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TRIBAL GAMING AND HOSPITALITY

FALL 2019



**06** GENERATE  
ADDITIONAL  
REVENUE THROUGH  
DATA ANALYTICS

**08** TRIBAL CAPEX  
INVESTMENTS  
TO EXPAND YOUR  
CUSTOMER BASE

**18** HOW 7 CEDARS  
CASINO WEAVES  
STRATEGY AND STORY AT  
TWO MAJOR PROJECTS

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## A Message From Brady



Dai' sla,

The establishment of Native American gaming has had a profound impact on my family, as well as my Tribe, the Coquille's from the southern coast of Oregon. Like many Native Americans, the revenues from our casino have opened up a world of opportunities and provided much-needed resources for tribal members. For most Tribes, gaming has helped us move closer toward creating economic self-sufficiency, but there is much more to do.

We've invested, we've diversified, we've built enterprises. It's not a unique story; gaming will be forever written into the fabric of close to 250 gaming Tribes and will impact non-gaming with ancillary support. I'm committed to cultivating and protecting the industry that had a significant positive impact for Native Americans, First Nations, and Alaskan Natives.

Only through unity, collaboration and in sharing of information can we become stronger. It's with great honor that I serve alongside ten industry leaders on our advisory board. *Tribal Gaming and Hospitality Magazine* is a communication vehicle that connects the dots between our frontline team members and executives and suppliers that have served us with integrity. It is an unparalleled, candid and forward-thinking educational resource for operators, by operators.

Thank you for your support and readership and I look forward to sharing with you our inaugural issue.

Tsu tse wass,

Brady Scott

Editorial Board Chair  
*TG&H Magazine*

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House of Seven Brothers Restaurant, 7 Cedars Casino, Sequim, WA.  
Photo Credit: Rice Fergus Miller VizLab

# TG&H

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# Generate Additional Revenue Through Data Analytics

Focus on player development

By Lynette O'Connell

**D**atabase marketing has proven that it can generate millions in revenue for a casino. Applying segmentation and data-backed decisions should not stop with the mail. Using this philosophy within the player development strategy will generate additional revenue. Below are three key ways to incorporate database marketing into the player development program.

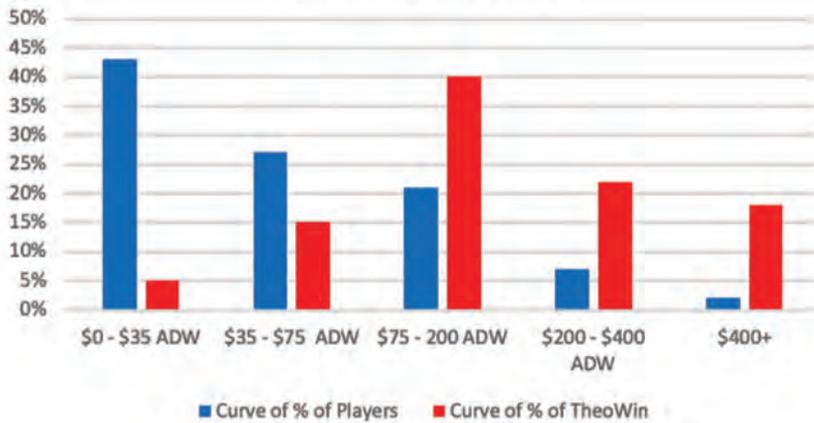
## Align your player development program and segmentation with the natural segmentation of your database.

This involves looking at your database to identify which segments carry the most weight. You want to understand the bell curve for spend and frequency for your entire

database, along with the bell curve of your player development program. By doing this you will ensure that you are not missing out on players who should be included in your player development program and that your entry level into the program is set with the correct criteria.

Your player development program would begin with players on the right side of the bell curve. You want to look at where a junior host program could begin and where your host and VIP programs begin. Comparing count to revenue is a good way to begin to look at this. At what point in your database does the percentage of total count go down significantly and the percentage of the win stay about the same? You will start to see where two percent of your database is making 10-15 percent of the theoretical win.

### Database Bell Curve



### Use hyper-segmentation and apply database marketing strategy to the players in your player development program.

Once you understand the layout of your database and what the criteria should be for players to be included in the player development program, you will want to move onto this step. This is where you begin to strategize the best way to communicate with your players based on their behavior. This creates a one-to-one feel for the guests systematically to not exclude players who may not be called upon due to the lack of a relationship with their host. In addition to looking at ADT, AMT, visits, etc., add additional behaviors to the segmentation like new member, incliner and decliner. This needs to happen in a way that can be delivered to hosts regularly and be measurable. Speaking to players immediately after a change in behavior has a direct impact on revenue. The ability to contact a player and immediately let them know you recognized that they made additional trips in that month or played more than they typically do, recognize them and offer them a reward, long before anything would show up in the mail, does make an impact in revenue. Players appreciate the recognition and it shows.

### Include player development measurement tools into the player development training to keep the momentum going.

Having measurement tools that show the progress of their book of business at the player level gives the hosts access to information to manage their clients like a business owner manages their books. To be able to see when players have changed their behavior and be able to respond quickly to those changes is critical to the success of the host team. Instead of hosts only relying on players they know well and rely on to come to an event, they are now growing and managing their business like a sales team.

The second piece to this is that hosts need to be able to continuously see how they are doing against their goals, and management needs to be able to track the progress of the team. Seeing the positive impact to the company

revenue, and more importantly for them, their revenue, is motivational. This will not only create momentum within the department, but also with senior management as they see the positive changes.

Adding each of these steps as a part of your player development program will allow you to see the additional revenue hidden within the existing database and capitalize on growing what you already have. I have found it shocking how much money is sitting in a casino's database. This is a good step at getting some of that money. ♦



**Lynette O'Connell, Raving VP of Data Science and Operations** — Lynette's expertise is comprised of 20 years of high-volume gaming operations experience in CRM, database marketing, analysis, and loyalty club development. Lynette assists Raving clients in maximizing their data including evaluating marketing and system software, pulling data from this system, and making strategic marketing decisions around that data with easy-to-utilize reports and visuals.

