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## THE INNOVATION GROUP TO ONCE AGAIN HOST IGAMING NORTH AMERICA CONFERENCE 2012

**2012 Event Scheduled for March 4-6 at Planet Hollywood in Las Vegas, Nevada**



The Innovation Group is pleased to announce that it will once again co-produce the iGaming North America Conference in 2012, the premier networking and educational event designed to introduce the land-based gaming businesses of North America to the global iGaming industry.

The event will be hosted at Planet Hollywood Resort & Casino in Las Vegas, March 4-6, 2012.

The 2011 conference featured over 350 attendees, which was exceptional turn-out for a first time conference. The introductory "bootcamp" theme featured last year will be offered in 2012 only as an optional first day primer on Sunday, March 4th. Monday March 5th and Tuesday

March 6th will then feature a more advanced discussion of the future of iGaming in North America, with finance, regulatory, legal and technical tracks planned.

iGaming North America is produced by The Innovation Group, Lewis & Roca, LLP, BolaVerde Media Group, and eGaming Brokerage.



Speaker and sponsorship inquiries are now being accepted via [www.igamingnorthamerica.com](http://www.igamingnorthamerica.com)

## THE INNOVATION GROUP OF COMPANIES ANNOUNCES SPORTS & ENTERTAINMENT PRACTICE

**Practice to be Led by Industry Veteran John Swiatek**



The Innovation Group of Companies is pleased to announce the formation of a new specialty advisory practice within The Innovation Group: Innovation Sports & Entertainment.

The Innovation Sports & Entertainment division is led by Managing Director John Swiatek, a 25-year veteran specializing in the sports, entertainment, hospitality, racing and

gaming industries. Through various advisory, management and ownership roles, Mr. Swiatek's extensive network of clients includes NFL and NBA franchises, major and minor league baseball operations, racing associations, PGA tour events, sports broadcasting and media outlets, major universities, and state and local agencies. From sports marketing and management to stadium naming rights and other sponsorships, Mr. Swiatek

*Continued on Page 5*

# CASINO DEL SOL EXPANSION SET TO OPEN 11/11/11 IN TUCSON, ARIZONA

*IPD Leadership Role as Owner Representative Achieving Project Completion within Schedule and Budget*



Under the leadership of Owner Representative Innovation Project Development (IPD), construction and pre-opening operations have continued to track toward an 11/11/11 Grand Opening of the Casino del Sol Resort, Spa and Conference Center Expansion. IPD's team has been guiding this project for the past two years, including design and program advisory services, construction phase oversight, and pre-opening planning and execution.

The project features a 215-room, 3-star hotel with more than 20 luxury suites, two large new restaurants, several smaller food outlets, a new conference facility with a ballroom capable of accommodating events with over 2,200 participants, a four level parking structure, a luxury Native-themed health spa, and a spectacular pool and outdoor activity area.

The hotel and conference center have just been accepted into the Arizona Hotel & Lodging Certified Green Lodging Program, having

amassed a score that is almost double the level required for inclusion.

Initial planning devised by IPD included a number of possible alternates to augment the expansion scope as the budget allowed. As construction progressed, it became evident that the team's cost control strategies would allow for all of the value added items to be incorporated. Additional program elements have also been added to capitalize on opportunities that presented themselves after construction was well underway.

This controlled yet fluid process has been accomplished while protecting the project's contingency allowance and the initial date for substantial completion.

The team attributes the project's success to a sophisticated and well-informed Tribal Council, a casino management team capable of making timely decisions, and an experience on-site IPD project management team capable of driving the process.

IPD has also been responsible for the FF&E and OS&E procurement and installation on this project, as well as utilizing specialty consulting staff to assist in such areas as training programs, development of policies and procedures, and other advising typically beyond the capabilities of an Owner Representative.

IPD is grateful for the trust placed in our team by the Pascua Yaqui Tribe, and wishes to congratulate the Tribe and Casino Del Sol operation on the pending opening of the expansion.

The new resort is a testament to what a highly motivated and coordinated development team of Owner, Architects, Contractors and Owners Representatives can accomplish within a tight budget and an aggressive schedule.

