yatsuri (Sue) Marshall: General Manager, Bay Gardens Marina Haven

OPENING NOTE AND MEETING PLAN

Raise it in the Bay Gardens conversation, not on its own.

Meeting plan: ask what has changed since the last review of this account, including new or renovated rooms. If an As-Used allocation already exists, test whether some of it can move to Guaranteed blocks on those rooms, with return provisions by season.

One-page brief for this resort →

The resort's own site →

THE FACTS

What the records show.

FACT	VALUE	STATUS AND SOURCE
Own website	https://www.baygardensresorts.com/marina-haven	Checked against a public source · Source
Address	Rodney Bay Marina area, Gros Islet, Saint Lucia	Indicated by a public source; confirm · Source
District	Rodney Bay, Gros Islet	Checked against a public source · Source
Keys	35	Indicated by a public source; confirm · Source

FACT	VALUE	STATUS AND SOURCE
Product	Superior Room King and Superior Room Double	Checked against a public source · Source
Ownership	Bay Gardens Resorts (locally owned group)	Checked against a public source · Source
Management	Self-managed by Bay Gardens Resorts	Indicated by a public source; confirm · Source
Brand or flag	Independent (Bay Gardens Resorts)	Indicated by a public source; confirm · Source
Interval International	Not on Interval's public St. Lucia directory	Checked against a public source · Source
RCI / Resort Condominiums International	Not in the RCI / Resort Condominiums International directory we could read	Indicated by a public source; confirm
Operating status	Operating	Checked against a public source · Source
Public contact	Group: US/Canada 1-877-620-3200; local +1-758-457-8514; info@baygardensresorts.com	Indicated by a public source; confirm

THE MONEY

What the resort keeps, week by week.

Public prices on Booking.com for seven nights and two adults, for the lowest refundable room found, with the taxes and fees shown at right. The commission range is our assumption, so ask what the resort really pays. A week that would otherwise sit unsold earns the resort nothing, and that is the real comparison for your program.

SAMPLE WEEK	WHAT THE RESORT KEEPS	TAXES AND SOURCE
Peak: February 13 to 20, 2027. Superior Room King	Public price $2,364. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,773 to $2,009. The Interval net at 37% to 40% off leaves $1,418 to $1,489. Lowest non-refundable price $1,081.	Includes $10 Resort fee per night, 13 % Service charge. Excludes 7 % VAT / Value Added Tax, $3 Tourism fee per person per night. Read November 8, 2026.
Shoulder: June 5 to 12, 2027. Superior Room King	Public price $1,537. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,153 to $1,306. The Interval net at 37% to 40% off leaves $922 to $968. Booking.com shows this as 29% off a $2,166 list price; measured from that list price, the net leaves $1,300 to $1,365.	Includes $10 Resort fee per night, 13 % Service charge. Excludes 7 % VAT, $3 Tourism fee per person per night. Read November 8, 2026.
Low: September 18 to 25, 2027. Superior Room King	Public price $1,537. An OTA / Online Travel Agency at 15% to 25% commission leaves $1,153 to $1,306. The Interval net at 37% to 40% off leaves $922 to $968. Booking.com shows this as 29% off a $2,166 list price; measured from that list price, the net leaves $1,300 to $1,365.	Includes $10 Resort fee per night, 13 % Service charge. Excludes 7 % VAT, $3 Tourism fee per person per night. Read November 8, 2026.

WHAT IS MOVING

Dated news, offers and reviews.

KIND	WHAT IT SAYS	WHEN AND SOURCE
Reviews, last ninety days	No Google reviews with text in the last 90 days.	Google reviews saved November 2 to 8, 2026

KIND	WHAT IT SAYS	WHEN AND SOURCE
News	Redesigned lobby, renovated guestrooms, new restaurant furniture and renovated buffet space.	July 2026 · Source

PROGRAM TERMS

Your program, as you set it out.

The middle column sets out the terms of your program. The right column says when to use it.

THE TERMS

What you can offer, and when to raise it.

TERM	IN YOUR PROGRAM	HOW TO USE IT
As-Used inventory	Unsold inventory provided on a flexible basis.	Start here with a resort worried about commitment.
As-Used inventory: the pitch	Helps suppliers monetize excess occupancy without broadly discounting through public channels.	Use with any resort running deep public discounts.
As-Used inventory: when	Can be particularly effective during shoulder and low-demand periods.	Tie it to the resort's own soft weeks.
Guaranteed inventory	Commitment-based inventory arrangements.	For owners who want certainty before low season.
Guaranteed inventory: the pitch	Predictable revenue streams for the resort.	Lead with this for owner-operators and asset managers.
Guaranteed inventory: fit	Opportunity to supplement existing transient, wholesale, and tour operator business.	Reassure resorts tied to tour operators.
Opaque distribution	inventory is distributed exclusively through our password-protected member platform.	The answer to rate-parity and brand worries.
No public rate	No public rate visibility	Say this before any number.
Stay length	Seven-night stays	Fits resorts with kitchens and family units best.
Booking terms	Non-refundable reservations	Non-refundable stays lower the resort's cancellation risk.
Allotment	Inventory provided on an allotment basis	Agree on block size, room type by room type.
Season control	Return provisions that can be structured based on seasonality	Protects peak weeks; offer this early.
Net rate, off BAR / Best Available Rate	Static net rate model typically reflecting approximately 37-40% discount off BAR (exclusive of taxes)	Compare it with the resort's own public offers.
Member income	Average household income approximately $125,000	Pair with the resort's ancillary spend goals.
Member homes	95% homeownership	Signals a guest who can pay and return.
Second homes	38% own a second home	Useful with villa and residence products.
Marketing	Interval absorbs significant marketing costs to drive bookings, reducing acquisition costs for participating resorts.	Contrast with OTA / Online Travel Agency commissions.

