

FALL 2019

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TRIBAL GAMING AND HOSPITALITY



**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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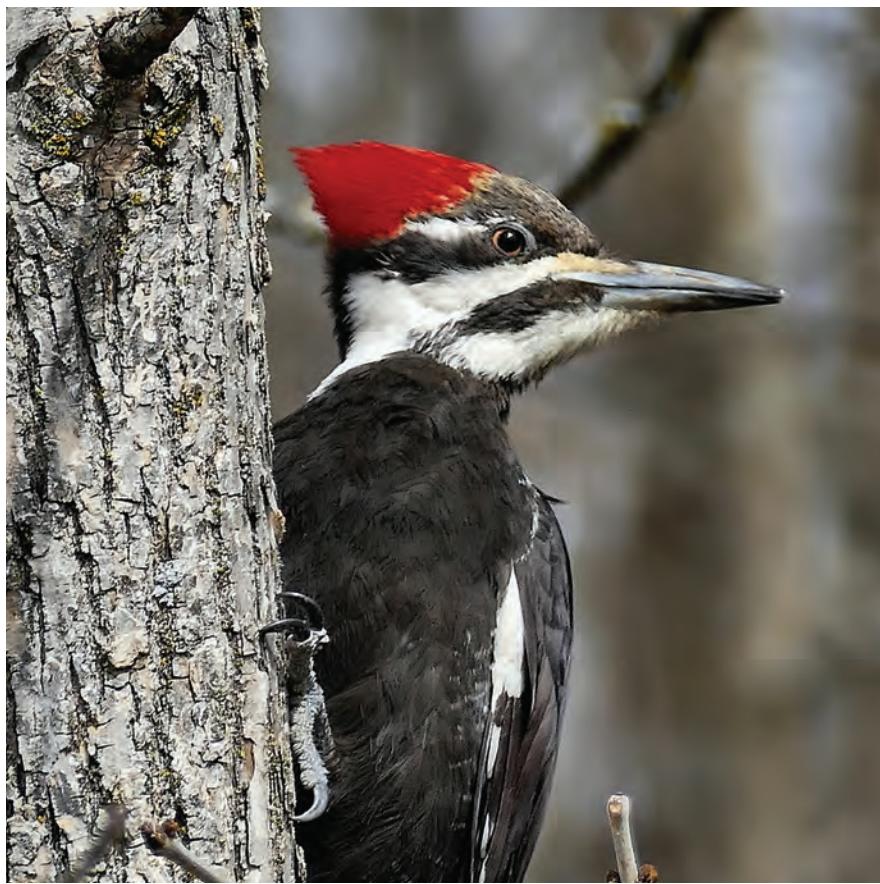
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## A Message From Brady



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

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TRIBAL GAMING AND HOSPITALITY

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# TG&H Online

## When We Override, Ignore and Discount Valuable Advice

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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.

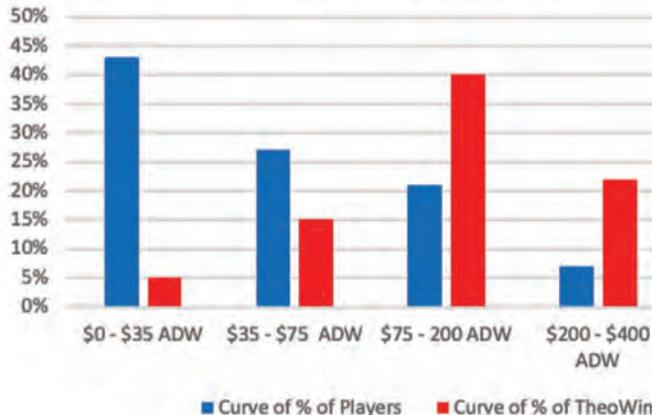
## Align your player development program and segmentation with the natural segmentation of your database.

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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# Trending Tribal CapEx Investments

**How to expand your customer base through breweries, unique outlets and more**

By Brett Magnan

**E**nstein's definition of insanity, as modified for this purpose, states that "a casino hoping to engage and energize their existing base, while attracting a new guest – while offering the same amenities they always have – is insane."

One reason that Las Vegas has modified its "formula" away from casino-exclusive offerings comes from the realization that people want to be entertained differently today. Dining is entertainment, along with shows, concerts, recreation and golf. According to the Las Vegas Sun, creating other reasons to visit Las Vegas has turned into a billion dollar lift annually. However, the newest trends are in niche additions to these entertainment investments that create a unique buzz and corresponding lift in guest base. These new ventures don't replace your main gaming business focus, but enhance them so that players choose your casino over your competitor's and they stay and play longer.

**Home Brew:** Several Tribal casinos have added their own brewery to their F&B offering. Everyone sells beer! Why not take advantage of making a batch or two with your own name or with Tribal significance? The return on investment

can be under one year and provide a unique offering as your house tap handle, oftentimes better beer than what is offered in the bottle. Brew companies can help you create the best formula for you and your guests, while handling the difficult recipe formulation that might sour your guests if it was made in your garage.

