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A Message From Brady



Dai' sla,

In the research we've compiled over the last three years through Raving's Annual Indian Gaming National Marketing Survey and our Raving NEXT: Indian Gaming Analytics & Marketing Conference attendee surveys, one thing is clear: finding and retaining quality team members is at a critical point for our Tribal enterprises. The labor shortage is only going to get worse. We recognize that workforce development has two components: one being staffing and career growth in general, and then one being Tribal member development.

Both issues must be considered.

You'll see many articles in this issue and online at www.tgandh.com addressing benefit management, leadership training and support of higher education. We all must evaluate our compensation programs to remain competitive and quality employers. Truly, how can we differentiate our organizations as secure and rewarding places that embrace all team members, Tribal and non-Tribal members alike, to find careers, not just jobs? Inside these pages, we look at organizations that work in the Tribal gaming space that assist our team members – through internships, support groups, free training and easier access to education.

As our gaming operations and other enterprises grow and mature, it is necessary that we address our team members' future needs today. Our goal at TG&H is, always, to support you with articles by operators for operators, so you can lead your organizations and the industry.

Thank you, from all of us at TG&H, for your ongoing support and readership.

Tsu tse wass,

Brady Scott
Editorial Board Chair
TG&H Magazine

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Wildflowers Restaurant at The Lodge at Turning Stone Resort Casino

TG&H

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Raving

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TG&H Online Web Exclusives

When Gamblers Design a Hotel

How creature comforts and consistent service can drive revenue
By Janet Hawk

Recruiting Native and Indigenous Students Interested in Construction Careers

And it all started with a need and a \$100 bill
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Somebody somewhere decided to buy the play from our guests
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The Promotions Magic Number

Marketers, how to stop doing the same programs over and over again

By Tom Osiecki

What's the magic number?

The casino marketing magic number is 365/24/7. You market your property 24/7 for 365 days a year. Time doesn't stop. Your casino property demands to be filled 365/24/7.

Casino marketing departments are like Lucille Ball on the conveyer belt, pushing out programs on a moving belt that goes faster and faster. Which brings me to promotions. Promotions are the "have-tos" of marketing. They have to be produced. They have to be executed. They have to produce results. Casino marketers are like chainsaw jugglers; keeping promotions flying and spinning ... and you can't afford to get it wrong.



Let's do the time warp again

The sad reality of promotions is the unrelenting march of marketers doing the same programs over and over again. The world changes every day. Marketers can fashion promotions after the new, the unique, the exciting and the trendsetting. People crave something different. Something fresh to get them out of the house and into your casino. Yet, thousands of casinos time warp the same promotions again and again. Promotional time warp. Ghostbuster promotions. It goes on and on.

The magic code is on the Internet

New promotions keep your property fresh and give guests a reason to return. You can draw new concepts from the news, new trends and cutting-edge forms of entertainment. If you're out of ideas, use the promotional magic number and go to the Internet.

There are thousands of casinos in hundreds of markets. The not-so-secret secret is that every casino in the universe posts promotions on their websites. You can travel the casino universe from your laptop and seek out new and unique promotional ideas while sitting in your pajamas. It's a simple, effective research project. As a bonus, most casinos post the rules along with promotions.

Questions to ask before every promotion

When you try new promotions, how do you know they will work? Ask yourself the following questions to determine if a new promotion will be successful.

How many times have we done this promotion before?

If your answer is "frequently," it's time to ditch that promotion for something new. It's a simple approach. If you are honest with yourself, you will conclude that repeated promotions just give benefits to the same guests who happen to be sitting at your slots or tables when the promotion runs.

Does it have a positive ROI?

Estimating the financial outcome of a new concept is not the easiest. You can always create a pro-forma based on how similar types of promotions performed in the past. A new idea can mirror a successful promotion from your archives. Then, take your shot.

Is it in the budget?

Your promotional budget should contain some room to experiment.

If not, your budget is built for mediocrity. It's comfortable and predictable to design the future on the past. But it makes for a stagnant strategy designed to reward the same guests the same way with the same things. By discontinuing old promotions, you will find the funds to do new.

Can we execute the promotion?

New is challenging. When you take that leap of faith, make sure that your team can execute the new concept. This generally means that you bring out the big guns, communication and training. A new idea requires building a new set of rules and processes.

Sit down with your team and develop, write, plan, budget and process something that you have not done before. Once you have your plans, the next step in new promotional execution is to develop communications for your team and for the property. Hold communication meetings within marketing. Ensure all departments touched by the promotion are communicated with and informed. Lastly, take the concept property-wide and spread the word. Hold training sessions within your department and additional departments if necessary. Communication and training are the jet fuel of new promotions. Use them or you could see a good idea fall flat.

The big red easy button

It's a breeze to hit the easy button, submit the rules and launch that program you've done since Yoda was a baby. But ask yourself, are you doing your best? Baby Yoda. Hmm. Now that sounds like a new promotional concept you can use! ♦



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.

Manager of National Tribal Operations for the University of Phoenix, their take on higher education opportunities and challenges for Tribes.

What is the current state of specialized programs for Native Americans for higher education?

Jason: Few public institutions have worked directly with Tribal governments to create specific programs to meet Tribal needs. There are 573 sovereign domestic nations and each has unique cultures, histories and academic needs. To expect a public institution to create new programs that are tailored to meet Tribal needs is likely unreasonable and cost-prohibitive. Despite these challenges, in my experience and after working with numerous Tribal governments across the country, Tribes have echoed the common degree needs: hospitality and resource management; environmental sciences; law; teacher education; and business. That is not to say that there are no programs out there that have been created to meet regional Tribal needs.

What are the statistics of Native American students attaining degrees?

Patrick: Studies have determined that Native American students tend to struggle with college (as a demographic) more than others. In a study conducted by Mosholder and Goslin (2013), for students enrolled in a four-year university, only 15 percent of Native American students earned a bachelor's degree, while Asians, Whites, African Americans and Hispanics graduated at rates between 51 percent to 24 percent. In addition, Thompson and Nitzarim (2013) also argued that Native American college students progress at a significantly lower rate than any other group, predominantly during the initial eight weeks of school. Their findings suggested that the primary causes were related to self-confidence and the stress associated with having no family on-site, which was prevalent for most students before leaving for college.

What are the critical factors that you have witnessed that lead to degree attainment?

Jason: A full tier of support, including Native undergraduates, graduates and faculty/staff. Most traditionally minded Native American students entering a four-year institution are going to experience exceptional culture shock. Cohort building or mentoring programs when students arrive are paramount! Undergraduates will look up to Junior and Senior students, who then look up to graduate students and graduate students emulate the successful Native American faculty and staff. We have learned for millennia by this process. If this infrastructure does not exist on a college campus, the odds are extremely challenging for Native students to find success. Native Americans often learn through observation, emulation and practice. Ultimately, knowledge transfer comes when an individual becomes a respected elder. If academic institutions can invest in cohort-minded and mentoring programs, Native American students will graduate successfully and on time.

Patrick: Providing a specific strategy that addresses and

supports the cultural challenges that most Native American students tend to face has proven successful in the academic success for college students. In our case, we have a specific Tribal operations team that focuses on ensuring that students receive any applicable discounts, through our various partnerships, and funding from Tribes or Tribal enterprises such as casinos. In addition, the team helps prepare the student for class, taking into consideration possible cultural challenges and skill gaps. Once the student starts, we work intensely with them through the first four classes and as needed through the remainder of the program. This is part of the strategy we use that helps our Tribal students achieve higher progression rates than our non-Tribal students, despite the national trend. Fryberg, Covarrubias and Burack (2013) maintained the disproportionate levels of academic success amongst Native American college students significantly declined while overall academic success increased by up to 40 percent when the student's sense of self (encouraged independence, choice and self-expression) increased and negative stereotypical beliefs and actions of classmates declined.

What are the unique challenges or issues that you have seen contributing to dropouts?

Jason: Many students, Native and non-Native, find themselves inundated with a large campus and a confusing culture change from their home communities. For Native Americans this is even more pronounced as we are the most isolated of underrepresented populations on college campuses. Sometimes students will choose a school without having visited the campus. Tribal governments that support campus visits are seeing greater success in graduation rates for their communities. At the very least, Native American students should attend schools that recognize and respect the sovereignty of Tribal nations. If there is a Native student association, a longhouse or meeting space where they can find cohort comfort, these schools graduate Native Americans at a greater rate than their peers. The reality is that Native American graduates become Tribal leadership. If academic institutions invest in Native scholarship, this breeds success within a Tribe and might pay dividends in the future. If academic institutions do not invest first, they will have a long wait until collaborative opportunities arrive.

What makes Native American students different, and what support, programs and changes do you support moving forward?