*Photo courtesy Casino Del Sol*

## *Papa John's International, Inc. and Ovations Food Services (a Division of Comcast-Spectacor) Engage Innovation Food & Beverage Practice*

Innovation Food and Beverage (IF&B) completed another strong year both assisting The Innovation Group in its core business and identifying new opportunities through strategic partnerships and relationships. IF&B has created a strong portfolio of clients and has supported them with operational audits, demand sizing, price point position and labor force evaluations.

IF&B formalized two strategic relationships over the past year. The first was with Ovations Food Services (a Comcast-Spectacor Company) combines the expertise of IF&B's consulting services with the management services of Ovations Food Services. Charles Lawrence of Ovations stated, "Ovations is extremely excited to enter into this partnership with Innovation Food & Beverage and values the longstanding relationships that The Innovation Group of Companies has in the gaming and entertainment industry, particularly within the Native American gaming segment. The Innovation/Ovations partnership will help our clients develop a more appropriate F&B strategy, maintain a more calculated focus on bottom line, and apply all of the tools needed for profitable F&B operations." Together the two groups will strengthen and broaden the reach and scope of Ovations Food Services into leisure, entertainment and gaming food service operations.

The second key relationship announced was with Papa John's International, Inc. As Papa John's looks to grow its nontraditional operations, it identified casinos as a logical jumping off point. Papa John's engaged IF&B to market and identify strategic opportunities in both Native American and commercial casinos. Papa John's Joe Smith stated "Papa John's has been looking for strong growth markets and casinos present a very interesting opportunity for the company, particularly due to our franchise model. To have the ability to utilize the expertise, network and reach of The Innovation Group, we believe will be invaluable to help us achieve our goals."

These two relationships will help to strengthen and augment the core services offered through IF&B which include market and feasibility support for existing and new food and beverage programs in leisure and entertainment developments.



## INNOVATION MARKETING: COAST TO COAST

*Led by Joe Witterschein, Innovation Marketing has been Engaged throughout the U.S. and Canada*

Innovation Marketing (IM) is currently engaged on a number of confidential assignments in gaming jurisdictions throughout North America. On the east coast, the team, led by Joe Witterschein, is engaged in a multi-faceted research project for a casino resort property, gathering and analyzing customer opinion on a wide range of amenity, program and property satisfaction indicators. IM is also providing analysis with respect to share of wallet, visitation and market share opportunities. Also on the east coast, IM is working with a confidential developer to establish brand identity possibilities for a major mixed-use project.

Shifting to the Midwest, IM's work continues by supporting a nationally-recognized advertising agency to provide strategic and planning expertise to execute their agreement with a high-profile casino property. In addition, IM is coordinating a long-term qualitative research program for a respected casino operation. Other Midwest efforts are in place to re-vamp an existing players club by establishing a full strategic direction for a multi-property player development organization, including on-going program analysis, new job descriptions, organizational charts and recommendations towards best practices. IM is also engaged in a significant *secret shopper* program with a growing gaming operation.

Along the west coast, IM's work is currently applying its proprietary **Voice of the Customer Program**, a valuation tool that helps capture, track and analyze the spending habits of all patrons. In this case, a successful gaming operator has the team analyzing and providing strategic expertise for busing and player development programs. Also on IM's plate is a strategic repositioning project to help an existing operation prepare for future competition, and a separate website development assignment for an expanding casino about to open a new hotel.

Across the border in Canada, IM is continuing to lay the groundwork for a property-wide customer service training and tracking program as well as advising a long-term client on development initiatives and its effect on the client's marketing programs. Also up north, IM is working on a qualitative research program in support of two facilities that also recently used IM to evaluate and redesign the properties' player development programs.

# INNOVATION CAPITAL CONTINUES EXPANSION OF ITS PLATFORM

## *Innovation's Investment Banking Affiliate Positions Itself for Online & Asia-based Opportunities*

**Innovation Capital**  
*Investment Bankers*

Innovation Capital is pleased to announce that it has established strategic advisory relationships with Melissa Blau, an expert in the online gaming industry, and Ben Lee, a leading advisor in the Asian gaming market, to provide advisory and consulting services to a broad array of clients in those segments. These two strategic relationships come on the heels of Innovation Capital partnering earlier in 2011 with restaurant industry veteran David Hill to establish a restaurant and retail practice for the firm.