**Mansion Wine:** Better than "house wine," partner with a local winery to private label a wine that features your Tribe, casino or notable elder. Wineries often have "extra juice" that they use for blending or pour-off when they have excess and not enough for a single varietal in the volume intended. Negotiating to purchase and feature a special blend of their "extra juice" can also provide you with some additional free marketing to each guest who tries it at the winery. Oftentimes the cost is well in line with your glass pour wines and will taste better with the unique story that follows.

**Molecular Cocktail Bars:** Very popular today is a dining experience where the art and presentation of great food and drink are offered with creative flair. Bars that treat cocktails like food and then offer tasting plates that pair

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.

#### NIGA SPOTLIGHT

## 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. ♦





# Apply Moneyball Marketing at Your Mature Property

Create successful marketing strategies and avoid wasted resources

By Tom Osiecki

I'm lucky enough to travel the country and help casino companies revive their marketing strategies and departments. It's a gratifying opportunity to help nice people toward the road to success.

Along the way, it occurred to me that evolving marketing at a mature property is more like Moneyball and less like Babe Ruth.

Let me explain.

For those of you who are not familiar, *Moneyball: The Art of Winning and Unfair Game* is a 2003 book by Michael Lewis and a film starring Brad Pitt, about Oakland A's manager Billy Bean's analytical approach to assembling a team of undervalued players despite Oakland's small budget.

"Marketing Moneyball" is the use of Moneyball-like tactics while exploiting inefficiencies in the face of competitive disadvantages.

With mature casino companies, big revenue home runs are often scored as new products are introduced. Or will arrive again only with the introduction of disruptive technology or breakthrough database or promotional programs.

Like *Moneyball*, evolving a marketing department is about analytics and placing the right players in the right slots in the lineup. In baseball, they call getting on base with singles, doubles, base steals and triples, "small ball."

We're looking for the singles, doubles and triples by finding edges and advantages to improve how each marketing program works. The highest revenues are earned when

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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# Advertising and Marketing Trends and Tools

## How Tribal gaming operators will drive ROI in 2020

By Mark Astone

**A**s marketers, we always tout the ability to react quickly to changing trends and environments. Part of this is not only looking at the past, but predicting what the future will bring. With 2020 budgets on the horizon, we should consider where current trends will take us in the coming year and prepare accordingly.

**Have you FULLY embraced digital media?** Many properties have yet to fully embrace digital media to the level that it is being received in the market. Time spent on digital devices will surpass TV for the first time, and it doesn't look like it will stop growing. Properties continue to lag in budgeting appropriately for this trend. Digital budgets should be comparable to TV and higher than radio in 2020. More emphasis should also be placed on the mobile-friendliness of your website since over two-thirds of digital use is on a mobile device and that continues to grow.

*Bottom Line:* Digital is not a trend; it is the new normal.

**Are you leveraging your existing database to its fullest extent?** Many casino properties do a fantastic job of using their databases effectively in direct mail, but they haven't adopted tactics to extend that use of information effectively into the digital advertising world. Leverage tactics such as IP targeting to reach core players and utilize the lower cost of digital to increase frequency to this valuable audience. Messaging can be unique as you know exactly who the audience is.

*Bottom Line:* Digital dollars should be allocated to drive an increase in trips from existing guests.

**Are you prepared for the cord-cutters?** More users have begun to cut the cord and move away from pay TV services. By the end of 2019 it is predicted that there will be more cord-cutters than people who never paid for TV services.

With more options to get their favorite content digitally, reliance on traditional cable services will continue to shrink. According to eMarketer, over the next two years over-the-top TV (OTT) users will more than double to 35.1 million, up from 16.6 million this year.

**Bottom Line:** Ad spend should be adjusted accordingly to account for the increase in OTT. Broadcast dollars should focus on live events and programming viewed by gaming's core demo, and allow OTT and its no fast forward option to deliver video viewing.

**How will social media advertising evolve?** Facebook will continue to remain the strongest platform to target gamers in social media. Ad growth will remain consistent in the coming year, despite the fact that time spent with the platform is flat. Facebook is struggling to keep up with the changing digital world, but advertisers will remain in the immediate future. If Facebook doesn't continue to evolve, they could see ad dollars drop.

**Bottom Line:** Facebook remains an efficient and inexpensive method to reach and communicate with guests.

**What role will artificial intelligence (AI) play in advertising?** As AI continues to grow and evolve, reaching the advertising space will still take some time. The category will move beyond the "Hey Google" and "Hey Alexa" to be more integrated into everyday devices. While the "Speaker" platforms will continue to grow, you'll see more and more integration into things like TVs, coffee makers, beds, cars, computers, door locks and home appliances. The relevance

to advertising still remains to be seen until it is baked into more places and clear technology vendors lead the way.