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with each cocktail can be counterintuitive, but it is a fun way to put a twist on entertaining. Guests watch “chefs” build drinks that look more like a chemistry experiment or Michelin-rated culinarian building a most delicate plate. These cocktails are not cheap, but those who appreciate the experience – and the tastes – are willing and happy to pay.

**Gastropub Pop-ups:** Food-focused bars aren’t a new trend (we can track them back to 1991) and creating gastropub pop-ups in your casino creates a unique buzz during peak times and assists service opportunities. When there is a concert scheduled or nights when casino promotions bring in higher volumes, your outlets are taxed, and it gives poor service to your players. Having portable bars or temporary outlets open with a unique offering can take pressure off of the main outlets and are good testing grounds for new foods and drinks. The concentration should be in quick, appetizer or shared plate concepts so that seats can be turned frequently. With new cooking technologies in hoodless combi-ovens, many options are now available for good food in remote locations.

**Co-brand Partnerships:** There are many examples of restaurant franchises with celebrity chefs – or at least their name, attached to the property. Consider partnering with successful trending operations while the interest in these partnerships is still growing. One casino in Arizona wanted to compete against the many casinos having golf courses and decided to partner with Topgolf instead. This unique and very popular entertainment venue gives people a golf experience in a third of the time that traditional golf takes, and the maintaining of this venue is far less demanding. The tracking of each “golfer” is also as detailed and comprehensive as the best casino player tracking system, with preferences and spending patterns that are so important to our business.

The options are limitless. Consult with a casino gaming firm (tip: a firm that knows the patterns and habits of players) that will analyze what would be best for your property by doing a competitive survey to recommend a unique investment that can achieve the best outcomes in ROI and lift guest base for your casino. ♦

**Your next investment? Consider:**

- › Home Brew
- › Mansion Wine
- › Molecular Cocktail Bars
- › Gastropub Pop-ups
- › Co-brand Partnerships



**Brett L. Magnan, Raving Partner, Hospitality**  
 — Brett brings a wealth of experience operating high-quality hotels, casino resorts, spas, and food and beverage facilities. He is known for his planning and opening of new properties and is a trusted resource in the gaming industry with his reputation for hard work, innovation, teamwork, honesty, and integrity.

## Sports Betting in Indian Country

**Ernie Stevens, Jr. is the Chairman and national spokesperson for the National Indian Gaming Association (NIGA) NIGA**

This past August, NIGA Tribal Leaders and industry professionals gathered at Santa Ana Pueblo, in Bernalillo, New Mexico, to discuss sports betting in Indian Country. NIGA gathered to tackle the important issue of sports betting after the Supreme Court’s Murphy decision and the complicated provisions in existing Tribal-state gaming compacts that vary from Tribe to Tribe, and state to state.

Further complicating the sports betting debate is whether or not to facilitate legalized sports wagers over the Internet. Legal experts attending NIGA’s Sports Betting Meeting pointed out that, despite the Supreme Court’s Murphy ruling, the Wire Act and the Unlawful Internet Gaming Enforcement Act (UIGEA) continue to prohibit the transmission of wagers across state lines.

Sports legalization bills received mixed results in state legislatures in 2019. While eight states moved to authorize at least some form of sports betting within their borders, many more failed to move forward. Sports betting bills in Oregon, Louisiana, Michigan, Oklahoma, Connecticut and elsewhere were blocked at the 11th hour over the legal complexities involved with Tribal gambling.

As the debate moves forward to 2020 during a heated election year, Tribal Leaders are urging legislators at every level to engage Indian Country early, before the debate begins or legislation is drafted, to learn about the existing Tribal-state agreements that have been implemented. Governments must consider the significant contributions of Indian gaming to not only our Reservation residents, but also to the surrounding communities and the States themselves. ♦





programs are running with efficiency, with the right people in the lineup and using best practices.

As we look to evolve marketing at mature casinos, we try to get on base more than swing for the fences! Trying to boost short-term revenue with a home run strategy often leads to overspending and disappointment.

### Going ‘Round the Horn

To understand “Moneyball Marketing,” let’s go ‘round the horn and see which programs score.

**Singles:** To get on base with a single, first review existing strategic documents to ascertain the present direction of the company and determine baseline criteria. Here we are attempting to deliver new marketing strategies through appraisal of existing market data and planning documents. The Moneyball here is to review all pertinent documents, such as business plans and budgets, marketing plans; database, media and digital plans, to determine where your marketing strategy stands today.

**The Double Plays in Doubles:** To reach second base, you must understand how marketing departments function.

The next step is to assess each marketing department’s programs to determine if improvements can result from more efficient and effective procedures. Understanding how each department functions can mean the difference between successful marketing and wasted marketing resources. It takes experience to investigate the inner workings of each marketing department and understand what’s working and what’s not working ... and why.

**Triples:** The big swing for mature properties is to perform analysis in key areas that will uncover red flags at your property. Below are the kinds of analysis that move runners around the bases.

Develop a competitive analysis to understand your property’s current market rank. Perform a database valuation, including player segmentation, guest acquisition and retention, player attrition/churn, free play analysis and reinvestment.

Evaluate your loyalty program to review loyalty club tier offers and investment rates. Create a free play promotional benefit analysis, target market analysis; market share of wallet, player-based hotel yield management analysis; promotional and comp reinvestment analysis, entertainment and event ROI.

**Home Runs:** In the book *Moneyball*, the essential strategy that changed baseball was the use of analytics to uncover players whose skills were unappreciated and place them in the lineup.

In “Marketing Moneyball,” the home runs really come from putting the best marketing team members in slots where they can perform.

I can’t overstate that the key to success in marketing is your people. One of the biggest traps for a company is to place untrained marketing team members in positions and expect them to gain knowledge on their own. The keys to making marketing work through people is a progressive training program, outside training and attending seminars.