Ms. Blau has been active in the online gaming and technology sector since 2004. Through her company, IGaming Capital, Ms. Blau provides consulting and development services for companies seeking to enter the online gaming industry in the United States and other emerging markets. In addition to advising many of the leading gaming companies across the globe on strategic alternatives and the impact of the evolving regulatory environment, Ms. Blau gained tremendous experience as a senior executive with a number of European firms operating in the space. Ms. Blau will be a speaker in the iGaming track at the Global Gaming Expo | Business Models: Preparing for the Coming Legalization on Tuesday, October 4, 2011 at 3:15pm in Room 605.

Mr. Lee has over 10 years of experience in the Asian gaming industry, having served as a strategic and financial consultant (through his entity IGamiX Management & Consulting, Ltd) to many of the leading operators and developers in this emerging market, including the Philippine Amusement and Gaming Corporation (PAGCOR), Asia Coast Development Ltd with respect to the MGM Grand Ho Tram resort development in Vietnam, Sands Macau, among others. Mr. Lee is based in Macau where he has become a noted expert on the market, which has outperformed most gaming jurisdictions across the globe and has established itself as the gateway to the broader Asian market. Mr. Lee will be moderating a panel in the Global Markets Forum at the Global Gaming Expo | Macau & Singapore: Two Different Boomtowns on Tuesday, October 4, 2011 at 3:15pm in Room 603.

"Melissa and Ben are both quality people and noted experts in their respective markets. We view growth prospects in the internet gaming and Asian gaming industries to be quite robust over the next few years and believe these strategic relationships will position Innovation Capital to capitalize on such opportunities, thereby continuing to provide our clients with value maximizing advice," said Matt Sodl, President and Managing Director of Innovation Capital.



## THE INNOVATION GROUP FURTHER ENHANCES INT'L PRESENCE

### *International Project Destinations Fast Approaching 80 Countries as The Innovation Group of Companies Furthers its Global Reach; TIGOC Representatives Continue Participation at the Largest International Conferences*

The Innovation Group of Companies continued to expand its international project portfolio in 2011, with Sri Lanka marking the 78th country where our team of global professionals have provided advisory services. Additional projects sites in 2011 have included such locales as Spain, Canada, Russia, Philippines, Mexico, and Costa Rica.



Also this year, representatives of The Innovation Group of Companies participated at such conferences as ICE in London, UK and G2E Asia in Macau. Chairman/CEO Steve Rittvo was a featured panelist at G2E Asia on the topic of "Taking the Floor: The Ideal Mix of Tables, Slots and Amenities", speaking alongside Roger Gros of Global Gaming Business; Catherine Burns, Managing Director & Vice President, Asia Pacific, Bally Technologies, Inc; Ben Lee, Managing Partner, IGamiX Management & Consulting Ltd; and Pete Wu, General Manager, Vice President of Operations, Sands Macao, Venetian Macao Limited.

The Innovation Group of Companies will also feature numerous speakers at this year's Global Gaming Expo in Las Vegas, Nevada, October 4-6, 2011.

# INNOVATION SPORTS & ENTERTAINMENT PRACTICE ANNOUNCED

*(Continued from Page 1)*

has addressed every key role expected of a leading sports and entertainment advisor, and his network of industry relationships is second to none.



Mr. Swiatek has worked alongside the Innovation team as a specialty consultant throughout the past decade, and The Innovation Group recognized that the time was right to expand the relationship. "John Swiatek will be an important addition to The Innovation Group of Companies," said President Stephen J. Szapor, Jr. "A seasoned industry professional, John has the capacity to support the Innovation team on a wide range of project types. He helps further diversify our capabilities with exceptional insight regarding expanded entertainment offerings that will appeal to our national/international client base as well as untapped sports operations at the regional, university and professional level."