**Bottom Line:** The applications of AI are exciting to consider, but we're not quite ready to recommend significant advertising investment in the category.

Year over year, there continues to be significant changes in technology that shift the world of advertising. As you begin looking forward to your 2020, hopefully you'll consider incorporating some of these concepts into your marketing plan. ♦

## 2020 Trend Takeaways:

- › Mobile-friendly is a must for digital media
- › Leverage your database
- › Increase spend for OTT
- › Facebook is still a contender



**Mark Astone, Raving Strategic Partner, Branding, Advertising and Media Services, and CEO, Catalyst Marketing Company** — Mark is the Owner and CEO of Catalyst Marketing Company. He 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.





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# Ask the Expert Series: Slots

## Best advice on progressive hit levels and banking strategies

**T**he relationship between slot supplier and Tribal casino can be complicated and it's certainly interdependent.

Through affiliation and teamwork, critical information is shared, ultimately providing products that deliver an entertainment experience to our guests that keeps them coming back. In this series of articles, we've asked slot suppliers what tools and advice slot directors can benefit from that perhaps they're not utilizing currently. We'll be covering topics from marketing programs and floor evaluations to game volatility.

In this article, we've asked the team to share their best advice on **progressive hit levels** and **banking strategies**.



**Steve Walther**

Senior Director,  
Marketing & Product Management, Konami  
Gaming, Inc.

**Progressive hit levels:** In recent years, player preference has moved toward a desire for both achievable and aspirational progressive jackpots, together on a machine.

People appear to have a little more money in their wallet today than they did a few years ago, causing bigger jackpots to come into favor, but at the same time, bigger jackpots inherently look further away. So, when setting up your progressive levels, it's nice to mix a big jackpot – that players can aspire to achieve – together with smaller jackpot levels that give players a more frequent opportunity to boost their credit meters. Konami's Treasure Ball linked progressive has this balance. It has a \$10,000+ jackpot that's aspirational, but it also has four other smaller jackpots that are achievable, and players can see popping up across the bank. This mix is valuable and entertaining for players because the lower level jackpots give them a chance to extend their time on device, while aspiring to hit that \$10,000+ linked progressive top award.

**Banking strategy:** When banking games, it is important to bring together like-styled with a similar cost to cover, max bet, and play structure, in order to support game performance and player satisfaction. When players walk up to a bank, they like to be able to identify and understand what type of entertainment they're going to be playing. If the games in a bank are dissimilar – with different bet structures or max bet amounts – it can cause player confusion and erode performance. For example, they don't want to be playing a game at 200 credits and then slide one game over to a machine at 600 credits. Players enjoy accessing similar entertainment styles within a bank or zone, without having to search across the floor.



**Cathryn Lai**

SVP Product Management and Marketing for the Gaming Division of Scientific Games

**Progressive hit levels:** We have noticed a growing trend of players gravitating toward linked progressive jackpots with smaller top awards in the \$10K-\$20K range, as players are chasing after more frequent jackpot hits.

Often these types of games use homegrown brands like our 88 Fortunes family, as opposed to bigger licensed brands. To capitalize on this growing trend, we've recently launched a new, fast-hitting, wide area progressive jackpot link called Quick Bucks, with the initial family of games called Super Lock, based on our popular Lock It Link games. The idea is that as new games are added to this link, the jackpot could hit as often as every two to three days with an average jackpot of around \$25K. Players tend to anticipate these jackpot hits, so they increase their play and go for the chase. However, there still exists a strong segment of players who are looking for "life-changing" jackpots. While players realize the odds are low, the opportunity to win these large jackpots is very exciting.

**Banking strategy:** We have found that players tend to move from game to game on the same bank expecting a similar experience, so it is very important to bank similar types of games together. We provide our customers with specific banking advice, depending on the features of games that are being placed. Game mechanics, frequency of features, etc., determine how games should be placed within a bank. For instance, our research has shown that putting linked games together "side by side" in a bank helps create excitement and drives play. Players see other people on the same bank hitting jackpots and this helps create more anticipation and excitement. However, games with known mechanics that are developed specifically for "core gamblers" might be placed in a configuration that enables more privacy, such as a carousel where there is significant space between games.

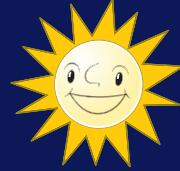


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Regulated Markets Business Development,  
Gamblit Gaming, LLC

**Progressive hit levels:** We have just launched our first skill-progressive in "Lucky Words with Progressives," so we are pretty new at this. We made it so that the progressive jackpots are 100% player funded. We'll see how that runs over the next months, and then determine if we think we should make it so that operators can seed the progressives. The progressives only hit if a player can make a defined number of 5, 6, 7, or 8, letter words. It's pretty hard, but over and over we see patrons hitting these jackpots, even the ones for eight-letter words. Personally, I have yet to be able to hit one of those on our demo machines. So, my advice here would be to advertise to the player base for players to come test their "word-slayer" skills that they have honed over the years playing Scrabble and Words with Friends.