Assess your current management’s effectiveness and establish leadership tracks for current marketing personnel. Create a map for growth based on qualitative benchmarks established in a success plan that includes training and personal development.

The real money in “Marketing Moneyball” is to do the hard work of uncovering your inefficiencies and not take the big swings looking for dingers and round-trippers. ♦

#### Key Takeaways:

- › Appraise existing market data and planning documents
- › Know what’s working and what’s not working and why
- › Perform analysis in key areas that will uncover red flags
- › Create progressive training programs for your team



**Tom Osiecki, Raving Partner, Advanced Operations and Marketing** — As a highly accomplished casino operator and marketer, Tom has a proven track record of effectively analyzing casino markets and implementing strategic planning that yields optimum EBITDA using customer focused tactics. He is adept at organizing strategic marketing plans through the execution of branding strategies, channel management, media, digital, corporate communications, database marketing, sales, promotions and agency management.

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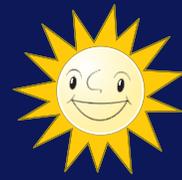
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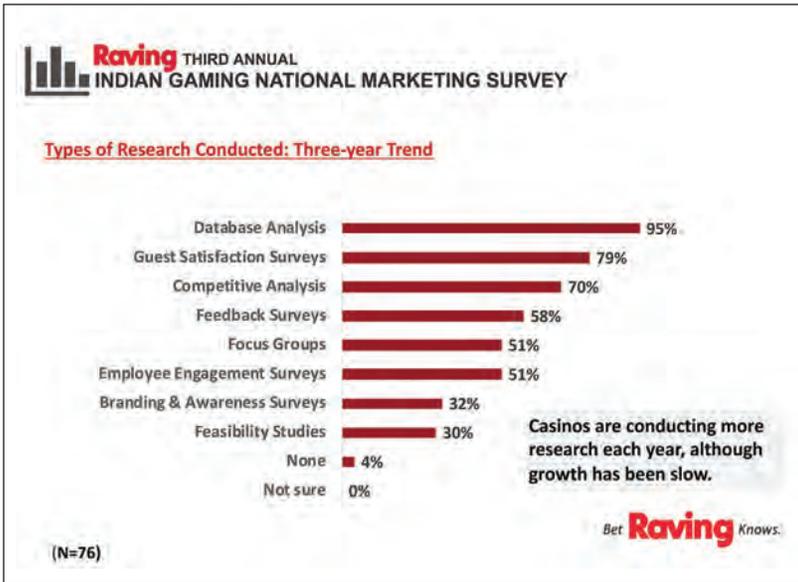


# MERKUR GAMING

Congratulates TRIBAL GAMING & HOSPITALITY on the launch of its first issue. With all good wishes for the future as you work to promote and support gaming entertainment throughout Indian Country.

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Whatever issues you might be having in any area of your property can often be identified and resolved before you find out the hard way – negative reviews on Yelp, TripAdvisor and social media. At that point, the damage is done and you’re in repair mode. That’s a key reason to make sure your guest feedback surveys are being done correctly and that key information is being passed on to the people who need to see it. And, of course, that prompt action is taken when guest feedback is in the form of a complaint.

Guest satisfaction surveys come in many forms these days and companies are on a learning curve in using them to maximum positive effect. The key to maximizing value and preventing very public complaint forums is to get organized now. ♦

that could add to the knowledge base of guest satisfaction about every area of your property.

In the Tribal casino resort industry, guest surveys have been used for years to gain valuable guest insights, improve service levels and address areas of weakness. Generating this type of research has become so affordable, fast and accurate that it can become disorganized and inefficient if you start piling it on without a master plan. A siloed research approach using a single comprehensive survey probably isn’t an ideal solution, either.

**So, how do you fix a disjointed research program or prevent it from happening if it hasn’t already? Develop a master plan by following these steps:**

**Budget:** What is your overall property budget for guest satisfaction research? This is going to determine how much you can get done.

**Responsibility:** Who is responsible for guest satisfaction surveys at your property? Make sure the person understands research and interacts with all key departments involved. Since staffing and finding the time to take on another job task is a problem at every casino, you have to commit to doing this right.

**Coordination:** Your research person needs to interact regularly with department heads, venue leaders, and franchisees if applicable. Make sure all key stakeholders have input into the survey questionnaires so that their expertise is used, and concerns are addressed before you launch the surveys. The alternative is taking heat after the fact because you didn’t include important questions.

**Communication:** Every department and venue impacted by the surveys needs to know how you’re doing. Send out a regular report with highlights – what’s working well, what needs to be fixed.

**Accountability:** Okay, so the guest surveys showed some issues that really need to be fixed at the buffet, players club and hotel check-in. Make sure there’s a process that the person responsible for resolving the issue gets it done ASAP and someone checks it off the list.



**Deb Hilgeman, Ph.D., Senior Raving Partner, Market Research** — Deb uses her extensive research knowledge and qualifications, combined with her casino marketing management experience, to deliver superior market research to Raving clients. Deb works with properties to determine how market research can take their operations and profitability to the next level by removing the guesswork in decision-making.

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# Lessons and Insights

How 7 Cedars Casino weaves strategy and story into two major projects

By Christine Faria

**I**t's hard to tell just one story about the Jamestown S'Klallam Tribe. Do we start with the diversity of their enterprises, including gaming, seafood and shellfish, health centers and their award-winning golf course, all under the leadership and acumen of Chairman Ron Allen for more than four decades? We can explore the Tribe's commitment to their broader community and their role as conservators of the land. And it's tempting to dive into the unique history of a Tribe who pooled \$500 in gold coins in 1874 and purchased land, securing their home for generations to come, when Native Americans across the country weren't allowed to do so.

For this article, we'll focus on the lessons and insights from two major development projects and investments for 7 Cedars Casino that will have long-term impacts to not only their bottom line, but to the community in which they live, and how they've weaved their unique story and culture into every aspect of these projects.