Jason: At most public institutions, Native Americans make up less than one percent of the student body. We arrive at college with little experience. We are usually the first in our families to either graduate high school or attend college. Assistance from parents may not be available. In some of the more remote locations, adequate Internet and other technologies are extremely limited. How does a student submit the Common Application, the largest online college application, where you can apply to multiple institutions with one application, without Internet connectivity? How does a student apply for Federal Financial Aid, which is online, without assistance from a parent or guardian? How does a Tribal student apply

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Guest Satisfaction vs. Cost Per Occupied Room

“My room has everything I want and so much I don’t want – it’s no wonder that the room costs so much per night”

By Brett Magnan

Quality properties have anticipated every guest’s needs by having the perfect guest room of everything you might want already in it, right? Not necessarily.

Knowing what is a required amenity and what is a “nice-to-have” is hard, especially when you are trying to be competitive with the five-star, five-pineapple, five-orca, five-whatever quality hotel in your comp-set.

Everything that you add into the room has a cost; a very hard cost if you ask your controller. When you consider the convenience of having that item in the room, do you consider the realistic ROI that those items provide? ROQ, or return on quality, is measured subjectively. It is true that if you anticipate the needs of your guest, the ROQ is significant and their guest satisfaction is assured. However, did you consider that there is also a significant perception of quality that might not be what you anticipated?

I have stayed at a hotel property that was considered “luxury” in their quality level. The lobby was well-appointed, the attention to me upon arrival and check-in was exceptional,

and when I entered my room, I felt like I was a VIP. The bed had six pillows and a decorative throw. There were leather pads with monogrammed notes and keepsake logoed pens at the desk, beside the bed and on the dresser. I had three televisions, complimentary bottled water and chocolate at turndown. The bathroom had six sets of thirsty towels, a separate bathtub from the walk-in shower and a secluded water closet for, well obvious reasons. The amenities on the counter left nothing for me to want from. There was soap for my hands, soap for my face and soap for the bath. There were two sets of spa-quality shampoo, conditioner and body wash. They provided me with a loofah, make-up remover, cotton ear swabs and balls, potpourri, a toothbrush, floss and a sewing kit, which I took home – because you never know when you are going to need one. I was in luxury.

Then it dawned on me ... how does all of this affect what I am paying, and do I really need all of this to feel taken care of? What did this cost ME?

The controller calls this CPOR, or cost per occupied room, and yes, you pay for it. The above list at wholesale costs the

allows you to easily see how your cohorts break out in your database. Below is an example of a worth segmentation curve.



Worth segmentation allows us to understand the spread of spend across the database in a visual representation. The chart allows us to quickly see how we should be communicating to our guests and who that message should be coming from.

Frequency segmentation allows us to understand the spread of visitation across the database in a visual representation. The frequency chart allows us to quickly see the definition of high and low frequency at the casino and identify which segments benefit from driving incremental visits and which segments may have discounted trips.

Guest potential analysis gives insight about where there is opportunity to increase revenue through growth. This includes analysis that shows low frequency guests who are local or new guests recently signed up who have not come back within a certain time period.

Leverage your analysis

Now that you have information, put a strategy into place to execute on the learnings from the analysis. Start with tier alignment. Make sure that the tier levels at the casino line up with the cohorts on the graph created during the analysis stage. There should be a tier change for each of the cohorts. Is it too hard or too easy to move up a tier? Once you have reviewed the tiers, you may come to the conclusion that how guests earn tiers needs to be re-evaluated, or the results may show that the tiers are set up well. Other analysis shows the guests with potential. What would you do to drive a trip or increase spend from these guests?

Guest management

The final and very important piece to a players club program review is guest management. Make sure that you develop a guest management plan. The plan should include how you differentiate your guest cohorts. Loyalty programs need to be designed with more targeted rewards; they need to communicate differently with different groups of members based on their value; and they need to provide greater value at higher guest value tiers, by rewarding best guests to encourage higher spending levels. Inherent in the tier levels of your program is the idea of recognition: “I’m a Gold guest.” Guests wear their recognition badge with honor. After all,

it says that “I am important.” With each loyalty tier comes increased recognition. That recognition can be very tangible, e.g. bonus points, or intangible, e.g. special entrances or lines. Don’t underestimate guest recognition. What are you doing to address your guests’ cravings for recognition?

Some ways to analyze your guest management is through your churn rate, guest retention rate and negative churn. Why should you care about churn? Reducing churn can increase profits anywhere from 25 to 100 percent. We all know that keeping your guests is significantly cheaper than the acquisition of new guests.

How is your churn? Do you need to focus on retention? Take these questions and build out a strategy to test changes. Make sure to measure your tests so that you know what works best.

The key to making your players club work is understanding your guests and improving how you provide value to them. To take it back to the beginning, make sure that your players club supports the guest experience and not the other way around. ♦



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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Staying Ahead of the Technology Curve

How Tribal regulators are benefiting from access to critical education from one gaming vendor partner

By Jodi DiLascio

I've worked in the gaming industry for over 35 years, 27 of them in Indian Country, and throughout those years I've had the opportunity to witness a lot of giving to communities.

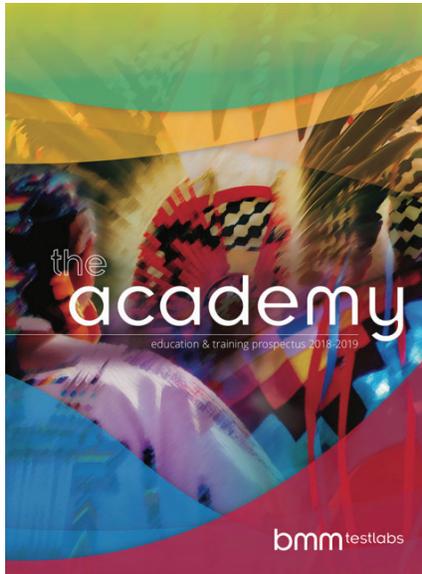
Many Tribes who dove into the sea of casino gaming many years ago have seen the impact of their successful enterprises, and their success has allowed for a tremendous wave of giving back. They've helped contribute to their membership, healthcare and education access, housing and elder services. Many have been able to donate to their bordering communities, local organizations and their fellow Tribes who perhaps have chosen not to take the dip into gaming.

Tribes who've experienced financial success and self-sufficiency say that they attribute their achievements to their value of education. Thriving Tribal gaming enterprises rarely cut corners on the budget when it comes to ensuring that they are delivering critical and timely training and education to their team members in all departments, including casino operations, hotel, retail, security, surveillance or regulation.

Unfortunately, many gaming Tribes do not get the same financial success in their home waters due to geographical location, product offering limitations, population density, etc. This results in a small to no budget line for training and continuing education.

For this reason, BMM Testlabs developed the BMM Academy. We wanted to contribute to our Tribal partners to show our commitment to their success. We wanted to take a much different approach by making education and training accessible to everyone, without delivering a bill at the end of the class. Through the BMM Academy, we provide training and educational services that are customized to meet the needs of each regulatory body, without the need for gaming lab exclusivity. The curriculum provides a wide variety of subjects, including field audits, system audits, wireless security, remote access monitoring, forensics and incident response. Most importantly, we go to them so that more of the Tribes' team members can participate and benefit from our training, all at no cost.

As an independent test lab, we ensure that games and systems are compliant with a jurisdiction's relevant standards, as well as ensure that they are fair, reliable and



robust. BMM sees new technology come through our labs globally, and we typically see that technology six months before it ever reaches a Tribe's casino floor. That new technology comes with the critical need to provide insight to the regulator charged with the responsibility of ensuring integrity of the game, how it plays, how it pays, etc. With technology advancements developing at the speed of light, we offer regulators peace of mind. Especially for the Tribes who can't afford to send their team members to the many paid training programs available in the industry. We present them with a customized, cost-free alternative.

Mobile, Sports Wagering, Skill Based Gaming, Class II and Cyber Security are just a few of the subjects of our

most requested sessions. In order to reach a broader audience and as many Tribal regulators and operators as possible, BMM rolled out our Regulatory Road Trip symposiums several years ago. BMM's Regulatory Road Trip model brings BMM's knowledgeable team members and fellow gaming experts on the road, visiting different regions of Indian Country, delivering a two-day conference covering current and critical relevant subjects. Guests from regulatory, operations and Tribal government are encouraged to attend at no cost. This past summer, we called upon some of our fellow gaming partners and industry professionals, such as US Bookmaking on the subject of Sports Betting, Synergy Blue to present on Skill Based Gaming, and American iGaming Solutions, whose focus was on Mobile and Interactive Gaming, with each of them providing their time and expertise by joining us for our Regulatory Summit to the states of Kansas and North Dakota.

The veins of giving run deep in BMM. ♦



Jodi DiLascio — Jodi is currently the Director of Tribal Gaming for BMM Testlabs and Board Member of NIGA and AISES. In her spare time, Jodi advocates for Native STEM advancement and is an active member of Catalina Channel Swimming Federation. As a swim official, she takes marathon swimmers across the Catalina Channel.