Swiatek added, "The Innovation Group has been the most respected advisory firm in gaming, entertainment and hospitality for more than two decades, and I am pleased to help them further their expertise specific to the areas of sports and leisure. The sports industry in the U.S. has enormous potential, with an annual market estimated between \$425 - \$450 billion annually. Add in the parallels and advantages of The Innovation Group's globally recognized entertainment expertise, and the Innovation Sports & Entertainment practice became a natural path for us to follow together."

Earlier this month, Swiatek and the Mylan Classic event team helped produce a successful PGA Nationwide Tournament in Pennsylvania. Swiatek worked diligently with the Mylan staff to secure sponsors, media partners and entertainment for the event. The week-long Mylan Classic had an estimated \$9 million impact on the Washington County economy, and all four rounds were broadcasted by The Golf Channel both nationally and internationally. In addition, the event raised over \$450,000 for local charities. Jeff Kotula, President of the Washington County Chamber of Commerce said, "John Swiatek brought the event idea to our county and he and the Mylan Classic team have made it a huge success for our region".

Other recently added clients include Alabama State University, Savannah State University, and The Toledo-Lucas County Convention and Visitors Bureau.



## ***Innovation Sports & Entertainment provides the following services:***

Financial Analysis  
Feasibility Studies & Market Assessments  
Economic Impact  
Marketing & Sales  
Branding  
Qualitative & Quantitative Research  
Public Relations  
Marketing & Business Plans  
Sponsorships & Naming Rights

Strategic Planning  
Management Advisory  
Operations Evaluation  
Pre-Opening & Post-Opening  
Food & Beverage  
Turnaround Analysis & Implementation  
Site Selection & Master Planning  
Project Development & Owner Representation  
Government Presentations & Approvals

# ACCURACY OF PENNSYLVANIA STATEWIDE FORECASTS REVEALED

*Latest Project Assignment for the Pennsylvania Department of the Treasury Showcases Accuracy of The Innovation Group's 2003 Estimates for Gaming in the Commonwealth*



The Innovation Group has been a trusted advisor to key public and private sector participants in the Pennsylvania gaming industry since the casino industry was first considered for the Commonwealth in 2003.

The Innovation Group was initially engaged by the Pennsylvania State Senate Democratic Appropriations Committee (as legislation was being drafted) to determine what degree of gaming was needed to meet then-Governor Ed Rendell's stated goal of generating \$1 billion annually for tax relief. The Innovation Group conducted a gaming market analysis to estimate the number and placement of venues that would be necessary to achieve that goal, as well as the number of gaming devices themselves. The Innovation Group developed a statewide gravity model to assess gaming revenue potential for 12 proposed slot machine gaming licenses. Two scenarios were examined: a free-market model where 6 of the 12 sites (the other 6 being racetracks) were selected based on their revenue potential; and a scenario where all 12 casino locations were selected by the Committee. The purpose of the two scenarios was to show where gaming and tax revenues would be maximized versus the tax revenue potential of established locations. The report also included a financial analysis of the break-even point for development given a proposed \$50 million license fee and construction and financing costs.

After locations were determined by the legislature, The Innovation Group was the winning bidder for a similar assignment with the City of Philadelphia's Gaming Advisory Task Force to complete comprehensive analysis of the proposed new slot operations planned for that area. The input we provided aided local officials in understanding a range of issues related to the operations so that they could more proactively take part in the development of the new industry. Our work included performing site analyses for 11 sites, developing market assessments and revenue projections for 14 scenarios, developing 28 pro formas, estimating local and overnight modal splits, estimating the fiscal impacts of problem gambling and impacts of crime and providing secondary research on trends in gaming. As the primary consultant to the municipality, we also oversaw the work of other consultants including input into the design and analysis of surveys and focus groups, and input into traffic impact assessments.

Once these two assignments were completed, The Innovation Group was released to work for the individual operators pursuing the licenses, and has to date worked for the majority of the Keystone State's gaming facilities, both at a property level and on larger considerations. One such example came in 2010, when The Innovation Group was asked to work on behalf of four existing operators to assess the revenue potential that table game operations would generate in the Commonwealth of Pennsylvania. Our services included a statewide economic impact study evaluating the benefits to the Commonwealth from the introduction of table games, as well as testimony to the legislature regarding our findings. Key to allowing this program to proceed was convincing the legislature to assess a low tax rate on table games which they eventually accepted. In addition we projected an increase in slot revenue as a result of companion play. This proved a controversial issue with some, notably the Horsemen, arguing that slot revenue would decline. In the end The Innovation Group's projections were seen to be correct.