## Find us where the rainforests meet the ocean

About two hours west of Seattle, guests cross the Puget

Sound to find a rural casino with just over 600 slots and 30 table games facing the Strait of Juan de Fuca; their backyard, the Olympic National Park. Visitors are greeted by seven majestic totem poles, some built with wood over 900 years old. Although there are 29 casinos operated by 21 Tribes in the state of Washington, 7 Cedars Casino is far removed from the larger gaming resorts that service the metropolitan areas.

The area is surrounded by neighboring lavender farms and is the gateway to the rich outdoor playground of the Olympic Peninsula, of sea and forest, attracting golfers, fishermen, whale-watchers, kayakers, mountain bikers and hikers (and Twilight movie fans who pass by).

**What casino guests won't find at 7 Cedars Casino or in the surrounding area is a four-star, four-diamond resort. And here lies the opportunity.**

According to Jerry Allen, CEO, 7 Cedars Casino, "Right now people don't come to the peninsula if they're looking for top-level amenities. They've got other choices from

the north, to Whistler, to the south to Bend, Oregon, and to the east. There's been a big hole in where they can stay here."

Allen and his team, including long-time General Manager Glenn Smithson and Marketing Director Judy Walz, have been promoting for a hotel for years. Although the casino has been in operation since 1995, other Tribal enterprises took precedence over the long-awaited hotel, which is slated to open Memorial Day, 2020.

Allen shared, "The timing had to do with the Tribe prioritizing how the community was going to be serviced properly. Whether it was the health care center or dental clinic, or other job-creating economic ventures. Without having some of those services that a lot of typical Tribal communities have, there was definitely a time and a place for us to begin." And when the project was scheduled to launch in 2008, the Tribe determined that a delay was prudent due to the national financial downturn at that time.

During the last decade, the team continued to build their product in many ways, expanding their gaming floor and producing a master plan that reflects the needs not only of the 7 Cedars Casino market, but the community at large. An in-depth hotel feasibility study ultimately led to the two major projects we're covering in this article: a reimagined food venue and the groundbreaking of their first hotel.

### Phase One: Goodbye buffet, hello farm-to-table

Buffets are traditionally loss-leaders and used as a tool for casino player development.

But how much does driving people through the door and comping good players cost? According to Smithson, "Originally, we were losing \$1,000,000 plus annually, and had been for some time. We had daily \$4.95 steak specials, of which we sold around 10,000 per month. We did a seafood buffet on Fridays and Saturdays. The food cost on the steak special was covered, but we lost money on the labor and other normal expenses; we were focusing on traffic generation and draw for potential gaming dollars."

Through implementing player tracking software, the team found out that F&B guests who they thought were good players were not, so it was time for a new philosophy. Smithson added, "We had a vision of a new food concept and venue that could accommodate a new and soon-to-come hotel."

With the support of research, they closed the Salish Buffet and opened the House of Seven Brothers Restaurant last summer. It's designed after a traditional long-house and named after

a long-ago story of the Tribe. According to their website it was "... inspired by the Tribe's ancestral connection to our local waterways and the bounty they provide ... it features locally sourced seafood, produce, and protein from fishermen, farmers, and ranchers across the Olympic Peninsula."

Smithson shares, "Our design features an action/exhibition kitchen. True farm-to-table from seafood to produce. We now offer 90 percent fresh from scratch menu items and dishes." A striking design feature is seven masks specifically commissioned for the project.

And was the risk of removing a traditional guest-favorite worth it? According to Smithson, "We now have an F&B operation that is profitable, with sales growth of 20 percent and a venue designed to be nimble moving forward. Gaming proceeds are up significantly as well. Another surprise; while the buffet was down for construction, we had to steer our guests to dine at our Napoli's deli. That business grew over 80 percent during that phase. When the House of Seven Brothers opened, Napoli's had a new following. That venue has maintained a 30 percent growth since then."

In addition to financial results, Smithson shared, "There's team member pride and ownership with this new concept; it's an open palate for creativity. Tribal members and team members are so proud, and our guests show to be very appreciative of the finished product."

There's been one partner who has been integral in the transformation of the casino, since the expansion of their casino space. Rice Fergus Miller Architecture (RFM) has worked side by side to create the vision of the Tribe, and who Allen says, "They're not trying to make us somebody or something that we're not. Anytime you can have people treat your money like their money, then you've got a lot on your side. From myself and my brother, Ron's position, there's a more personal approach to what we do here, with this team of people that we like very well."

The admiration is mutual. Jennifer Fleming, Designer and Principal of RFM, shares, "The firm started working with





southeast Alaska. They'll be making the lobby seasonal to keep the artwork fresh. "We're not only using our local native and non-native artists who are specialists in native art, but we're also using contemporary photography that highlights the Olympic Peninsula," added Allen.

Another unique design element is the facade of the ground floor of the property. Seven panels are being made out of more contemporary wood material. According to Fleming, "These seven art panels are like a modern take on a totem pole because it's horizontal across the face of the property rather than vertical."

## Expectations and future plans

Rooms in this first phase will be primarily for gaming guests. When asked about more rooms for outer-markets and non-gamers, Allen responded, "We'll see how the revenue expectations become reality, but these gaming markets are only so deep. You have to diversify. And when you talk about phase two and three, then it's really about a destination experience, not as much as a casino hotel. After the first year, it will be about really getting our arms around the right heads in the beds. We'll then have a better understanding of what is true about the gamer and how much it's really about the destination guest."

They're also working on several ideas to enhance the experience from a consumer standpoint. "One great guest experience being done in Coeur D'Alene, is that if you've got a golf package and you're pulling up to our hotel, we'll take your clubs from you and they'll be sitting in your cart when you arrive at the golf course. There's a lot of those personal amenities that we want to do that will meet everyone's highest expectations," added Allen. He also mentioned car charging units and bikes to access nearby trails.