Turning Stone Resort Casino: A Standout in an Increasingly Crowded Gaming Field

Conversation with Ray Halbritter, Oneida Indian Nation Representative and
Nation Enterprises CEO

By Christine Faria

First, for those of us who haven't visited Turning Stone, give us a glimpse into what makes this casino different and why it should be on someone's bucket list.

Turning Stone Resort Casino is an award-winning destination resort in Upstate New York, proudly owned and operated by the Oneida Indian Nation. Our world-class amenities include four hotels, two spas, five golf courses, more than 20 dining options, a Las Vegas-style gaming floor, a cabaret-style showroom, a concert arena and several nightlife venues.

We are a 35-minute drive from Syracuse and just four hours from New York City, Boston and Toronto. Every year we welcome more than 4.5 million visitors from around the country.

Since its opening in 1993, Turning Stone has achieved the highest awards in the hospitality, leisure and gaming industries. In 2019/2020, these accolades included 18 "Best of" awards from Casino Player Magazine, including the highest honor of being named the No. 1. Best Overall Gaming Resort. Additionally, Turning Stone is the only resort in New York to earn four Forbes Four-Star Awards and three AAA Four-Diamond Awards at one property.

These honors are a reflection of the many qualities that make Turning Stone Resort Casino such a standout in an increasingly crowded gaming field. As a flagship entity of Oneida Nation Enterprises, Turning Stone exemplifies the best of what the industry has to offer: excellent guest service, top-notch amenities and an eye toward innovation and exceeding expectations.

Since the state issued commercial gaming licenses in the last few years, your well-established casino is now surrounded by "heavyweights," such as Resorts World Casino, del Lago Resort & Casino and Rush Street Gaming's Rivers Casino & Resort Schenectady. What has the impact been on Turning Stone? How did you prepare for this increased competition?

From the day we opened Turning Stone, we conducted business as if our competition was right across the street. The fact of the matter is that we have a 25-year head start on our new competitors. We've put more than a billion dollars into the ground in terms of our capital investments, and we have achieved the type of guest loyalty that can only be achieved through years of building relationships. Our goal is

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database, while reinforcing your casino brand. Providing entertainment value to the consumer, staying engaged and driving increased visitation to your property with prizes won online, but redeemable at your casino with the use of social casinos or play for fun solutions. In some cases, these products are built on the same platforms as their real money offerings and even offer sports betting for fun. This makes the transition to real money online gaming even simpler when online sports wagering is approved in your jurisdiction.

Having a partner for sports wagering should not only be a concern about how their benefit is being served. A partner should also be concerned with how their product is benefitting the casino as a whole. Is table game revenue up, food and beverage profits increased, hotel stays up and more slot play, and are you able to track this? It must be a mechanism that is contributing to the overall performance of the property.

Performance

Although sports wagering has only been available in the U.S. for a short period of time, look at who is performing well. Once again, as many new suitors are out in the sports wagering arena, it is hard to distinguish who is doing well. Look at the numbers. Those that are consistently strong in volume, that are showing growth and that are showing strong innovation and the ability to sustain that are companies that you should consider. Be careful of those promising unrealistic projections and throwing money at solutions, which cannot be done forever. There are many models that although volume is good, they may not be profitable with the ongoing expenses that are built into the business model.

What about acquisition and retention? How do you acquire a player more efficiently? Once you get them, how do you retain them more effectively? As with any solutions, they must be sustainable for the long haul.

Long-Term

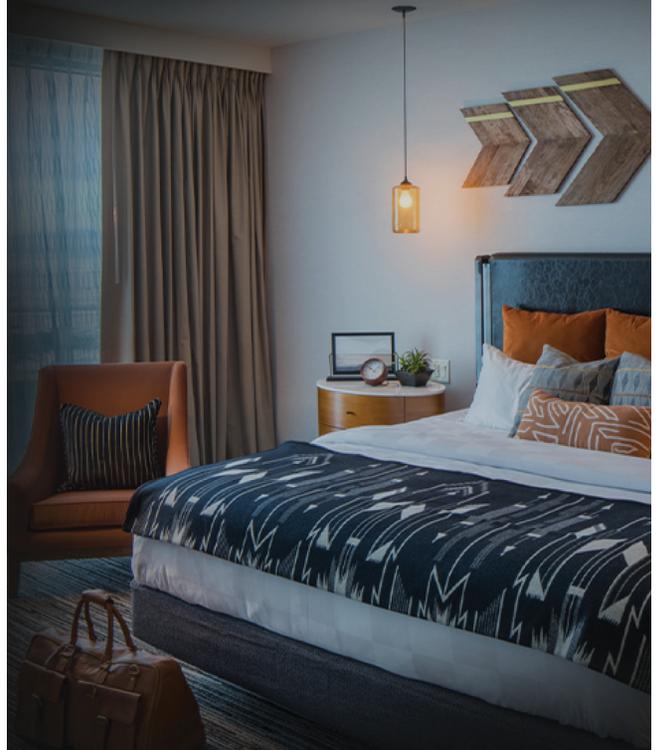
Regardless of whom you choose for a partner, their products should fit with your forward-looking strategy beyond retail. This is only the beginning. Will their platform allow you the vertical growth required beyond just retail sports to online wagering, mobile, in-game wagering, slots, tables and social, and do it effectively? Do they have the innovation looking forward to develop these products and technology that will be required to deliver on the promises of today five and 10 years down the road?

All of these are questions that you will have to weigh carefully in deciding who you want to partner with. One thing for certain is that it is not going away. Looking at the early wagering in some of the first newly legal states, they are only growing bigger. The big events this fall and winter have been huge. The reality will be that if you don't have it, someone else will. ♦



Dan Stromer, Raving Partner, Executive Tribal Development and Senior Operations — For the last 27 years, Dan has been involved in all aspects of casino operations including positions as a Table Games Director, Director of Marketing and for the last twenty years a General Manager. Dan believes that surrounding yourself with the right people and your ability to make those around you better helps to achieve that.

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improve in, a minor majority of almost 35 percent said that they could most improve in “culture from the top down.” The next most chosen option was “educating everybody in the organization,” at over 30 percent. Undoubtedly, brands understand that they need to train team members well and that, to do so, the C-suite needs to be involved. Proper training should teach team members what guests need and expect, and instill a greater desire to meet those needs and expectations. Training will have the added benefit of making team members more loyal to their employers.

Number three: ADVOCACY

“Urging team members to become promoters and advocates tends to increase engagement as well as incentives and training. This is especially important for frontline team members. These team members mediate all guest interactions, so getting them to advocate for a brand while doing so will have a huge impact on guest loyalty.”

To deepen engagement with team members, companies need to align them with brand values. This will enable team members to promote those values to guests. As team members do so, they will begin to internalize those values. This, of course, will deepen engagement and, in turn, improve their advocacy efforts. A critical component of this process is integrity. Is your company really exemplifying the values that you claim to have? If not, the trust with team members won’t form and team members won’t advocate for you.

Number four: CULTURE

“In addition to organizational integrity and transformational engagement, culture requires outlets for team members’ thoughts. Ensuring your team members have a voice enables them to take part in dialogue across your organization about matters that impact the current and future performance of an organization. If you have a strong team member voice, conversations will take place that are genuinely two-way.”

Culture serves as the foundation of all the other methods of employee engagement, from incentives to training to advocacy. If your company doesn’t have a statement of values, then you need to write one and base your processes around it. You also need to revisit that statement often to determine if it truly represents the culture that the company wants to exist organization-wide and that you’re living your culture.

Interested in other industry trends and recent feedback on marketing, labor and much more? Get your own copy of Raving’s Annual Indian Gaming National Marketing Survey being released April 2020 by emailing chris@tgandh.com ♦



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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engine for Akwesasne. The Saint Regis Mohawk Tribal Council strives to create partnerships and relationships with its neighbors within the surrounding areas, and this goal is carried to its gaming establishment. Akwesasne Mohawk Casino Resort values its community, its neighbors, its partnerships and entities that provide services to its community members, such as the Ronald McDonald House Charities.

The Akwesasne Mohawk Casino Resort 2nd Annual Charity Golf Tournament, held on June 27th, was able to raise \$84,000. The recipients of the Golf Tournament are the Ronald McDonald House Charities and the Saint Regis Mohawk Tribe's Community Partnership Fund. On June 25, 2020, the Golf Tournament will be held once again.

For more information, please contact Emily Lauzon, Assistant General Manager, at elauzon@mohawkcasino.com.



Angel of the Winds Casino Resort – Saving Lives One Pint at a Time!

Each year we try to find new ways to give back to our community. We have fundraisers, food drives and roadside clean-ups, but last year we partnered with Bloodworks Northwest to help save lives one pint at a time! Bloodworks Northwest is a local non-profit organization that came on-site, and our team members got the opportunity to donate whole blood. The event brought 62 participants and 28 first-time donors! Part of our mission statement is to make a positive contribution to the Stillaguamish Tribe, our team members and our community. All donations collected by Bloodworks Northwest help provide blood supply to over 90 hospitals in or near our community.