**Banking strategy:** We see the best utilization when we have two TriStations and one PacMan ModelG together on the floor. Each position on the TriStations would be dedicated to a single game, and the PacMan ModelG is the main marquee. We see greater utilization when operators have banks like this setup on opposite ends of the casino to get maximum exposure to players. ♦



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# It's Time To Connect Disjointed Data

**Utilize hotels, gaming and restaurant research to maximize value**

By Deb Hilgeman, Ph.D.

**M**ore research is being done every year by casino resorts trying to capture important data about guests in their casinos, restaurants and hotels. The newest challenge facing operators is how to tie this valuable information together so that it's not a lot of disjointed reports that each gives a piece of the picture, but no one is putting the whole puzzle together. That's lost value.

In Raving's Third Annual Indian Gaming National Marketing Survey, 97 percent of Tribal casinos are conducting database analysis, 77 percent are using guest satisfaction surveys, 71 percent are doing competitive analysis research, 57 percent are using team member engagement surveys, and other types of research, such as branding and awareness surveys and focus groups, are also tools used by casinos. The percent of casinos who are not doing any type of research? Zero.

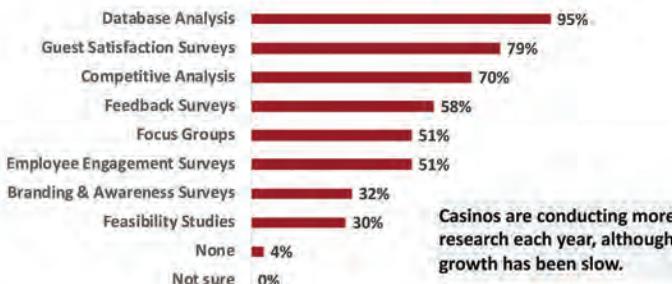
Now, in addition to this multitude of research, is the guest feedback survey that your hotel may be sending to people

before they even check out. Some hotels are sending a pre-checkout survey via email and another survey post-checkout. Many hotels look to online reviews to learn about guest satisfaction levels, but the latest guest survey tools are helping hotels respond to guest needs long before they get around to posting online feedback.

Restaurants are another area of Tribal casino resorts that may be doing their own guest research. You may have a food and beverage director who is using one of the many new mobile apps to generate guest feedback before they leave.

## Ahem, who's steering the ship?

These hotel and restaurant surveys can be valuable tools in a research arsenal, but if no one is coordinating the information, then your property is losing value and risking negative reviews. We've worked with casinos where the marketing director didn't even know the hotel or restaurant was conducting guest research, much less, receiving reports


**Raving** THIRD ANNUAL  
INDIAN GAMING NATIONAL MARKETING SURVEY
Types of Research Conducted: Three-year Trend

(N=76)

**Casinos are conducting more research each year, although growth has been slow.**

By **Raving** Knows.

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.

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. ♦



**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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Photographs courtesy of: Rice Fergus Miller VizLab

# 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 reimaged 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





Jamestown S'Klallam and the 7 Cedars Casino property in 2005. I joined the firm that year straight out of college and was a junior person on the team. Now it's almost 14 years later and it's been amazing to be a part of their project. They are like family to me. There's something very unique about Jamestown. They are a smaller Tribe. I think that allows the opportunity for a design team to be more deeply entrenched in the project, versus sometimes when you work with larger organizations, you're kind of just another cog in the wheel, and you have a role. This is the only Tribe that I work with where I can text the chairman of the Tribe!"

With the completion of the restaurant, with a design venue worthy of a four-star 100-room hotel, the ribbon was cut in mid-February with RFM and longtime construction partner, Swinerton, at the ready.

## Phase Two: A hotel experience that combines new technology with the Tribe's cultural themes

When interviewing Allen and Walz about the hotel project, their excitement and conversation enthusiastically bounces

back and forth between the experience they are creating for guests in every room through technology and integrating the Tribe's culture and influences.

You can tell in her voice, just how eager Walz is about the technology, "We're using the INTELITY system. It starts with keyless entry. The guest rooms are Bluetooth-enabled. You can cast anything that's on your mobile device onto the TV. Imagine a tablet in your room that lets you request room service, housekeeping, to turn down the lights or to open up the drapes. A lot of our collateral will be digital. It's just an easier way to connect and is meant to ease your experience while you're a guest."

And when it comes to technology, sometimes designers miss the obvious, but not in this case. Fleming adds, "We built out a model room, and Chairman Allen is there and we're measuring and taping off where he wants every outlet, just to make sure that it's going to suit that business traveler. You know, because that's who Ron is. It's been unique to be able to work with a client who is so hands-on, who cares so much."

Tribal members and team members alike have tested the mattresses and explored the space. "Jerry has included a lot of us in every one of these design meetings with RFM; food and beverage, gaming, marketing, facilities. Everybody has been involved and knows what's happening, what's going on and has input," Walz commented.