Moving forward, both Allen and Walz said they gathered a lot of ideas from other Washington casino resorts and will continue to do so. Walz added, "As you know, we network very nicely up here in Washington with our other sister Tribes. We've gone to those other properties and Glenn's got a lot of analysis from them of what incremental lift that hotel will bring to the gaming side of it." It's not surprising that the other Tribes have given support: the Jamestown S'Klallam Tribe is known for their commitment to improving the lives of American Indians and Alaska Natives and their willingness to share their knowledge and experience.

*Read more about how the 7 Cedars Casino leadership team has successfully navigated their team members through change in Paula Allen's article on page 28. ♦*



**Christine Faria, Executive Editor, Tribal Gaming & Hospitality Magazine and VP of Marketing, Raving** — As Executive Editor, Chris oversees content development for *Tribal Gaming & Hospitality Magazine* and also serves as a contributing writer. In her role at Raving, Chris manages marketing and content for the firm as well as Raving's tradeshows and signature conference, Raving NEXT.

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Photograph Courtesy of The Photo Group 2019

# Life In Player Development

Being busy versus being productive

By Janet Hawk

**A**fter decades in player development, it never ceases to amaze me that we are still having to fight the perception that hosts don't do anything except hand out freebies, get (or give) hugs and receive cookies and other gifts. Those who have worked in PD know very well that, if done correctly, this is a tough job and requires excellent time management and communication skills in order to be successful. It isn't "digging a ditch in 120-degree heat" hard, but hard just the same. And without proper self-management and direction, some will spin their wheels, get frustrated and ultimately get nothing measurable or productive done.

However, after working with so many PD teams, I have

found that we can be our own worst enemies. There are specific things we continue to do that make our jobs much more difficult and time-consuming, thereby negatively affecting our productivity and effectiveness. I want to call out the biggest offenses and hopefully help my fellow PD folks become more effective in their roles.

## Excuses

"They didn't give me my list."

"They don't give us enough time to complete the task."

"I didn't know."

"I lost my best player; that's why I didn't hit my goals."

“They didn’t give us an offer to sell. How can I make calls if there isn’t an offer?”

Excuses don’t get results. “They” have been fired. Stop looking for reasons to fail. Pick up the phone; an offer isn’t necessary when you are trying to build a relationship with a guest. Get out on the floor. Don’t depend on your best players, but find new ones so that when something happens (and it will) you will still achieve your goals. When you fail (and you will), own it and move on. Stop procrastinating because what you put off today doesn’t disappear, it just ends up biting you in the backside tomorrow. If it’s not working, change it.

### Productivity

I feel like this is obvious, but apparently it needs to be said: Being busy and being productive are two completely different things. Get yourself organized and manage your time effectively. Break it down to daily, weekly, monthly and quarterly; set a goal and be proactive. In other words, make a plan and work that plan. There are a plethora of tools available today. Whether it’s digital by using your smartphone calendar, alerts and reminders, or going “old school” by using post-it notes, paper calendars, file folders, journals and whiteboards, or a combination of the two, figure out what works best for you and do it. Clear out the “time-suckers” and focus on those strategies that help you achieve your goals. Try not to multitask, but consciously take time to focus on each task, even if it is only for 10 minutes.

When you get pulled off your schedule (and you will, every day), having a plan will help you return to center. This plan will serve as a compass to help you really figure out what is important (productive) and what is not (busy). Determine the best method of organization that works for you and do it.

### Communication

The most important tool in a host’s or any salesperson’s arsenal is communication, and the most important activity in communication is the one most of us do poorly: listen. We need to listen, so we can learn, so we can lead conversations. The more we learn, the better experience we can create for our guests. The better we listen, the more successful we will be in determining the best way to communicate with our guests. Everyone has a different way of communication and when we figure out what works best for each person, the more successfully we will be able to assist and understand what is important to them. It’s not the Golden Rule (treat others the way you would like to be treated), but the more considerate Platinum Rule (treat others the way they would like to be treated). We are all different, so by truly listening, we will be able to understand one another more clearly.

This is true not only with guests, but internally with fellow teammates and all departments within the casino. Hosts function as a liaison between the guest and the casino. We need to understand the casino and its functions, departments and processes, just as we need to understand our guests’ wants and needs. Opening up these lines of communication will not only help you understand how and

why those departments do things, but will help everyone work as a team. When we all function as a team, we serve our guests better. Serving our guests better creates loyalty, and loyalty creates revenue! ♦

### Takeaways:

- › Be accountable for your own actions. Excuses don’t positively affect the bottom line.
- › You can’t be productive without a plan. Be proactive, make a plan and work the plan!
- › Stop talking and listen; listen to understand, not to respond. You cannot learn when you aren’t listening.
- › And most importantly, if you don’t know, ASK!



**Janet Hawk, Raving Partner, Player Development and Marketing** — Janet provides Raving clients with continued support and training in the practical skills of marketing, promotions, special events, entertainment, hotel, table games and player development.

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# Interested in a Paperless Solution?

Casinos reap savings in both time and money with these three steps

By Kevin Huddleston

**T**here are many products that tout their ability to save us time and money. As many of us have experienced, that doesn't always pan out. This is true of the various products with the purpose of moving us toward paperless. We buy or lease solutions to make some processes paperless, and yet we still have tons (literally) of paper to handle and store. How can we avoid ending up like this?

I'd like to clarify something about "paperless." More often than not, paperless doesn't mean that we won't have any paper in any of our processes. Although, good solutions will allow us to store documents electronically and then destroy the paper. The number of physical documents handled should be significantly reduced, but it's rare that we can eliminate them all. Especially in processes where items are received from outside the organization.

Historically, casinos have generated a lot of paper. We have forms for every transaction. We have progressive meter readings, coupons, z-tapes, MTLs, MILs, jackpot forms, W-9s, etc. We also have purchase requisitions, purchase orders, receiving reports, invoices, inventories and so on. Purchasing, Accounts Payable and Vault Operations account for the vast majority of all casino's paper. There are many systems on the market that can help make processes in these three areas paperless. However, on its own, a system won't make it happen. There are three things that will greatly improve the level of success achieved when implementing a paperless solution.