We were able to raise 45 pints of whole blood. Each whole blood donation is divided into three components, red cells, platelets and plasma, which can help three different patients. Our whole blood donations from the blood drive helped save up to 135 patients! This event allowed us to come together and donate in a unique way. And to be quite honest, it just makes us feel pretty darn good helping to

save lives! Due to the success we had in 2019, we will be holding multiple blood drives throughout the year.

For more information, please contact Kelsey Benoit, HR Manager, at kbenoit@angelofthewinds.com or 360-572-3811.



Gold River Casino/Delaware Nation – 2019 School Supply Drive

Gold River Casino and its team members firmly believe that working together builds strong bonds between the communities and the Tribes. One of the many ways that they work with their community is their annual school supply drive.

In July of last year, Gold River Casino held its third annual school supply drive. Guests were encouraged to bring in a donation of school supplies on Wednesdays in July. Gold River Casino would double their donation in free play up to \$50. Last year they collected almost \$10,000 in school supplies for the Anadarko Public Schools. This helps not only the families with their back-to-school expenses, but it also benefits the teachers because they can use their budgets on other more important items for their students.

Per Nancy Mace, Director of Marketing & Players Club, Lenape Entertainment, LLC, the casino will hold the school supply drive for 2020. "Our players club team members really enjoy this promotion. They work very hard to verify all donations. The guests enjoy giving back to the schools, and our teachers are so thankful for our efforts. It's important for us to be involved in our community and give back whenever we can. We've had several companies offer to put together packets for the drive, but we have declined because our guests enjoy purchasing the items and dropping them off." ♦

To donate or find out more about how to do a supply drive for your local school, please contact Nance Mace at nmace@goldriverok.com.

How do you give back to your communities? Tell us about your uncommon partnerships with suppliers that make a difference. Share stories of acts of giving your employees embrace. Send your submissions to Chris Faria, chris@tgandh.com today.

The Continuing Evolution of Surveillance

Let's look at other areas besides gaming that we never used to worry about

By Jen Boss

Surveillance watches the casino, and that's the way it's always been and will always be. Gaming is just too important and too exposed to risk than every other area and department on the property, and it must be constantly observed and monitored.

Or is it?

I'm not saying that gaming isn't important. Of course, it is. We can't afford to take our eyes off of it because something will happen. We know that.

What I am saying is that those other areas and departments we never used to worry about – now have their own issues and concerns. So much so that we have to make sure they get the attention of surveillance that they deserve.

Let's just take a few moments to list some of the concerns that surveillance should be involved with:

- Risk management: Slip and falls, claims, liability of all kinds, etc.
- Emergency response: Robbery, fire, evacuation, active shooter, workplace violence
- Hotel: Crime, prostitution, sex trafficking, domestic violence, theft
- Retail: Theft and fraud (internal and external)
- Nightclubs/pools/lounges: Overserving, drugs, prostitution, fights, regulatory issues/fines
- Marketing: Promotion fraud, free play theft

The above is just an overview of what can happen and maybe already has on your property. The sad fact is that all of these things can happen just about anywhere. Most people think that this is why we have security, and it's their role to deter and prevent these things from occurring. That is true. However, security can't do it alone. That is where surveillance must come in.

Every item listed above requires intervention, support or assistance from surveillance.

Let's start with risk management: If you don't have video telling your side of the story for a claim or injury, you may lose your case or have to settle. The managing of video to assist your risk manager is extremely important and must be done properly and thoroughly. Are you?

Until recently, emergency response was left to security to handle with no involvement from surveillance at all in most cases. Shouldn't surveillance assist and provide information in a fire? Evacuation? Active shooter? Of course, they should, but are they aware of their role? They may not be, and even if they are: have they practiced what they need to do during a crisis?

The hotel can be a hotbed of criminal activity, especially in some jurisdictions. A large hotel will keep security moving the entire day. Unfortunately, theft, medical emergencies, fights and prostitution may be almost routine. Security

can't be everywhere; you need an active surveillance operation to assist.

Now add in retail, nightclubs and pools, as well as marketing and everything that can exist in those areas, and probably does in varying degrees, I think you can see why I say that it's not just about gaming. Any one of those areas could have a serious incident occur that can become a significant event with grave and/or costly results.

Surveillance, along with security, must now protect the entire enterprise. Gaming is a critical component of the enterprise, but it isn't the only one. There are a lot of surveillance people who realize this and others who do not. There are a lot of senior executives who don't yet appreciate that our overall security needs and concerns have changed in this world of active shooters, workplace violence and ever-growing technology that allows criminals to steal more, faster.

Our existing business model for surveillance, and its strategy and tactics must adapt to our changing world.

So, what do we do?

First, surveillance must involve itself in all key concerns, operations and transactions on the property.

When a slip and fall occurs, surveillance reviews thoroughly and provides all the information and video available when it occurs, not two years down the road when the trail is cold and key video wasn't saved.

Surveillance must join forces with security to develop a realistic emergency plan so that they can work together with first responders. Training and practicing are critical to responding properly to an emergency and should be done on a regular basis.

Consistent patrol in a prescribed format by surveillance of all areas of the casino, hotel, retail areas and nightclubs/pools is necessary to locate suspicious or criminal activity or other serious issues and concerns, and will greatly assist security with getting to the right place at the right time.

Of course, we haven't covered everything that can occur or answered every question. We have identified that security can't work alone, and that surveillance must step up to the table. Thankfully, it can be done with the right training and focus. You can start today. ♦



Jen Boss CSP, IACSP, Raving Partner, Security, Surveillance & Fraud Investigations — Jen has fifteen years in the gaming and hospitality industry beginning her career as a Surveillance Agent and holding positions such as Security Training Manager, Risk Manager and Corporate Fraud Investigator & Analyst. She has worked as corporate liaison with federal and state law enforcement as well as regulatory agencies. She co-authored the IACSP white paper “Video Review, Investigation and Retention in Gaming Environments” and is on the Board of Directors for IACSP.

More 2020 Advertising and Marketing Trends for Tribal Gaming

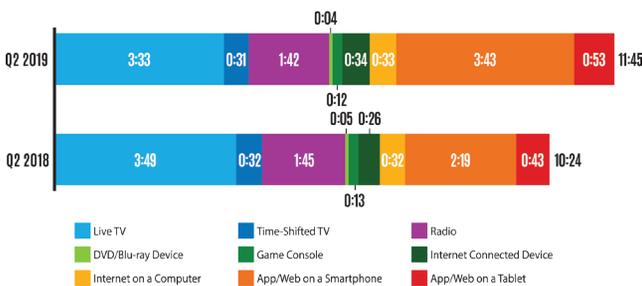
How OTT (Over-The-Top) can benefit casino advertisers

By Mark Astone

There's no doubt that 2020 has arrived with new advertising and marketing trends that will carry us into the next decade. The last decade has seen a shift in how we consume television as the consumer has taken control of how they consume video content. There are rumors in the industry that TV as we know it, could be dying, but these may be a bit exaggerated. Most likely it will not go away, it will just evolve.

Television today is still one of the most viewed forms of media and is evolving into digital media as well. Consumers still spend an average of over four hours per day watching TV. In the past, this represented the lion's share of time spent with media, but within the last two years, digital has overtaken TV. Digital now represents a total of over five hours per day.

AVERAGE TIME SPENT PER ADULT 18+ PER DAY
BASED ON TOTAL U.S. POPULATION



Note: Some amount of simultaneous usage may occur across devices. Internet Connected Device is inclusive of Smart TV app usage. Measurement enhancements to the mobile panel contributed to increases in usage levels beyond pure organic growth.

While hours spent with each medium are very high, most of that time is simultaneous usage as users are doing both at the same time. As consumer usage combines the two, the same is happening on the content side as OTT/Connected TV blends both traditional TV with digital media. And while this can be overwhelming, it offers casino advertisers many benefits as they can utilize this media mix to better reach their current and future players.

What is OTT/Connected TV?

OTT stands for Over-The-Top and represents any TV content that is viewed over/via an Internet connection.

According to Nielsen's Q2 2019 Total Audience Report, adults 18+ spent around 28 hours weekly consuming video. This usage includes Live TV + Time-shifted TV, as well as TV-connected devices (DVD, Game Console and Internet Connected Device, which would include Smart TV app usage). App/Web on a Smartphone/Tablet reported a weekly time spent of 30 hours and 52 minutes.

And while this represents a strong amount of time spent with video, of the \$70 billion spent annually in the U.S. on television advertising, less than 5% is spent on OTT. National advertisers are slower to accept the new media avenue as it is difficult to

obtain mass reach. However, consumers are embracing it, which will draw more advertisers to it in order to take advantage of the time and attention that consumers are giving to OTT.

72%

of OTT users can recall seeing a specific OTT ad

66%

of OTT users have learned about a new product or company from an OTT ad

40%

of OTT users have seen an OTT ad, and paused their content to go online to purchase or learn more

Source: The Harris Poll and OpenX nationwide study looking at consumer behavior around OTT video.