The design choices use natural elements spanning from water to sky – that will visually tell the story of the Pacific Northwest, as well as the Northwest region Tribes' history and culture down to every fiber. Fleming shares, "We derived a pattern for the custom carpet in the guest-rooms based on cedar hats from Chairman Ron Allen's personal collection. The carpet in the corridor is designed to look like water meeting the shoreline, and the shoreline side of the carpet reveals a Tribal pattern."

Each of the five floors will have different elements and feature more custom Coast Salish artwork from Oregon, Washington, up through the coast of British Columbia and, in particular,



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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# Life In Player Development

## Being busy versus being productive

By Janet Hawk

After 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

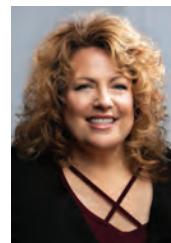
The most important tool in a host's or any salesperson's arsenal is communication, and the most important activity in communication is the one most of us do poorly: listen. We need to listen, so we can learn, so we can lead conversations. The more we learn, the better experience we can create for our 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!



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# Interested in a Paperless Solution?

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

By Kevin Huddleston

There 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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# “The average employee uses 10,000 sheets of paper per year at a cost of roughly \$80 per year per employee, and that’s just the cost of the paper”

- *InformIT*

much more than just implementing a system. We must consider how the new system will impact processes that can't become paperless. Are there pieces of equipment that might need to be purchased, such as document scanners? How will we handle the paper that we currently have? How will we handle paper as it is converted to digital? Can it be immediately destroyed, or will we need a verification process? Are there regulatory considerations? How will paperless impact our network storage and operation? We must have a plan that takes all these things and more into account.

**Next, we need a Pledge.** We have to pledge to follow through with being paperless. Even after purchasing a system, we've seen organizations take their foot off the accelerator when team member resistance or other obstacles pop up. They settle for something short of their original goal. We've also seen properties implement a system that should have greatly reduced paper generated in

the vault, but processes weren't changed to take advantage of the opportunity. Management at all levels must remain committed to the goal of being paperless. If team members are allowed to revert to old processes or allowed to keep paper "just in case," then we've wasted a lot of time and money and will continue to waste it.

At our firm, we've used the accounting system that we resell for many years. The system allows for electronic workflow and document attachments in the purchasing and accounts payable processes. Even though the system allowed us to be paperless, for several years we still maintained paper AP vendor files, even though images of invoices and purchase documents were attached to transactions in the system. We renewed our efforts to be paperless, made a few changes to address potential issues, and now we are proud to say that we haven't had any file cabinets in our building for the past few years. Costs for paper and toner are reduced. The number of printers has been reduced, as well as the personnel costs to maintain and manage the paper files. All because we remained committed to achieving the goal of paperless.

**The last of the P's is Police.** We must regularly police ourselves to make sure that we don't have anyone relapsing back into paper. As with our pledge to achieve paperless, we must police our processes and people so that we can maintain it as well. As time goes by and we experience turnover, processes can jump off track if we don't keep an eye on things. New hires must be made aware of the mission to be paperless. As with any system, training and monitoring is critical to continued success. After implementation, new issues will arise as our operating environment changes. These issues should be addressed with the goal of paperless in mind.

A paperless initiative in our casinos can reap savings in both time and money. Don't fail or fall short of the benefits that can result from being paperless. Focusing on the Three P's of Planning, Pledging and Policing will help increase our odds of achieving these goals. ♦



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# Lead Your Team Successfully Through Change

**Don't lose good people or jeopardize the team you've worked so hard to build**

By Paula Allen

**Y**our GM quits. Tribal Council turns over, and you're not sure what that means for your larger initiatives. You're adding on a new hotel; rooms must be filled, and guest service has to be impeccable or heads will roll. Revenues are flat and the CFO wants a new strategy tomorrow on how to fix it. You're investing in a million-dollar system and revenue must be recovered quickly. Sound familiar?

An essential skill for frontline leaders is the ability to lead their team successfully through change. The amount of stress that change brings to our guests and our team members is substantial, so to successfully support them through transformative times is necessary to keep and/or restore their trust.

At our property, 7 Cedars Casino, construction is underway with our long-awaited hotel. We've had a lot of "mess" and the loss of 125 of our premier parking spots is annoying to our guests. Taking a proactive stance was critical as losing revenue at this time was not an option. Our CEO Jerry Allen and I attended every department meeting, explaining the construction process and giving tools to our team members on how to excite our guests for this next phase of

our development. On our loudest days (jackhammers going all day), we would remind our teams about what to say to our guests. And do you know what? Revenue has been up! How does that happen? Having a developed leadership team who knows how to lead their teams through change is how that happens.

## Success through supervisors

Our supervisors have the biggest impact on the success of our organization, so we put the time and resources into this group to prepare them for when change happens. We know our team looks to our supervisors first (in the same way a child would look to a parent when changes happen) to gauge how they should react to change, so we want our leaders to be calm and solution-oriented.