Most recently, this summer, The Innovation Group was engaged by the Pennsylvania Treasury Department to provide a detailed statewide gaming market analysis to assess (1) slot machine gaming business and state machine derived revenue projections as originally developed in 2003, comparing actual financial performance and revenue returns from inception through 2010, and (2) a detailed evaluation of the existing Pennsylvania gaming markets by providing revenue projections for two hypothetical casinos with a minimum 1,500 positions to be located in the Commonwealth. The study included a competitive analysis of gaming opportunities in contiguous state jurisdictions and existing Pennsylvania venues, and identified geographic market areas within the state that were most likely to provide maximum slot machine and table gaming revenue. This report will be used as an informational tool by the legislature as it considers the disposition of these two remaining licenses.

Our continued presence in the gaming industry of Pennsylvania is most certainly the result of our accurate research and forecasts. **During the follow-up assessment in 2011, it was determined that The Innovation Group's 2003 projections were within 1.2% of 2010 actual revenues of \$2.41 billion (adjusted for the facilities that have not yet opened).** Similarly, a preliminary check of our table game estimate are tracking in close proximity to our 2010 estimates, and states such as New Hampshire, Oregon, Illinois and Massachusetts, have also engaged The Innovation Group to provide comparable guidance for their statewide initiatives.

## 2003 Projections vs. Actual



Generally: Forecasts were accurate

- 27,500 slot machines projected operating in 2010
  - Actual: 26,662 (Philadelphia largest difference - 6,000 projected vs. 1,600 actual)
- \$2.44 billion in projected 2010 revenue
  - Actual: \$2.41 billion (annualized returns) - 1.2% difference

Where revenue performance varied from forecast, there were clear and unforeseeable developments

- Only one casino in Philadelphia
- Late development of Rivers in Pittsburgh
- Economic Recession

Market Study, page 46-53

6th Floor, State Treasury | www.patreasury.org



## COME TOGETHER

Online gaming and bricks-and-mortar casinos are slowly merging. Here's what could happen.

BY PAUL GIRVAN AND STEPHEN CRIM

**S**peculation as to the future of gaming in the U.S. increased throughout 2010 and has continued unabated into 2011. Many industry watchers—including those attending the recent ICE conference in London—are looking anxiously toward the United States in 2011.

Land-based operators look at gaming with some trepidation, while European gaming operators see the U.S. as a major opportunity for expansion. All seem to be unsure how the market will develop and what role they will play in it.

Beyond this uncertainty is a feeling that an increasing gaming revolution lurks just around the corner. However, gaming in the U.S. is summing up to be more of a slow evolution, with budget-strapped states stepping cautiously into the void created by the federal Unlawful Internet Gaming Enforcement Act (UIGEA) of 2006.

A bill to make New Jersey the first state with legalized intrastate gaming awaits Governor Chris Christie's signature. California has an intrastate gaming bill ready for a new legislative session, and talks in capitals from Tallahassee to the Mexican regarding the geographic scope of states where gaming might get a green light in the near future.

Although a state-by-state approach makes it difficult to predict how legislation will be enacted, gaming states would be financially motivated to protect their existing gaming-tax revenues. New Jersey's pending legislation gives land-based operators exclusive access to i-gaming licenses, which could set a precedent for other states to follow.

With only a couple of exceptions, U.S. land-based operators have moved on the sidelines, uncertain about what i-gaming might do to the industry. After all, they have seen some industries torn apart by the internet (think music stores or movie rentals). However, many brands have succeeded in blending online and land-based business. Gap Inc., for example, has popular, acclaimed websites for all its brands, and just expanded its online casino.

only Atlanta brand into a bricks-and-mortar store.

Based on observations of how U.S. i-gaming legislation is evolving and a 2010 consumer survey conducted by the Innovation Group, i-gaming is seen as a potentially positive complement to the bricks-and-mortar side of the industry, not a replacement that will cannibalize revenues.