Benefits of OTT to casino advertisers

As national advertisers are slower to accept OTT, the medium is prime and ready for most casino advertisers. Unless your casino seeks national reach, OTT can provide a very strong complement to local and regional TV advertising, and provides a number of benefits to local advertisers.

From a reach perspective, unlike TV, OTT is not held to delivering to the full DMA (Designed Market Area) and offers a lower out-of-pocket cost for advertisers. OTT can be purchased on a state, county or zip-code level, which can be ideal for increasing overall reach or narrowing to heavy up in one local area. Ads can run using either 15 or 30-second messages, which can be purchased at different weights or frequency per area.

If looking to hone in on a particular area to build frequency and/or generate leads, OTT offers the ability to reach a casino's current database/players exclusively. This provides the ability to use video to reach core players and drive a particular behavior. Whether you look to reach VIPs, certain club members or inactive, OTT can deliver a unique message just to this audience to drive them back into the casino for an additional trip or increase their level of play.

With OTT, casinos have a unique advantage by being able to leverage their player database and use Addressable Geo-Fencing and IP Targeting. By leveraging their player database, casinos can increase trips, hotel stays, Theo and ADT, ticket sales ... there really are no limits to leveraging your player database.

Now is the time to utilize OTT to your advantage to not only increase your overall TV reach, but to also leverage your player database digitally. The options are endless to help drive ROI in 2020. ♦



Mark Astone, Raving Strategic Partner, Branding, Advertising and Media Services, and CEO, Catalyst Marketing Company — Mark has spent many years studying and working within the casino industry and understands what it takes to drive gamers to increase a casino's bottom line.

What It Takes to Open a Coffee Roasting Company

It's really pretty ingenious. Look at a product that your business consumes and spends a lot on, and see if you can do it yourself.

The Cow Creek Band of Umpqua Tribe of Indians in Southwestern Oregon was looking to expand their enterprises again. Already running the Seven Feathers Casino Resort and several other diverse businesses, including a mini-storage, travel center, creative agency, utility cooperative and their K-Bar Ranches (which cover over 5,000 acres of Tribal properties, on which are managed over 4,000 head of cattle, large alfalfa and wheat crops, and most recently crops of sugar beets), they looked at their coffee consumption.

At their casino resort and other Tribal properties, they were purchasing over 20,000 pounds of coffee a year!

They asked themselves, "What would it take to roast our own coffee?"

Through the help of Tribal member Kyle Kennington, VP of Business Development at UMPQUA Indian Development Corporation, who had previous experience in the coffee industry, the work began to create Takelma Roasting Company.

The business is succeeding with three employees under the mentorship and guidance of Kennington. Two are Tribal members, and in the summer, they employ at least one member of their Tribal Youth Group as an internship. They have been in operation for just over two and a half years now.

During their first full year in 2018, they roasted over 35,000 pounds of coffee. During their second full year in 2019, they roasted over 50,000 pounds of coffee. Not only are they supplying their own enterprises with coffee, but they also service a wide variety of wholesale customers from retail shops, restaurants, cafes, offices, hotels, casinos and much more.

It took close to one year of doing research, purchasing equipment, branding and learning the trade before the first Takelma coffee was ever served to guests.

What makes their coffee different? According to Eric Albecker, Takelma's Production Manager, they're the only roaster in Roseburg, Oregon. Their quality stems from small batch roasting of specialty grade coffee. The green



raw coffee beans are sourced from Atlas Coffee Importers. Finding a source that believed in sustainability and responsible business practices was critical to the team.

Albecker was working in Portland when he heard about the project. As a Tribal member, he wanted to be involved and spent many an hour watching YouTube videos, learning how to manage production and glean knowledge from Kennington. "There was a time crunch with getting a coffee roasting machine; but three months after receiving it, we were already fulfilling orders for the casino," said Albecker.

Albecker added, "As a Tribal member, it brings me great joy and pride to be a part of something like this and the opportunity to do what we do. We aim to craft quality, specialty grade coffee products while considering our effects on the world around us. We offer a wide variety of coffee products from individual coffee pods, to retail bags to cases of portion packs. Much pride and care goes into our products."

Insightful business folks, they see the opportunity to supply other Tribal casinos and gaming vendors with coffee. They even make great gifts for the holidays and for VIPs. And wouldn't it be great to support another Tribal enterprise?

The team at Takelma Roasting would like you to taste their Southern Oregon roasted coffee and is offering a special 25% discount for online orders if you use the code: magazine. Visit takelmaroasting.com. For more information, feel free to reach out to Albecker at eric@takelmaroasting.com. ♦

Rethinking Team Member Retention and Engagement

How to master the “stay” interview

By Rachele Lyon

A “stay interview” is a structured, informal discussion that a supervisor conducts with each individual team member in their department to learn the specific actions necessary to strengthen that team member’s engagement and retention with the organization.

Stay interviews are solution-oriented and focused on each member of your team in a way that makes each person feel valued and heard

Think about what your team member might say if asked, “What do you look forward to each day when you wake up and come to work?” or “When was the last time you thought about leaving your position?” The answer may be hard to hear (so don’t engage in this concept if you aren’t ready), but how meaningful would it be to truly work with your team member from a solution-oriented place in order to assist them in finding their purpose at work or having a healthier work-life balance? This is not a conversation about performance – that is for another time – this is a conversation where you are putting your needs as a supervisor on the sideline and focusing solely on the needs of your team member in an effort to increase their level of engagement in the workplace.

That is the best part about stay interviews ... it is not HR work ... it is not about the supervisor; it is all about the team member. The frontline supervisor, the mid-level manager or the upper level executive conducts interviews with their team members. Just 30-minute meetings are all that is needed to find out why the team member stays, and where they see themselves going in the organization.

A plan is developed and conversation is started

Retention and engagement are all about the conversation. Allow everyone to be heard and make each person’s day the best it can be. Sometimes stay interviews help a person who is not engaged understand where the next door will lead, and the supervisor can help them through that door. It puts the supervisor in the driver’s seat to become empowered in the moment. To be solution-oriented. To make changes at the team member level and build trust while doing so. Your plan should include three to five questions (read the full article online with sample questions at tgandh.com).

The next step is to invite your team member to have the conversation

Remember that this is not about performance; this is an informal meeting to improve retention and engagement of team members. You might be thinking to yourself; how do I invite my team member to have this conversation without them feeling like it is a disciplinary meeting? Here are some suggestions to help out; first of all, it should be in-person, not via email or phone. If you

make a regular habit of checking in with your team members in-person, use that opportunity to make the invitation. Begin with an informal opening, such as:

“I would like to schedule some time to meet so that we can talk about how the job is going and I can find out what I can do to better support you” or “I would like to schedule some time to chat with you about the reasons you stay with us, so that I can understand what I might be able to do to make this a great place to work for you.”

Now it’s time for you to learn what makes your team members want to stay or perhaps leave your team

Take notes and practice active listening. If at any time the conversation stalls or turns to an

uncomfortable situation, gently end the meeting and share that the conversation has been helpful and you would like to continue discussing the sentiments discussed. Give your team member a question that they can ponder and bring back for a follow-up meeting.

When you have explored all that you can with the questions you have chosen, it’s time to end the conversation. Don’t forget that closing the conversation is just as important as opening it. Summarize the key points made by your team member and work together to prioritize what was learned during your time together. Share your commitment to the work produced during the meeting. Set a follow-up meeting to discuss progress that has been made. Be sure to end on a positive note.

Stay interviews are not about you or me, they are about the team member

What is motivating them, what challenges might you be able to help them with to make their day better? Collecting this information and making even small changes, or even just listening to what they wish to share and building trust will go a long way. And there could even be a bonus result for the manager who is not feeling very engaged at the moment ... you might begin to be more engaged ... you might feel a bit more empowered ... you can make a difference. ♦



Rachele Lyon, Raving Partner, Human Resources

— Rachele is an experienced executive with over 18 years of experience in human resources, safety administration, budget development, project management and organizational and strategic planning for organizations small and large.

The New Shape of Ainsworth



For more than 50 years the Ainsworth name has been synonymous with the gaming industry. In 1995, Len Ainsworth founded Ainsworth with a commitment to become the leading manufacturer and supplier of gaming solutions.

Today, with global vision and exceptional leadership, Ainsworth provides the global gaming market with its outstanding range of gaming technology. It maintains key offices in Sydney, Las Vegas and Florida servicing customers in Australia, North and South America, Europe, Asia and beyond.

The Company recently released its stunning new A-STAR Curve cabinet featuring a 43-inch floating infinity monitor, dynamic LED lighting and a state-of-the-art LCD button deck.

Product Focus

The new cabinet – Ainsworth’s first to launch in North America since 2017 – incorporates supreme engineering and a sleek modern design into an exciting new product for casino partners across the country. The all new A-STAR Curve offers an elegant design geared to attracting players on any casino floor.