**The first thing we need is a Plan.** You've heard the saying, "Failing to plan is planning to fail." If we don't have a plan for implementing any new system, it's not going to turn out as effectively as it could. Going paperless involves



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## Steps to developing change readiness

The first step is to develop change readiness, and this happens in the off-season. Does each team member know the goals of the department, and are we able to collaborate on solutions if we are not meeting our goals? We coach for an “ownership mindset” with our teams. It’s very easy to slip into a victim mindset when the workload is piling on. We lean in and shift our mindset from a victim to thinking like an owner. To complete our foundation of readiness, we give our teams the tools necessary to navigate their way through this change.

Step two is to clearly define when change is in process. When change is looming, we define the change in a way that is convincing and precise for our team. It’s important to do this to prevent speculation. We let them know what the change is and what it is not (the HR team might be relocating, but the team members won’t be changing). We collaborate on the benefits and risks involved in the change, as well as the requirements from each team member so they feel prepared.

## Communication, resistance and managing self-talk

Something that is often missed is communicating why this change is necessary and what would happen if the change didn’t happen. We also describe what the change will look like and the transition process. Are our leaders credible, do they have all the facts? Are they concerned with the well-being of our guests and our team members, and are they willing to stay connected to the team member throughout the change?

Let’s talk about resistance. Don’t make the mistake of ignoring the emotional impact; talk about the denial, anger, guilt and blame, if present. There’s also managing self-talk. Think about the most annoying team member you work with and they just walked through the door, what’s your self-talk? Or how about your boss? When they walk into the room with that “look,” do you assume you’ve done something wrong? In any scenario, your self-talk is probably not something

you would say out loud. Negative self-talk is sabotaging our relationships and it’s essential to manage so we can show up to the conversation in a professional manner. Here’s an example of self-talk that a team member shared with me:

I was running late for work and I was on empty, so I had to stop for gas. I pulled in and the lady in front of me was having a difficult time. She had to call out the attendant and was still having trouble! My self-talk was going crazy. I was punishing myself for my lack of preparation. I was putting a lot of blame on her when I heard myself say, “Come on, lady, is this your first time pumping gas or what?” Then I thought to change my self-talk with “Maybe this is her first time pumping gas, maybe her husband of 50 years passed away and he always made sure her tank was full and she’s terrified out here trying to do it on her own.”

She didn’t know if that was true or not, but it moved her from a position of irritation to a position of compassion and she got out and helped the lady. We cannot positively influence our team members if we have this internal, negative self-talk constantly running through our head (it does come out one way or another).

Once we have a handle on our own self-talk, I bring out our REACH model. It helps me reach those who have shut down or checked out. Here we recognize if there is a need the associate has, so we explore what we can do to help. We affirm a commitment on their part to move toward the change, and confirm our dedication to helping them with this process as well. Afterwards, all parties should feel like they have honored each other in this process and been given a chance to voice their concern.

## When change has arrived

The last part is making change happen, implementation of the change. When you ask MBA students what they study most, strategy or implementation, they always say strategy. And yet, implementation is critical to the success of any initiative.

You need to collaborate with your team on how the process should go. If it’s a collective effort, form a committee. Then, I use a very simple PDCA (plan, do, check and act) worksheet to organize our thoughts. It is designed to keep you focused on the goal, because implementing change is not as easy as it may sound.

As you can see, coaching through change isn’t as easy as we thought. And this may be the reason why we have so many conflicts when implementing change and why we lose good people in the transition. The good news is, we are teachable! We, as leaders, can learn to lead our teams through change successfully. ♦



**Paula Allen, Raving Partner, Leadership and Tribal Member Development, and Director of Leadership Development and Guest Services, 7 Cedars Casino** — Paula has extensive experience working at all organizational levels creating, promoting, and delivering training solutions designed to support the organization’s goals. An enrolled Tribal citizen of the Jamestown S’Klallam Tribe, she formulates programs for Tribes that put more focus on relationships with guests and coworkers, rather than the mechanics of the job.

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# new product showcase





## Gary Platt Manufacturing

Gary Platt is showing seating solutions for the entire enterprise that will make operators sit down and cheer. The unsurpassed comfort that operators give their players in the casino is now available in collections for all areas of the casino, hotel, and hospitality venues. G2E booth #2618 — [www.garyplatt.com](http://www.garyplatt.com).



## Ainsworth MultiPlay Super Charged 7s

Multiplay Super Charged 7s offers the option to play two or four Super Charged 7s games at once, capitalizing on Ainsworth's top performing 1c title. Players will experience more frequent wheel spins and free games. The game offers low volatility, easy to understand gameplay and an eye-catching massive wheel. For more information, visit [www.agtslots.com](http://www.agtslots.com).



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## Experiture Omni-Channel Marketing Platform

Experiture will be displaying its award winning omni-channel marketing platform, designed from the ground up, for the Gaming and Hospitality Industry in Booth #2413 at G2E. The world's first multi-channel marketing solution for player engagement makes it possible to engage with players in "real-time" by sending triggered and relevant email, direct mail, SMS and mobile app notifications based on changes in a player's profile, playing behavior and geo-location. For more information, visit [www.experiture.com/player-engagement-solutions/](http://www.experiture.com/player-engagement-solutions/) or email [info@experiture.com](mailto:info@experiture.com).



## Aruze Gaming The Dream Cash Series

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## GameCo Multiplayer Arena

GameCo unveils its new Multiplayer Arena at G2E booth #2609 featuring games that can be played head-to-head or esports tournament style! In G2E booth #5034 GameCo features GamersEdge technology in a variety of new games featuring Star Trek, Terminator 2 and all new Katana and Impulse! cabinets.

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## IGT PeakBarTop

As the undisputed leader in video poker content and hardware, IGT will reveal its brand new bartop cabinet: PeakBarTop at this year's G2E. Complete with a 23-inch curved display, and a series of technological advances including USB charging ports, enhanced lighting and audio and more, the PeakBarTop is backed by IGT's industry-leading video poker content portfolio. For more information, visit [www.igt.com](http://www.igt.com).