**The Potential Market**

According to the survey, the penetration of online gaming in the United States runs between 5 percent and 7 percent of all adults, though in reality it is probably somewhere at the low end of the range. In comparison, 28 percent of Americans went to a casino in 2009, according to the American Gaming Association. There is every indication that legislation would increase the size of the American i-gaming market substantially.

Those who already gamble online reported that they would increase their level of play 50 percent upon legalization, and even increase their play at bricks-and-mortar casinos by a small amount. Of course, some of these raw statistics may reflect self-selection bias: those who go to the trouble to gamble online today, in the absence of clear legality, are probably more passionate about online gaming than the general public, and their behavior does not entirely predict how the wider public will act once online gaming is legalized.

However, when asked how their spending at bricks-and-mortar casinos would change if legalization took place, only those who did not currently gamble online said they would likely decrease their spending at bricks-and-mortar casinos, and then only by 2 percent. This decrease is much smaller than the increases in bricks-and-mortar spending that other groups of gamblers predicted for themselves following i-gaming legalization.

Given the different sizes of each group in the U.S. gaming market, the impact on bricks-and-mortar casinos as reported in the survey is virtually zero. Although further research is warranted, these early results suggest that legislating online gam-

| Change in Play at Conventional B&M Casinos if Online Gaming Legalized | B&M casino only | Predominantly B&M casino | Predominantly online | Online only |
|---|-----------------|--------------------------|----------------------|-------------|
| Significantly or Somewhat More  | 16%             | 22%                      | 16%                  | 16%         |
| Significantly or Somewhat Less  | 18%             | 9%                       | 9%                   | 13%         |
| Difference  | -2%             | 13%                      | 26%                  | 3%          |

| Change in Play at Online Casinos if Online Gaming Legalized | Predominantly B&M casino | Predominantly online | Online only |
|---|--------------------------|----------------------|-------------|
| Significantly or Somewhat More                              | 52%                      | 60%                  | 38%         |
| Significantly or Somewhat Less                              | 2%                       | 1%                   | 2%          |
| Difference  | 50%                      | 59%                  | 36%         |

40 Global Gaming Business • March 2011

**COME TOGETHER: Online Gaming & Bricks-and-Mortar Casinos are Slowly Merging..Here's What Could Happen**  
by Paul Girvan & Stephen Crim in Global Gaming Business



## HERE COMES THE SUN

Casino Del Sol expansion reflects realistic approach by tribal owners

BY ROGER GROS

**P**eter Yucapicio and Robert Valencia can remember as children when electricity was brought to their village.

The leaders of the Pascua Yaqui tribe near Tucson, Arizona, tell a story that many Native Americans understand. The climb out of poverty to prosperity has meant a pride in the past and a vision for the future.

Yucapicio, the current chairman of the tribe, says it was the most amazing thing to see the trucks stringing the electrical wires.

"We didn't realize how our lives would change," he says. "But when you have nothing, you can't really envision what having something means."

Valencia, a former chairman and current vice chairman, says the struggles of their childhoods make the tribe's two leaders more appreciative of the present.

"Not only do we have an appreciation of electricity, but also of running water and even pavement," he laughs. "All the things that everyone else takes for granted, we remember the absence of them at the beginning. We consider ourselves to be strong individuals; we persevered and we

completely appreciate what we have now."

Yucapicio deflects credit, however, and says it's the cohesiveness of the community that has made the difference.

"Pascua Yaqui are not like most other tribes," he says. "We all participate in the discussions about what our tribal government should do. We are given all the facts and, while the discussions sometimes get heated, we usually come to the right decision. The tribal council is very involved, and we take our direction from them."

Valencia believes it is that struggle that has made the Pascua Yaqui tribal council so deliberative when it comes to expansion of their main enterprise, gaming. He credits those who came before the present leaders for putting them in this enviable position.

"There was always a dream of acquiring additional land for our reservation," he says. "Our leaders bought this land many years ago. And although they couldn't develop it at the time, they knew it was important. Today, that land is where Casino Del Sol sits, the main economic generator for the tribe."

Valencia says he, Yucapicio and the rest of the tribal council are only trying to duplicate what previous leaders have done.