The A-STAR will launch with several unique game themes, including the bonus packed Vault of Riches; persistent state style Path to Wealth; and a pair of titles introducing the new Sliding Stacks game family – March of the Zombies and Diesel Dollars.



The introduction of the A-STAR is only the latest news from Ainsworth. The A640 portrait cabinet continues to be a player favorite highlighted by the proven QuickSpin series of wheel games. QuickSpin games offer an incredible entertainment gaming experience with high hit frequency wheel spins.

This year the QuickSpin was nominated for two awards in the 2nd Annual EKG awards. MultiPlay Super Charged 7s was nominated for Best New Video Slot and Super Charged 7s for Top Performing Core Video Reel Game.

Expanding Markets

In recent years Ainsworth has expanded its offering beyond traditional Class III gaming. In 2016, the Company acquired Nova Technologies and began to enter Class II markets. Today, Ainsworth has around 2,000 games in Class II markets.

The Company began offering games on central determination systems in the State of Washington in 2017 thanks to the



sponsorship of Tulalip Resort Casino. And in 2018 Ainsworth installed its first electronic terminals at Derby City Gaming, marking the Company’s entry into the Historical Horse Racing market.

No matter which gaming market, Ainsworth aims to provide an incredible player experience and strong return-on-investment for operators. In fact, many of Ainsworth’s top performing products like QuickSpin and classic High Denom titles cross every market.

Leadership in Place

Ainsworth recently announced several promotions among key members of its U.S. team. Deron Hunsberger was named Chief Commercial Officer. Hunsberger had been Senior Vice President of Sales and Marketing – North America since late 2017.

Hunsberger has more than 25 years’ experience in the global gaming industry. He will continue to be based in Ainsworth’s North American headquarters in Las Vegas and will be reporting into the Chief Executive Officer.

In addition to Hunsberger’s promotion, Ainsworth named John Archuleta as National Sales Director; promoted Kimberly Fields to Director of Sales – Business Administration; and announced Mike Trask will serve as Director of Product Marketing and Strategy.

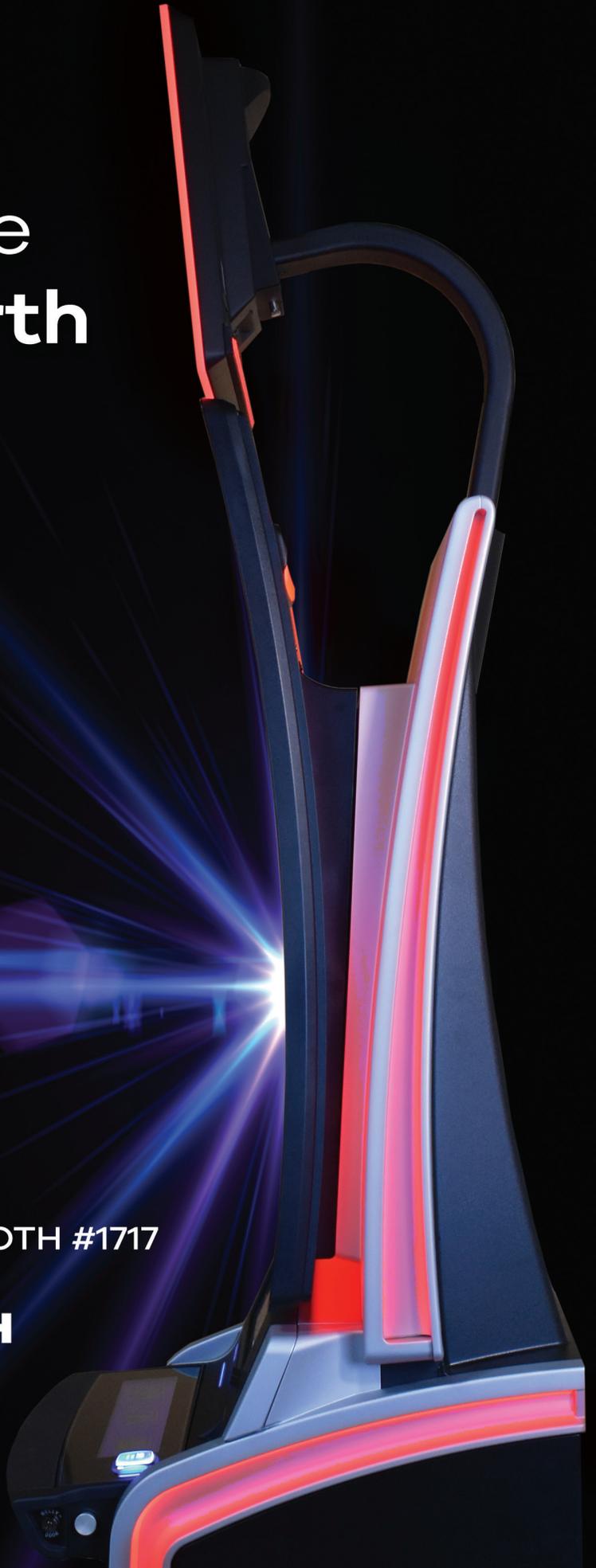
For more information, visit us.agtslots.com or call 702-954-3000. ♦

The New Shape of **Ainsworth**

SEE THE A-STAR IN BOOTH #1717



agtslots.com



Eclipse is Going Beyond the Game for Tribal Customers

Eclipse Gaming has a long legacy of serving tribal communities and is uniquely positioned as one of only a few suppliers dedicated to Class II gaming. This deep commitment allows Eclipse to design and build our products with a core outcome in mind: to strengthen our relationships with tribal casino operators and to go beyond the game to help bring meaningful impact to their communities.

“What differentiates Eclipse is how we partner with, and listen to, our customers in order to understand their goals and priorities,” said Tim Minard, Chief Executive Officer of Eclipse Gaming. “Our mission is to be much more than just a provider of great slot products to our customers. We want our performance to exceed our customers expectations, as well as, dedicate resources to give back to the communities of the tribes that we do business with. That is the foundation of our Going Beyond the Game mission.”

Recognized as a “gaming company to watch in 2020”, Eclipse is poised for strong growth. “We’ve built a strong executive team that can draw upon decades of collective experience leading top industry suppliers,” commented Orrin Edidin, Eclipse Gaming’s President and Chief Business Officer. “By implementing best practices within the organization and building a culture of innovation for our team, we’re prepared to take Eclipse to the next level.”



Eclipse recently launched a new data-driven program which applies analytics and insights into game performance to ensure the right product mix that delivers the optimal value. This proactive, consultative approach, along with an exciting library of new game content on the Impact™ cabinet series offers an incredible value proposition for our customers.

Eclipse recently introduced Cash Lanterns™, the first game in our innovative Anyline Progressive™ series. Featuring nine rapidly growing line-based progressives, a top progressive which can hit on any pay-line, and high hit frequencies when banked together, Cash Lanterns is already proving to be a hit with players.

The new Gem Link™ series, which includes Diamond Mine Madness™ and Gem of the Nile™, provides entertainment with stacked wilds, a Hold and ReSpin bonus game and the coveted Link UP Plus™ bonus symbols which increase all Gem Link symbols and generate rewarding wins.



Featured on the Impact 43™ portrait cabinet, The \$ Vault™ is a classic three-reel game offered in both a 1-line and a 5-line version. Players are challenged to land three Bonus symbols, which unlock one of the three locks on the vault door and reveal the riches inside. When all locks are activated the player enters the Wheel bonus for the chance to win all three progressives off a single spin of the wheel!

It is an honor to work with Tribal casinos. We look forward to continuing to build strong relationships and helping to make an impact by Going Beyond the Game for our partners.

For more, please visit www.eclipsegamingsystems.com or call 1.877.316.5100. ♦





TRIBAL GAMING

IS OUR **SOUL FOCUS**

Relationship driven and deeply committed to tribal gaming, Eclipse creates games with a purpose — to generate powerful results that benefit our partners and directly impact the needs and objectives of their communities.

Partner with Eclipse and together, we'll achieve success that ***Goes Beyond the Game.***

eclipse
GAMING

GOING BEYOND THE GAME

EclipseGamingSystems.com

Innovating to Protect Your Operations & Revenue

Bells ringing, lights flashing, horns blaring – the thrill of hitting a jackpot is just one of the reasons crowds flock to Indian casinos. Each patron can bet a little or a lot and whether they win or lose, the whole experience is fun. Losing is not an option for the 240 Tribal Governments operating gaming establishments across the US, though, and the stakes have never been higher. Three quarters of gaming Tribes devote all their revenue to Tribal government services, economic and community development, and the community they serve. Indian gaming creates over 600,000 jobs and fuels the entire economy of some low-income areas. Tribes can't afford to lose because the future of each Tribal Nation and its people are at stake.