TERM	IN YOUR PROGRAM	HOW TO USE IT
Guest spend	Properties consistently report strong ancillary spending due to the demographics of our membership base.	Point to spas, restaurants and tours.

SET ASIDE

Every other property checked, and why it is not on the list.

Not open yet, closed, too small, the same hotel under an old name, or a chain that sells its own rooms. Some are worth a question while you are on the island; those say so.

EVERY OTHER PROPERTY CHECKED

Why each one is not on the list.

PROPERTY	WHY	GROUP
Cabot Saint Lucia (Point Hardy Golf Club)	Sells homes and golf memberships. No hotel rooms or rental program are published.	Set aside · Source
Cotton Bay Village	Closed as a resort: Destination Saint Lucia, the hotel association's site, lists it as currently closed, and its own website no longer resolves. Units are individually owned, so no one is found who can sign for a rental pool.	Set aside · Source
Blu Hotel St Lucia (Blu St Lucia), Rodney Bay	No longer trades under this name. It was bought and rebuilt as SoCo House, already on your list.	Same hotel as one on your list · Source
HQ Cas en Bas Resort & Residences	A May 2026 report planned a November opening. Phase one is 96 freehold residences under a Wyndham flag. No page yet confirms it is open. Check for an opening notice and a rental program.	Watch · Source
JJ's Paradise (Marigot Bay)	No key count, owner or official site found. Revisit only if it proves to have enough rooms.	Set aside · Source
Ritz-Carlton at Black Bay (Range Developments / Marriott) - PIPELINE	A 2017 announcement with a missed 2021 target. Nothing is open.	Set aside · Source
Tet Rouge Resort (Tet Rouge St Lucia)	Six suites, too small for a seven-night block.	Too small · Source
The Village Inn & Spa	An old name for the hotel that became Blu and then SoCo House, already on your list. The link rests on directory pages.	Same hotel as one on your list · Source
Mystique St Lucia by Royalton	A Royalton-run hotel on Reduit Beach, listed with about 95 keys. Royalton's own page would not open, so confirm it is selling and who sells its rooms. Raise it when you meet Royalton.	Watch · Source
Starfish St. Lucia (Resort, All Inclusive)	A 140-room all-inclusive on Rodney Bay that reopened in 2022, but its brand site now returns Page Not Found. Confirm it is open. If it is, this is a real candidate.	Watch · Source
Two separate Citizenship by Investment Programme projects:	Two projects. A'ila is part open, with no published key count, is hiring a commercial sales executive, and lists a family resort for May 2027. Canelles is planned at 330 rooms in Micoud, with no sign it is built.	Watch · Source
Apartment Espoir	About eleven budget apartments.	Too small · Source
Auberge Seraphine	A city hotel of 24 rooms near the Castries airport, not a seven-night leisure stay.	Set aside · Source

PROPERTY	WHY	GROUP
Balenbouche Estate	Six cottages, too small for a block.	Too small · Source
Caille Blanc Villa & Hotel (adults only)	Six suites, too small for a block.	Too small · Source
Hummingbird Beach Resort	Ten rooms, too small for a block.	Too small · Source
Sab Wisha / Sunset Bay, Choiseul hotel site - announced first as Fairmont Saint Lucia	A 2019 announcement for completion in 2021. Nothing is open.	Set aside · Source
Sandals Grande St. Lucian	Now Sandals St. Lucia Grand Bay. Sandals sells its own rooms and no public source shows it releasing them to a member program. You may know better.	Sells its own rooms · Source
Sandals Halcyon Beach (all-inclusive, couples only)	Sandals sells its own rooms and no public source shows it releasing them to a member program. You may know better.	Sells its own rooms · Source
Sandals LaSource Saint Lucia	Groundbreaking in 2018, no opening found.	Set aside · Source
Sandals Regency La Toc	Now Sandals St. Lucia La Toc. Sandals sells its own rooms and no public source shows it releasing them to a member program. You may know better.	Sells its own rooms · Source
Water's Edge Villas (Bay Gardens)	Two four-bedroom villas, already on Interval's directory as WAE.	Too small · Source
La Haut Resort	Listed with 17 rooms on one booking site and 12 to 16 on others, in Soufrière. Only booking listings were found. Worth a look only if you are nearby.	Watch · Source
Marlin Quay	Townhouse-style villas at Rodney Bay marina. No key count or proof it is operating. Ask locally.	Watch · Source
Oasis Marigot	Twelve sea houses at Marigot Bay, in an RCI / Resort Condominiums International directory as number 2246 and on the hotel association's member list. Too few for a block on its own, but it already has an exchange tie, so ask about it while you are in Marigot.	Too small · Source
Marigot Palms	On the hotel association's member list. We did not research it further; check its size if you are in Marigot.	Watch · Source
Sol Sanctum Wellness Hotel & Studio	On the hotel association's member list. We did not research it further; check its size if you are nearby.	Watch · Source
The Reef Kite & Surf	On the hotel association's member list, in the south near Coconut Bay. We did not research it further; check its size if you are nearby.	Watch · Source
7 The Harbour	On the hotel association's member list. We did not research it further; check its size if you are nearby.	Watch · Source