## Tangam Systems TYM Floor Performance

TYM Floor Performance is game-changer for table games operators. It's designed to allow all levels of management to exercise judgment while leveraging data to make better decisions. Obtain unprecedented transparency with a couple of clicks, directly on the property floor map. G2E booth # 1830. For more information, visit [www.tangamgaming.com](http://www.tangamgaming.com).



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To learn more contact Amy Hergenrother, [amy@betravingknows.com](mailto:amy@betravingknows.com), 775-329-7874 or [ravingdashboards.com](http://ravingdashboards.com).



## NOVOMATIC AMERICAS Global Gaming Innovation – Winning Technology

At G2E this year, NOVOMATIC Americas will feature the bold Pay Day™ Progressive line, a series of high-energy standalone progressive games from the U.S.-based Mount Prospect game development studios. First releases are Prized Panda™ and Prize of the Nile™ – but watch this series quickly grow with new titles like Pay Day Plus™! G2E booth #1259.

For more information, contact: Kathleen McLaughlin, Vice President of Marketing and Product Management, Novomatic Americas. PH: +1 224 802 2974 or visit [www.novomaticamericas.com](http://www.novomaticamericas.com).



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For more information, visit [nextgaming.co/](http://nextgaming.co/), call 702-366-7304 or email us at [mdarley@nextgaming.co](mailto:mdarley@nextgaming.co).



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For more information, visit [www.IDScan.net](http://www.IDScan.net), call us at 888.460.8936 or email at [kpdeddicord@IDScan.net](mailto:kpdeddicord@IDScan.net).



have added two new features: an artist-signed guitar auction provided by participating Tribal casinos, and now on the bill with Native American comics, an up-and-coming musician. Endorsed by NIGA and Chairman Stevens, hundreds of operators and suppliers have been entertained every spring.

Contact: Gency Warren, Marketing Manager, Raving, gency@ravingconsulting.com



### Celebration of Honor: Chinook Winds Casino Resort

For fifteen years, Chinook Winds Casino Resort has organized the Celebration of Honor event that honors active-duty personnel, veterans and their families. September 18-21, 2019, Chinook Winds provides veterans and active military free buffets and free comedy show tickets. There is a special Oregon Veterans Medal Presentation that includes a custom-designed medal signifying Oregon's appreciation for the service and sacrifice of Veterans. Many friends and family members of service men and women killed in action will post flags on behalf of their fallen, loved heroes. The Celebration of Honor includes: The Medal Presentation held at Field of Honor Memorial where 1,000 flags are placed behind our casino and overlook the ocean, the Oregon KIA Memorial Wall, "Wall of Honor" (Iraq and Afghanistan), Living Military History Weapons Display, Uniform Display, and a special glass float drop along the beaches of Lincoln City, Oregon. We provide space for many veteran services to provide information and benefits to veterans and their families. We are lucky enough to include a life-size wood statue of the raising of the flag at Iwo Jima. Chinook Winds has worked with the City of Lincoln City to make it a city-wide community event with many local companies participating. It is hard to put into words the emotions one feels while looking upon the Field of Flags and listening to the stories of our Veterans.

Contact: Stephanie Hull, Public Relations Specialist, Chinook Winds Casino Resort, stephanieh@CWCResort.com



### Everi Cares Giving Module: Generating Over \$700K in Donations

The Everi Cares Giving Module has quickly become another way that Everi supports their customer's communities and patrons. Already a leader in promoting responsible gaming through their Everi Cares STeP program (self-exclusion) and contributions to responsible gaming efforts, they've recently burst into the market with a module that

allows patrons to donate the change from their ticket vouchers on an Everi kiosk.

Adding this module to an Everi FSK presents the donation as a simple option during the normal ticket redemption process. The receiving charities are often local and regional organizations chosen by the casinos in their area, which allows properties another avenue to engage and provide benefit at the local level. This is especially true for Tribal casinos, whose impact on their community has a meaningful and lasting effect. For its work with Chickasaw Nation and the "Everi Cares Giving Module," Everi Holdings was recognized as 2019 Associate Member of the Year by NIGA.

In addition to enhancing philanthropic programs, the program reduces escheatment of abandoned tickets, reduces coin handling expenses, and helps achieve a coinless environment. Since its inception, the module has generated over \$700,000 in donations and saved over 19 million coins across 32 locations in the US, of which twenty-one are Tribal casinos.

Contact: Cameo Amato, Director, FinTech Products, Cameo.Amato@everi.com



### Spirit of Sovereignty

### Spirit of Sovereignty: NIGA Associate Members Make College Possible for Young Native American Students

Education is the greatest need for young people in Indian Country. Scholarships make it possible. The

Spirit of Sovereignty provides scholarships to deserving Native American students at 37 Tribal colleges and is a National Indian Gaming Association initiative. "The idea of giving back through the Spirit of Sovereignty originated with NIGA Associate Members," said project coordinator David Garelick. "It is incredible how much impact this program has for motivated students who are changing the course of their individual, family and community futures."

Charity Valentin is a great example. "It's such a good feeling knowing that people you don't even know want you to succeed and are rooting for you," said Valentin, who is a member of the Lac Courte Oreilles Band of Lake Superior Chippewa Indians. Thanks to Spirit of Sovereignty scholarship support, Charity was able to earn her associate's degree in science and is pursuing a master's degree in dental therapy.

"There are so many inspiring examples on our website (spiritofsov.org) of how much scholarships mean to students like Charity," said Garelick. "All young people deserve the opportunity to see their dreams of higher education come true. We would encourage every NIGA associate member to contribute and be part of this life-changing program."

Contact: David Garelick, Corporate Relations Officer, Spirit of Sovereignty, dgarelick@iltf.org ♦



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Tutor Perini Corporation, a leading civil and building construction company, is one of the most versatile and successful companies in the United States. Founded over 125 years ago, the company operates through three primary lines of business: civil, building and specialty contractors. Each group consists of wholly-owned subsidiaries with industry-leading expertise and significant portfolios in their respective fields.