The success of Indian casinos is at risk every day, though. To operate a casino, Tribes bear the cost and logistics of starting, staffing, and running a facility while dealing with multiple levels of regulation. There are a lot of moving parts. Beginning with our first Tribal casino client in the year 2000, Finley & Cook learned the challenges of operating a gaming environment first-hand. Over the years, we have provided tools and assistance for many Tribes and casinos who are working to profit their community through gaming.

Today, over 50% of Finley & Cook's team members are engaged in Tribal and Indian gaming accounting and services, and the firm is 40% Native owned and operated. Our success as a firm is directly tied to the success of our Indian gaming clients. It is said that necessity is the mother of invention, and that certainly applies to the products and services offered by Finley & Cook.

Our clients need accounting systems suited to casino accounting because operating without the necessary controls and processes can



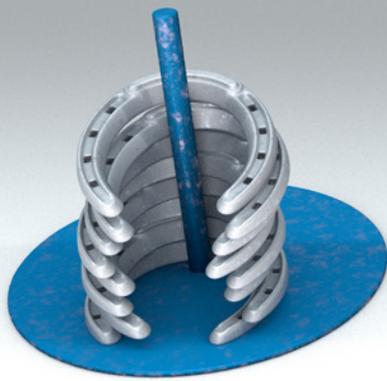
literally put a casino out of business. Finley & Cook tackles that problem by providing customized accounting software to some of our clients and performing full outsourced accounting for others. Other requirements unique to Indian gaming include NIGC regulations, state-specific agreements, and vendor contracts. Finley & Cook products and services help our clients succeed despite all the complexity.

For example, our GhostSentry firewall makes it easy for casinos to track and report vendor remote access, protect Tribal assets, and comply with difficult NIGC MICS requirements. Our latest product, Virtual Vault, electronically handles the flow of money through the vault and cage of the casino, eliminating the paper and manual processes that slow down operations, create audit problems, and cost time and money to maintain and audit. Virtual Vault gives casinos the control, compliance, and protection they need to succeed.

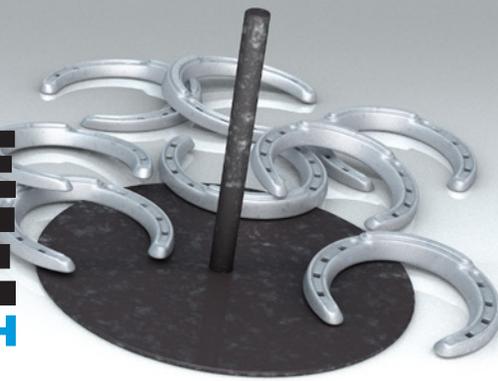
Tribes are betting a lot on the success of their gaming enterprise and can't afford to lose. To minimize risk and ensure success, Finley & Cook will continue serving Tribal and casino clients with focus and dedication, innovating tools and techniques along the way. For Finley & Cook, being a Leader in Gaming is a long-term commitment to helping Tribes reach their goals and serve their people.

Visit us at CasinoSuccess.com to learn more. ♦





BECAUSE CLOSE ISN'T GOOD ENOUGH



We know you are betting a lot on the success of your gaming enterprise and can't afford to lose.



We have decades of experience innovating, minimizing risk, and ensuring success for Tribes throughout Indian Country.

You need accounting tailored to the unique demands of Tribal casinos because operating without the necessary controls and processes can literally put you out of business. With stakes that high, close isn't good enough.

Join us at NIGA, booth #1420, for in-booth expert consultations.



Kevin Huddleston
Partner



Pam Reynolds
Senior Manager



Rachel Loudon
Manager



Doug Parker
Supervisor

Join Kevin in-booth to discuss:

- Casino Finance & Accounting
- Integration of Financial Systems
- Audit

Join Pam in-booth to discuss:

- Sports Betting and the IRS
- Title 26
- Revenue Audit

Join Rachel in-booth to discuss:

- Going Paperless
- Casino Operations
- Casino Technologies

Join Doug in-booth to discuss:

- Sports Betting Accounting
- Analysis
- Tailored Staff Education

Tutor Perini Building Corp

Leaders in Gaming Construction

Tutor Perini, a leading civil and building construction company, is one of the most versatile and successful companies in the United States. Founded in 1894, 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. Engineering News-Record (ENR) ranks Tutor Perini Corporation #12 on their 2019 Top 400 Contractors list with a total of \$5.5 Billion in revenue.

Tutor Perini's building group is comprised of Tutor Perini Building Corp., Roy Anderson Corp., and Rudolph and Sletten, Inc. The 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's building group has put in place \$5.6 Billion in Native American construction, 7,000 Native American hotel rooms, 2.8 Million square feet of Native American gaming space, and has worked with 22 Native American communities.

The company provides a variety of construction delivery systems – general contracting, construction management and design/build. Its 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., with offices in Las Vegas, Los Angeles, Philadelphia and Fort Lauderdale, is a leading builder of Native American



Pechanga Casino Resort Hotel Expansion

hospitality and gaming projects, offering expertise in building quality, on-time, on-budget projects throughout the United States. Major Native American projects include Choctaw Casino and Resort Expansion in Oklahoma; Pechanga Resort & Casino (several projects including recent expansion), Chumash Casino Resort (original casino and expansion), Table Mountain Casino & Hotel, Barona Resort & Casino, Graton Rancheria Casino, Morongo Casino Resort & Spa, and San Manuel Indian Bingo & Casino, all in California; Mohegan Sun expansion and MGM Grand at Foxwoods, both in Connecticut; and Seminole Hard Rock Hotels & Casinos in Florida.

Tutor Perini self performs much of its work, often partnering with qualified local subcontractors and Tutor Perini's Specialty Contractor Group – experts in structural, mechanical, electrical, HVAC 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 Native American Tribes, 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 further information, please contact Chris Creasey, Director of Business Development, at (702) 792-9209 or chris.creasey@tutorperini.com. You can also visit our website at www.TutorPerini.com. ♦



Chumash Hotel & Casino Expansion

Tutor Perini
Building Corp

Building Relationships on

TRUST

for Over 125 Years

22 TRIBAL COMMUNITIES

7,000 TRIBAL HOTEL ROOMS

\$5.6 Billion IN TRIBAL CONSTRUCTION

2.8 Million SQ. FT. OF TRIBAL GAMING SPACE

22 Million SQ. FT. OF TRIBAL BUILDING SPACE

****Come see us at Booth 1609 at the NIGA Trade Show and Convention****

CONTACT

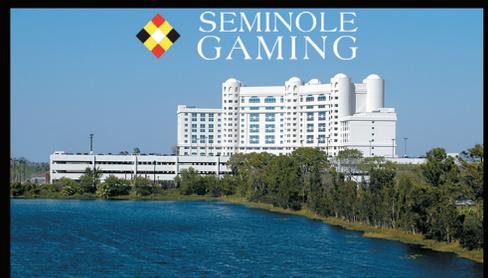
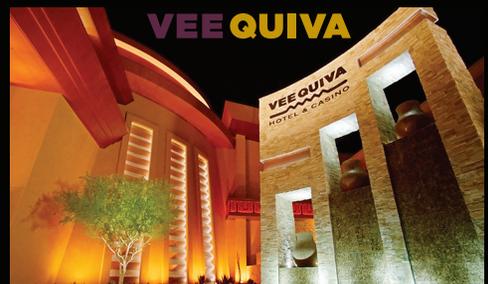
Chris Creasey

Director of Business Development

office (702) 650-4313 | cell (702) 210-9513

email chris.creasey@tutorperini.com

www.tutorperinibuilding.com



Vision for the Future

Scientific Games leads the industry by creating great games, content and products that come together in a unique entertainment ecosystem powered by cutting-edge solutions, systems and technology. Through a number of innovations, the Company's entertainment ecosystem evolves the player experience and enhances partners' operations.

One of the top innovations the Company is delivering this year is SG Vision: a breakthrough technology that can verify player age, support responsible gaming, enhance player loyalty programs and create



Next, this player decides to visit an electronic game machine powered by Scientific Games' SG Game Service, which allows multiple titles on the game. Because the patron now is identified in the casino, and spent some time playing cards, SG Vision will now recommend games the player may enjoy based on past play.

SG Vision offers a way to simplify partner operations and enhance player experiences. For example, because a facial identification is registered through SG Vision, operators now have opportunities to enable new bonusing features and players rewards for anonymous players in addition to their tracked players. SG Vision can integrate with loyalty programs and allow players to register their facial ID for better rewards.

Beyond tracking player experience directly at a game or machine, SG Vision can also be deployed on resort cameras around a property to provide a full picture of a player's visit. All of this data can be combined into creating a highly personalized player experience with improved operations.

All of this is possible thanks to the passionate engineering and product teams at Scientific Games who have been championed by Scientific Games' Chief Product Officer, Tim Bucher. Since joining the gaming entertainment company mid-year in 2018, the Silicon Valley veteran has taken Scientific Games' global entertainment ecosystem to the next level by combining dynamic content, comprehensive data and the latest innovations to help customers grow their business and delight their players. Drawing on his years of experience innovating at top companies like Microsoft, Apple, Dell and Seagate Technology, Tim brings outside technology influences to the gaming industry to create products, like SG Vision, that transform the gaming experience for both players and operators. ♦

personalized experiences for players. Importantly, this technology is available across the entire Scientific Games entertainment ecosystem including table games, electronic game machines, sports betting, lottery products, resort cameras and more.