Very few people like change; there is usually a feeling of immediate resistance. The reason? We feel comfortable when things are predictable and stable. There will be disruption and that will provoke fear. If our leadership team stays focused on the solution, we'll transition through the change successfully.



## 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.

**TG&H™**  
TRIBAL GAMING AND HOSPITALITY

# 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).



## AGS Orion 49C

Get ahead of the curve with the Orion 49C, AGS' first curved platform, featuring a 49-inch Ultra HD curved LCD display, digital topper, premium LCD button deck integrated with low-profile dual PLAY buttons surrounded by lights, premium custom audio, and AGS' signature U-shaped starwall design with 400 game-synchronized LED lights. G2E booth # 1253. For more information, visit [www.PlayAGS.com](http://www.PlayAGS.com), call us at 702-722-6700 or email us at [lolson-reyes@playags.com](mailto:lolson-reyes@playags.com).



## Scientific Games

The success of red-hot Ultimate Fire Link® has ignited a new series — Ultra Hot Fire Link™ — taking players to exotic locales, with themes like Amazon and India. The series includes the player-favorite features of Ultimate Fire Link, now with a thrilling Ultra Hot symbol that is guaranteed to heat things up! For more information, visit [www.scientificgames.com](http://www.scientificgames.com) or call 702-532-7700.



## 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

Dream Cash Fabulous Vegas and Dancing All Night is an exciting video slot game that does not contain traditional spinning reels! Base game is a pick feature style game, where the player can select between three volatility modes or can press the play button to make a random selection.

For more information, visit [www.aruzegaming.com](http://www.aruzegaming.com), call us at 702.361.3166 or email us at [Marketing@Aruze-Gaming.com](mailto:Marketing@Aruze-Gaming.com). Visit us at G2E 2019, Booth# 2659.



## Eclipse Gaming

Eclipse Gaming creates memorable gaming experiences that connect with the player. With a focus on Indian gaming, we develop top performing games and solutions that engage the audience and deliver strong results for our customers. Discover our newest games and cabinets at G2E booth #2840 or visit [www.eclipsegamingsystems.com](http://eclipsegamingsystems.com) to learn more.



## Nevada Gaming Chip

Nevada Gaming Chip (since 1937), suppliers of more than \$1 billion of gaming chips, announces their 3D Holographic Fingerprint security. These currency-level securities are impossible to reproduce by any photographic means known to man and are visible to the naked eye so theft can be stopped before it occurs.

For more information, visit [www.nevadagamingchip.com](http://www.nevadagamingchip.com), email us at [info@nevadagamingchip.com](mailto:info@nevadagamingchip.com) or call 702-305-4002.



## 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).



## 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.

Visit us at <https://gamecollc.com/> or email [sales@gameco.com](mailto:sales@gameco.com)



## SCA Gaming

HAVE IT ALL – with the total solutions portfolio from SCA Gaming. SCA delivers customer-centered profitable solutions designed to enhance casino brands, expand customer acquisition and revitalize engagement programs. The numbers are undeniable, \$200 Million paid in prize coverage, managed by a staff with over 150 years of combined gaming experience. G2E booth #1216. For more information, visit [scagaming.com](http://scagaming.com).



## REACH™ Platform

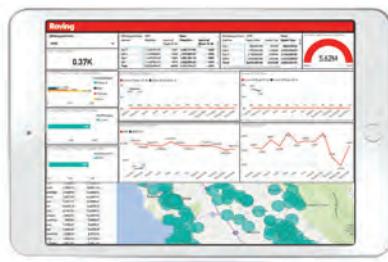
Engaged Nation is the leader in strategic engagement marketing with its award-winning REACH™ platform. REACH™ provides web-based automated incentive programs to engage users online and drive them to the property. REACH increases the ROI of any digital marketing — websites, advertising, apps, social media, emails and more. It also serves as an extremely effective stand-alone new media vehicle to generate continuous engagement. For more information, visit [www.engagednation.com](http://www.engagednation.com). G2E booth #1623.



## Finley & Cook

At Finley & Cook, we develop casino technologies that deliver powerful control, compliance, and protection to your operations. Applying two decades of expertise, we created Virtual Vault, a paperless solution that will save you operational expenses, reduce hidden/redundant costs, and eliminate costly errors.

To learn more contact us at [info@finley-cook.com](mailto:info@finley-cook.com).



## Raving Dashboards

Effective hosts need tools providing real-time data to identify high priority players that can impact growth. RAVINGdashboards give valuable insight with separate views for the manager and host.

- Trend Analysis (TRIPS, ADT, THEO)
- Host Quotas and Performance in Real-Time
- Player Categorization and Prioritization
- Player Detail and Stats in One Location
- Player Investment Analysis

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).