"We built what we have now upon

the groundwork that was laid by our elders and what they left us," he says. "We are trying to do the right thing for the future generations to make sure they have the tools to live a good life for their children and grandchildren."

Wendell Long, the CEO of Pascua Yaqui Gaming Enterprises, says he's witnessed a very savvy council that weighs every decision.


"The tribal council has always worked well together," he says. "Like every government body, there is always some disagreement and discussion along the way, but when the time comes to make a decision, they are all on the same page. It's the will of the council, not any one person."

**Gaming Ventures**

The Pascua Yaqui entered the gaming business when the state of Arizona negotiated compact with the tribe as required by legislative action in 1992. Unlike the Phoenix metropolitan area, where more than a dozen casinos are operating, Tucson has only two major tribes, the Pascua Yaqui and the Tohono O'odham Nation.

After operating a small casino with several hundred slot machines, the Pascua

**HERE COMES THE SUN: Casino Del Sol Expansion Reflects Realistic Approach by Tribal Owners**  
by Roger Gros in Global Gaming Business



## Storage Wars

Data warehousing can sometimes hide solid information | by Joe Witterschein

The popularity of the new television reality series *Storage Wars* is somewhat confusing. But you have to admit it is gripping TV. What treasure or trash will they discover next while peering anxiously over the top of the cardboard boxes, deep into the abyss of some haphazardly strewn together and perhaps all-but-forgotten storage unit?

Could there be some vintage automobile lurking underneath that old carpeting remnant? Maybe an original copy of the Declaration of Independence framed over with a gaudy football superstar-in-action poster. Is that bamboo furniture tucked into the corner from the local low-end discount store or from the deck of FDR's private yacht? Only the bold and the brave need to venture into the storage unit hoping to separate the junk from the diamonds. For entertainment value, you know there will be a least a few nuggets among what people and time have long forgotten. A reward surely awaits those persistent few.

**Picking Through Your Data**

Like the similarity of these often-massive storage units, practically warehouses full of many decades worth of a pack rat's obsessive collections, and some ever-growing casino "data" warehouses. Trash or treasure, as it were. What is hidden, informa-

**STORAGE WARS: Data Warehousing Can Sometimes Hide Solid Information**  
by Joe Witterschein in Global Gaming Business



## THE GO ZONE

What guests expect when they check into today's hotel room

BY BOB KELLY

The hotel room has always been a place where gamblers could sleep in between the excitement of the casino floor and the showroom. No more.

In today's competitive market, guest rooms are as much of an attraction as the rest of the casino and hotel.

Whether it's a compact, spare room or a themed suite with 1,600 square feet of space, hotel operators need to make the guest room experience comfortable and memorable. It takes more than fine linens and a 42-inch flat screen to impress today's sophisticated guest.

We will explore current trends in room accommodations that have proven to be successful in increasing guest satisfaction, especially those that create the desire to come back.

A lot of life goes on in a guest room. Jeff McIntyre, principal of premier hotel operator Genesee Properties, likes to say that a guest room has four zones: the sleep zone, the entertainment zone, the work zone and the bathroom. McIntyre says that each zone needs to be carefully considered to allow each to stand on its own, while not conflicting with the concerns of other zones. For example, one guest may want to sleep while the other watches the game. A huge tub as a main centerpiece in a suite may be sexy, but not if the guest wants to use the room for a private business meeting.

As we go through the trends in each zone, it's important to remember that they need to coexist. Unless specifically desired, as in the case of a themed suite, one zone should not dominate.