The building group is comprised of Tutor Perini Building Corp., Roy Anderson Corp., and Rudolph and Sletten, Inc. Our building group has the benefit of immediate access to resources in many geographic regions and can draw upon company-wide resources and expertise.

Tutor Perini Building Corp. provides a variety of construction delivery systems – general contracting, construction management and design/build. Our commitment on a project begins during the preconstruction planning process, bringing expertise to design, procurement, construction sequencing and site-specific safety programs in order to establish reliable budgets, realistic schedules and safe working environments.



Tutor Perini Building Corp. is a leading builder of Native American hospitality/gaming projects, offering expertise in building quality, on-time, on-budget projects throughout the United States. With over \$5 Billion in Tribal construction, Tutor Perini Building Corp. has built over 7,000 Tribal hotel

rooms, 2.8 Million square feet of Tribal gaming space, and 21.5 Million square feet of Tribal building space. This work has been done with 22 different Tribal communities. Major Native American projects include Choctaw Casino Resort in Oklahoma; Chumash Casino Resort, Pechanga Resort Casino, Graton Rancheria Casino, Morongo Casino Resort & Spa, and San Manuel Indian Bingo & Casino in California; Vee Quiva Hotel & Casino in Arizona; Mohegan Sun Expansion and MGM Grand at Foxwoods in Connecticut; and Seminole Hard Rock Hotel & Casinos in Florida.



Besides the hospitality and gaming market, Tutor Perini Building Corp. is also well versed in building projects in other market segments including aviation, education, healthcare, sports facilities, transportation, mixed-use, judicial, government entities and science / technology.

Tutor Perini self performs much of its work, often partnering with qualified local subcontractors and Tutor Perini's Specialty Contractor Group – experts in concrete frame & structure, support of excavation, foundations, piles, tie-backs, excavation & earthwork, mechanical, electrical, low voltage and plumbing disciplines. These integrated service models provide a significant advantage in the building marketplace; enhanced opportunities for growth through increased size, scale and management capabilities; immediate access to multiple geographic regions; and increased bonding capacity.

Our relationships with owners, architects, subcontractors and vendors are built on trust and teamwork, which has been fundamental to our success. Our philosophy, "Building Relationships on Trust" recognizes the importance of teamwork. It rewards dedication and honesty. It values integrity over expediency. It defines our people as construction professionals for whom nothing is more important than advocating the best interests of the project. It is not by coincidence that more than 80 percent of the company's business is from repeat clients.

For more information, visit [www.tutorperini.com](http://www.tutorperini.com) or call 702-792-9209. ♦

# Scientific Games

Scientific Games is a committed game-changer, playmaker, innovator, and partner with the exclusive capability of being able to offer the industry's broadest portfolio of entertainment products. We are leading the way in the creation and design of cutting-edge gaming content and platforms, inspiring our stakeholders to REIMAGINE PLAY.

This passion and commitment will be on full display this year at G2E 2019! Upon stepping into the SG booth, visitors will experience a full Entertainment Ecosystem that includes some of the industry's most dynamic games, systems and services for casino, lottery, social gaming, online gaming and sports betting.

One of our greatest strengths – our celebrated licensed brands – will feature at G2E, with Willy Wonka™ - Everlasting Gobstopper and The Hobbit™, both showcased on the Gamefield™ 2.0. The dramatic new Wave XL Horizon™ will feature both JAMES BOND – DIE ANOTHER DAY and MONOPOLY Money Grab where Mr. MONOPOLY will make it rain!

SG will introduce exciting new themes in our successful high-performing games series such as the Ultra Hot Fire Link™, starring all of the player-favorite features of Ultimate Fire Link® and a new Ultra Hot symbol that is guaranteed to heat things up!

Also debuting are new innovative and engaging cabinets, including the TwinStar® 5RM which will showcase a thrilling stepper version of the acclaimed game, Dancing Drums®.

SG is reimagining how players will play, and pay, through both its SG Game Service and Unified Wallet technologies. The SG Game Service enables players to access and play content across multiple channels like slots, sports betting and ETGs, all from a single device. The Unified Wallet provides a cashless and cardless solution allowing players seamless access to various funding and loyalty club transactions throughout the resort.

SG's Rewards Quest achievement-based

badge system rewards players for activities throughout the resort, while the Player Boutique gifting program allows players to redeem loyalty points for prizes quickly and easily at their game.

SG Vision enables anonymous patron identification and real-time chip recognition, providing secure data for enhanced tracking of game transactions and patron activity throughout the property.

SG is also reimagining play through the creation of industry leading table game content and cutting-edge technology to enhance the player experience. With our new MDX™ multi-deck shuffler, we're doing what's never been done. MDX shuffles up to 10 decks, eliminates edge sorting, and sorts multiple decks.



SG is changing the table progressive game with GM Atlas™, our next-level progressive operating system. GM Atlas offers new bonus and jackpot options, and the ability to configure Must-Hit-By and random mystery prizes.

We're also introducing the dramatically redesigned Quartz™ cabinet, our latest Electronic Table Game innovation. Quartz displays eight games concurrently on an immersive 26.5-inch LCD player touchscreen.

These, along with the many other innovative products that will be on display at G2E, continue the evolution of Scientific Games, adding to our growing Entertainment Ecosystem and our continued quest to REIMAGINE PLAY!

For more, visit [www.scientificgames.com](http://www.scientificgames.com) or call 702-532-7700. ♦



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## CONTACT

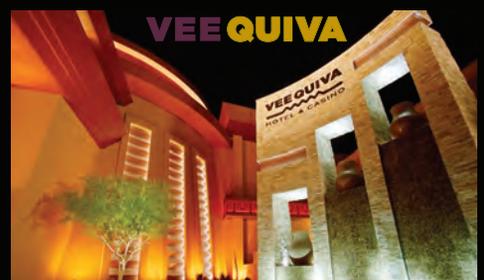
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