## Next Gaming

Next Gaming is breaking new ground with a unique and innovative approach to the skill-based slot market. With recognizable arcade-style games of the 80s from Atari and Taito, customers make an emotional connection playing iconic games like Asteroids, Missile Command, Tempest, Arkanoid and Bust-A-Move to name a few. Stop by G2E booth #1230 and experience it for yourself.

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



## TransAct's Epic Edge TITO Printer

Your old printer technology just got edged out. TransAct's Epic Edge TITO printer is the most innovative on the market and the only one that features an unmatched 300 DPI, a high-speed firmware uploading solution and a single interface board for all games. G2E booth #2423. For more information, visit [www.transact-tech.com](http://www.transact-tech.com).



## Mobile ID & Passport Scanning Solution

Part of an exclusive partnership with Panasonic, IDScan.net has paired its ID scanning software, VeriScan Online, with Panasonic's TOUGHBOOK FZ-T1 handheld scanner. This solution provides casinos with the only mobile, cloud-based visitor management and age verification solution capable of reading driver's licenses and passports.

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

# Operators, Suppliers and Organizations Work Together for a Higher Cause



## Shakopee Mdewakanton Sioux Community Mobile Unit: Bringing Free Health Care to Thousands of People

Native Americans are more likely than any other racial/ethnic group to suffer from health disparities, and most Tribes are located on reservations in rural areas with limited access to health care. In Minnesota, where our Tribe is located, many members of our fellow Tribes must travel two hours to reach the nearest clinic, making it difficult and expensive to get the care they need.

The Shakopee Mdewakanton Sioux Community (SMSC), sought to help Native Americans who are struggling to receive health care. In 2007, we launched the SMSC Mobile Unit which brings free medical, dental and vision services to communities across Minnesota and the Midwest. The Mobile Unit offers free mammograms; diabetes education and screenings; dental cleanings, sealants and varnishes; eye exams; and more to individuals and families who cannot afford high-quality medical care.

The Mobile Unit doesn't just provide health care – its team also provides support. All Mobile Unit team members receive cultural competency training, so they are ready to serve the specific populations and experiences of each community. Our team also collaborates with the Tribal Nation or clinic that provides follow-up services to patients who visit the Mobile Unit. This communication and special attention helps create trust between the patient and staff, so that patients have even better health outcomes.

Patients have shared that they appreciate how providers take the time to explain exams to them and treat them with respect. In fact, some have told us that they have decided to proceed with exams that they have avoided getting in the past because they feel comfortable with our providers.

*Contact: Joanna Bryant, Wellness Administrator, Shakopee Mdewakanton Sioux Community  
Joanna.bryant@shakopeedakota.org*



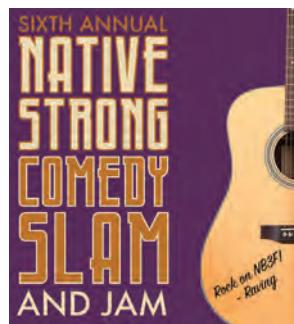
## BMM Test Labs: Increasing the Number of Native Americans in STEM Careers

An early contributor to Tribal Philanthropy has been BMM Testlabs and their Next Generation Initiative. For years NGI has supported Tribal organizations like The Notah Begay III (NB3) Foundation, UNITY & American Indian Graduate Center, helping create a pathway for opportunities to these many underfunded groups.

Lead by Jodi DiLascio, Director Tribal Gaming, BMM began focusing efforts to grow STEM jobs in the Casino Gaming business by partnering with American Indian Science & Engineering Society (AISES) and developing an Internship Program to support AISES mission of increasing the number of Native Americans in STEM careers. Specifically helping to facilitate and foster a #NativeSTEM Casino Gaming career pipeline. The program has since gained traction among game manufacturers and has grown into a pipeline for getting Native Engineers learning about and working in Casino Gaming.

When asked, why a Game Manufacturer would want to join such a pipeline, Jodi says the answer is pretty simple, “Not why, but why not”? By tapping into an established network via AISES, casino game manufacturers and vendors are able to have delivered a talented pool of Native American STEM holders hungry for opportunity. “This is such a win-win for our industry partners and Native STEM degree holders looking to enter our industry.”

*Contact: Jodi DiLascio, Director, Tribal Gaming / Associate Member Representative to the NIGA Board, BMM Testlabs, jdilascio@bmm.com*



## Native Strong Comedy Slam and Jam

Going into its sixth year, the annual Native Strong Comedy Slam & Jam was created as a fundraiser for the Notah Begay III Foundation (NB3F) by Native-owned, gaming and hospitality firm, Raving. This is one event of several that they organize to raise money to support the critically important work of the NB3 Foundation, ensuring Native children achieve their full potential by advancing cultures of Native American community health. The event will be hosted on Thursday, March 26, 2020, in the Gaslamp district of San Diego during the Indian Gaming Tradeshow & Expo. Organizers

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](mailto: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](mailto:stephanieh@CWCResort.com)



**EVERI**  
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

### 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

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](mailto:Cameo.Amato@everi.com)



### 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](http://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](mailto:dgarelick@iltf.org) ♦



# Tutor Perini Building Corporation

**A leading civil and building construction company, Tutor Perini Bulding Corporation is one of the most versatile and successful companies in the United States.**

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 Seminoles 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

**S**cientific 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. ♦

# Back of House

## People Who Inspire Us: Marianita Garcia

By Christine Faria

You may not see them, the team members working behind the scenes, getting their hands dirty, so your organization functions. Or just maybe you do know their names, as you walk by them daily, on the frontline, building relationships with your players. They take pride in their work, no matter the job. Your casino's guests are their guests.