SG Vision is more than just facial recognition: SG Vision is computer vision that enables biometrics technology as well as object recognition. So, what does object recognition offer?

Imagine that a player walks into a casino and sits down at a table game. The SG Vision enabled table would recognize the player as a unique player, and verify that the player is of age to play. Next, SG Vision tracks the guests' play with incredible accuracy for real-time player ratings, because SG Vision is also recognizing the number of chips on the table, the cards being dealt and the way the players and dealers are gesturing their hands. SG Vision will even recognize when the player's drink is running low, and cue a server to check on the guest.

Ultimate CASH SPIN™

**GRAB THE WHEEL AND
SPIN FOR CASH!**

Ultimate Cash Spin™ combines the popular Cash Spin® game with the innovative new TwinStar J43 Motion Wheel™ cabinet that allows players to grab the wheel and spin for free games, credit prizes, and progressive jackpots!

**GET THIS INTERACTIVE
GAME EXPERIENCE ON YOUR
CASINO FLOOR TODAY!**



Reimagine
Play

ScientificGames.com



The look and feel of the games and their individual components and displays are trade dress of Scientific Games Corp. and its Subsidiaries. TM and © 2020 Scientific Games Corp. and its Subsidiaries. All rights reserved.

Technology that Enhances

IDScan.net's technology improves security, compliance, and the guest experience

Since 2003, IDScan.net has developed technology for a safer and smarter world. Over the past 17 years, casinos have found many uses for its solutions that validate and collect information from government IDs—at the casino entrance, enrolling guests in loyalty programs, at hotel check-in, and at the cage. IDScan.net has learned the security, compliance, and operations, issues that casinos face and has developed new solutions to meet these needs. The New Orleans-based company even opened a Las Vegas office in 2018.

IDScan.net has found a strategic partner in the Indian gaming community, with its technology deployed at more than 50 Tribal properties. The company's mission is to enhance environments and experiences, and IDScan.net is proud to count Tribal casinos among those environments. One key reason for the successful relationships is the configurable and scalable nature of IDScan.net's solutions. The company has installed the top-of-the-line technology that is used by large corporations across industries—including casinos—and in products that are both affordable and effective at properties with even a single entrance. This, along with a commitment to customer service, has made IDScan.net a trusted partner for dozens of Tribal casinos.

Innovation is a core value of IDScan.net's, and the company's undying



commitment to innovation is proven by the evolution of its technology. To meet the gaming industry's current and future needs, IDScan.net has added in recent years comprehensive ID authentication, facial recognition technology, and a mobile scanning solution that is quickly becoming the industry standard within casinos. In the future, look for IDScan.net to continue to innovate and to provide the best possible solutions for the gaming industry. ♦

MOBILE SCANNING FOR TRIBAL CASINOS

We're All In.

The future of mobile ID scanning is here, thanks to an exclusive partnership between IDScan.net and Panasonic.

Join the **50 Tribal casinos** who rely on our technology to enhance security, operations, and the guest experience.



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TOUGHBOOK

new product showcase



Konami Gaming, Inc.

Konami Brings Future-focused Slot Games and Tech to 35th Indian Gaming Show

Guests at the Konami booth during NIGA 2020 can experience future entertainment and casino technology designed to drive enduring results. With its 49-inch J-curve display, Konami's DIMENSION 49J is featuring premium linked progressive series including All Aboard and Silent Hill, and its award-winning SYNKROS is showing next-gen player tracking and Title 31 / AML. Booth #1725.



Scientific Games Designed for Serious Gameplay

The TwinStar Matrix™ was designed for serious gameplay and cutting-edge content, boasting the power and performance to deliver lightning-fast game response and crystal-clear graphics with sleek, game-focused styling. With a growing TwinStar library of proven performers and a robust pipeline of exclusive content, the TwinStar Matrix will be the foundation of every casino floor. Booth #1225.



Incredible Technologies Infinity Skybox® Ultra Rush™

Incredible Technologies' Infinity Skybox® Ultra Rush™ titles are heating up slot floors across the country! Golden Steed™ and Sky Fire™ deliver fiery wins on a dual-screen experience. The Ultra Rush bonus triggers a Lock and Spin feature like no other. Progressive awards at any bet make Ultra Rush games an attraction for any player with any budget! Booth # 941.



Eclipse Gaming Big Spin Mardi Gras

Indulge your senses with Spin Big Mardi Gras. Dazzling graphics, showcased on the new Impact 43 portrait cabinet, and an entertaining pick bonus get the party started. A spin of the colorful Bonus wheel keeps players celebrating all night with credits, free spins and progressive jackpots. Spin the wheel and let the good times roll!

For more information, visit www.eclipsegamingsystems.com. Booth #1917.



Gasser Chair Company Alto Series

The Alto Series is a refined product with the right features at the right price, resulting in a gaming chair that ranks high above the rest. The Alto series takes advantage of Gasser's modular designs and newly expanded Youngstown, Ohio manufacturing campus to create an unmatched seating experience at an unprecedented value.

For more information, visit www.gasserchair.com. Booth # 2035.



Tutor Perini Building Corp.

Tutor Perini Building Corp. is a leading builder of Native American hospitality and gaming projects, offering expertise in building quality, on-time, on-budget projects throughout the U.S. Professional services include construction management, general contracting, preconstruction, post-construction and design-build. TPBC's success with new and repeat clients is based on its philosophy of "Building Relationships on Trust." Booth #1609.



Gaming Arts, LLC Flappers & Dappers™

Old-school slot symbols come to life in Flappers & Dappers™! As part of the Dice Seeker™ series of video reels, this charming and vibrant game delivers an exciting gameplay experience that will have players on the edge of their seats with its persistent-style gameplay, free games feature, eye-catching characters, and more! Booth # 835.



Gaming Support USA, Inc.

Gaming Support is focused on products that bring excitement to the casino floor: media systems that celebrate winners and bring the luck in winning back to the players, progressive jackpot systems that build large jackpots to attract players and beautiful casino signs that attract players to their favorite games. For more information, call 702-752-6422 or email rakker@gamingsupport.com. Booth #1313 and #2235.



AGS Orion Curves Cabinet

AGS introduces its new Orion Curves™ cabinet, featuring a 49-inch Ultra HD LCD curved portrait monitor and engaging game content. Launching with the Asian-themed Majestic Riches™ family featuring Sacred Dragon™ and Royal Phoenix™, both games feature a five-level jackpot bonus, up to six free games with retriggers, and stacked wilds featuring 3D animations for a cinematic game-play experience. Booth #1249.



IDScan

New Orleans-based IDScan.net is proud to exhibit at NIGA for a sixth consecutive year. On display this year will be Mobile Scanning Solution, which validates drivers' licenses and passports with a simple scan. IDScan.net will also demonstrate its Authentication Solution, with the new M500 scanner. For more information, visit www.IDScan.net. Booth #2005.



Finley & Cook

We know you are betting a lot on the success of your Gaming enterprise and can't afford to lose.

We have decades of experience innovating, minimizing risk, and ensuring success for Tribes throughout Indian Country. For more information, visit CasinoSuccess.com. Join us on the floor for in-booth expert consultations. Booth #1420.



Ainsworth A-Star Curve

The new shape of Ainsworth arrives at the National Indian Gaming Association tradeshow. The A-STAR Curve features a 43-inch floating infinity monitor, dynamic LED lighting and a state-of-the-art LCD button deck. At NIGA, Ainsworth will showcase the new cabinet with a full suite of exclusive game content. For more information, visit us.agtslots.com. Booth # 1717.



Concept 3

Concept: 3 is a Las Vegas based casino marketing and consulting company. We are led and comprised of sales & marketing professionals whom are experts in creating and executing casino marketing strategies.

This results in better product, better brands, better value and better results... just a better experience.



ARCHITECTURE INTERIORS PLANNING VIZLAB

Rice Fergus Miller

Rice Fergus Miller is an award winning architecture, interior design, and planning firm dedicated to do meaningful projects that build and better communities. Their tribal projects have included master planning and design of hotels, resorts, restaurants, casinos, cultural centers, health clinics, housing, justice centers and schools. For more information, visit www.rfmarch.com.

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DICE SEEKER

Series of Games

Innovative Game Play Meets Visionary Art



VISIT US AT
NIGA
BOOTH
#835



Strike the enemies to reap the rewards with the Dice Seeker™ family of games! These electrifying video reels will invigorate your players with their eye-catching symbols and unique game mechanics. Offered with three titles, including **Heroes and Villains™**, **Viking Invasion™**, and **Flappers and Dappers™**. Reel in your players with Gaming Arts' unrivaled content today!

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TG&H

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