They're the team members, the supervisors, the managers that don't falter in their integrity; there are no two sets of standards for co-workers and guests. They're not cajoled into giving, volunteering or helping out. They've figured out that the secret to happiness is through helping others.

Life happens, challenges come our way, yet some people find it in themselves to show up every day, to give the best of themselves, despite, well, life. What's their back story?

Let me tell you about one such person. Marianita Garcia. She's been a cage cashier for the last three years at Kickapoo Lucky Eagle Casino Hotel, located in Eagle Pass, Texas, owned and operated by the Kickapoo Traditional Tribe of Texas.

Since starting at the casino, Marianita always has a gallon zip lock bag of hard candy or chocolate kisses to share with her teammates and her guests who visit her at the cage. She loves interacting with her guests and understands that they very well may have just lost money. She says, "When I see a guest coming up to my window, I always get this big smile. I ask myself what is this person really like? What is he doing here? Where is he coming from? I wonder how their time has been with us. Before they leave my window, I want to make sure that he or she leaves happy. You know, give them a different experience; I like to talk to them about different things, not just if they won or lost."

Marianita is all about keeping a positive attitude, no matter what life throws her way. She says, "One of my best friends told me, that life is all about perception. You decide how you're going to handle that day. It's your choice whether to be happy or be sad. So, I choose every day to get up and do the best I can and make at least one person smile."

About a little over a year into her career at Kickapoo, in October 2017, she was sent home ill from work. She was diagnosed with breast cancer and started chemo the following March. Incredibly, she didn't take any extra time off during treatments and took minimum time off after surgery, coming back as early as she could.

Sandra Maldonado, Training Specialist II, for Kickapoo adds, "She's one of the moving forces of our guest service program MAD (Make a Difference) in our cage department. She is always recognizing her team members that go above and beyond. Even though she is going through a rough time in her life, she still manages to put on a smile and inspires other team members to make a difference."

In the fall of last year, her mother fell ill and died shortly thereafter. Marianita is 39 with four children, two of whom are



still at home. Since her mom's passing, she goes over to her dad's house every day before work to help with her sister who has Cerebral Palsy.

When I ask her about sending in a picture for the article, which I wondered afterward if that was appropriate, she teases, "I don't have any hair. I'm bald. I have a little turban if you don't mind that." I laugh and say I don't mind. See, her hair is gone again because this past year in March, she was re-diagnosed with cancer and she's still undergoing chemo.

Her voice is energetic and positive and youthful, while my voice breaks asking her more questions. She's well-spoken and sincere and I'm thinking to myself, "How can she sound so damn positive?" Instead, I ask if coming to work every day has helped, and she says, "It's been tough, but I'm blessed to have the guests that I have now, along with the team members. I wouldn't be able to do it without their support."

We talk a bit about how she's impacted her fellow team members. She laughs and shares, "I have a team member who has been here for a while. When I started going through chemo last year he comes up to me, and says, 'You know what? You've just raised the bar.' And I'm like, 'What are you talking about?' And he says, 'I mean, we can't call in for a headache now because look at you. You're just going through something major and you're still showing up to work!'"

She'll be done with her final chemo at the end of August and by the time this magazine is printed, at the end of September, she'll go in for a full pet scan and she adds, "I'm praying and hoping that in September I get good news."

When I asked what message she'd like to share, she said, "Just never give up."

We won't give up on you Marianita! Thanks for sharing your story and inspiring us to "show up" every day.

*To share words of encouragement to Marianita, you can email madleague@klecasino.com – which is the Kickapoo Lucky Eagle's MAD League. To send in your ideas for the next Back Story and people who are inspiring at your Tribal casino, email chris@tgandh.com. ♦*



**Christine Faria, Executive Editor, *Tribal Gaming & Hospitality Magazine* and VP of Marketing,**

**Raving** — As Executive Editor, Chris Faria 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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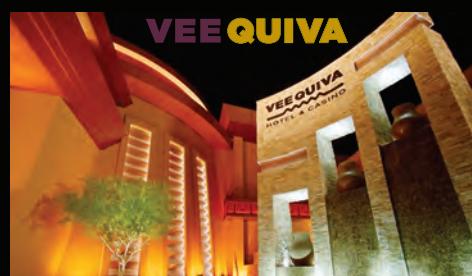
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