**THE SLEEP ZONE**

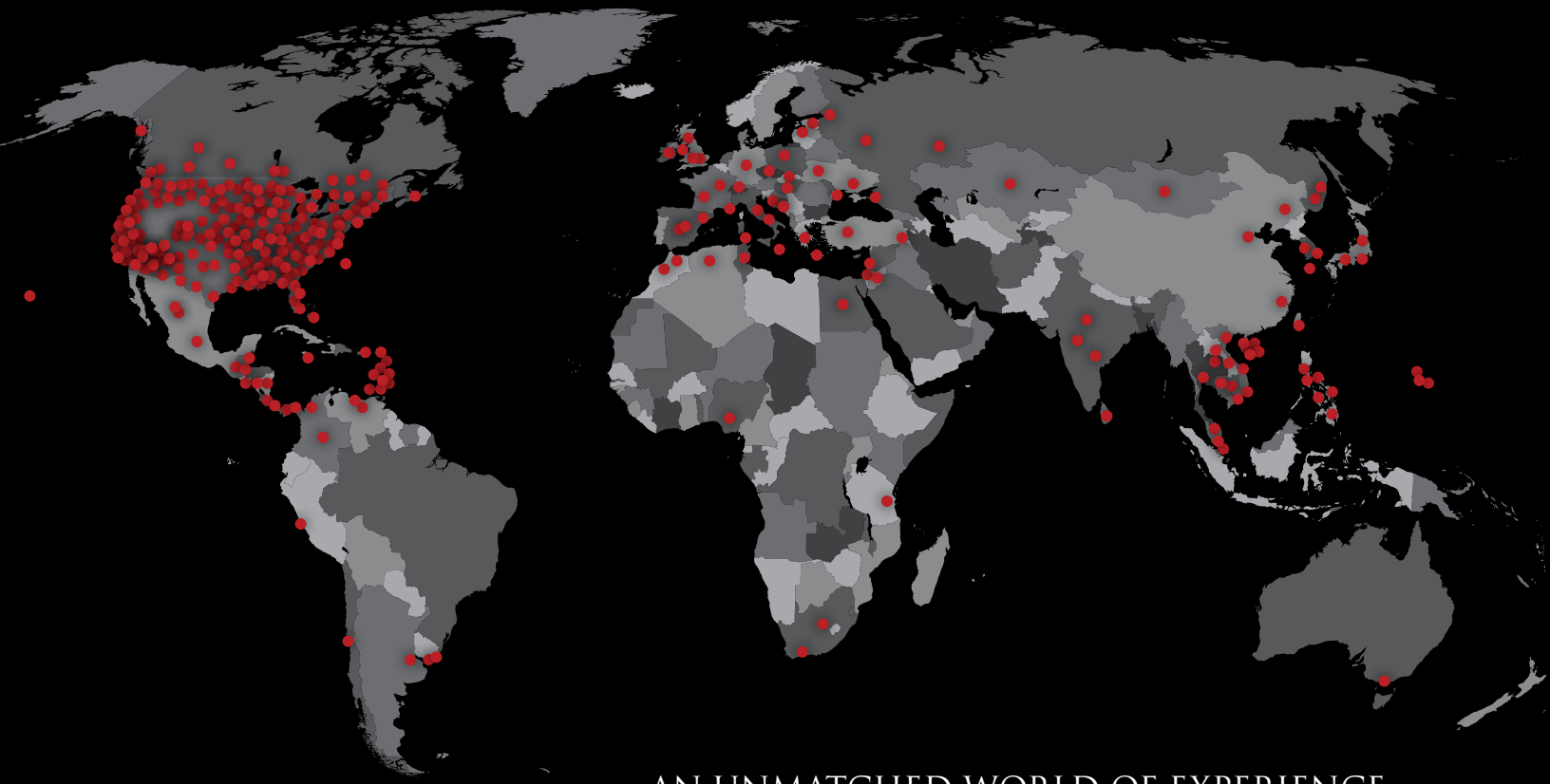
Creating the standout room draws upon a palette of both high- and low-tech solutions. When considering the sleep zone, the most important factors will be the low-tech ones. The bed itself should be appropriately sized for the room. A California King in a compact room is not the right choice. Think of circulation around the bed as much as you think of the comfort of the bed itself. Select the right size for the room.

"Mattresses and linens are one of the strongest elements in forming guest impressions," says Bill Langnau, president of Purchasing Management International. "More time is spent in contact with them than with any other portion of the room. A quality mattress is essential."

There are now high-end installations where the choice of soft and firm pillows extends to the mattress itself, with adjustable support models. They need to be simple to operate, and long-term maintenance and dependability issues are still shaking out, but from a marketing perspective, these are a distinct bonus. Bed linens should, of course, be high thread-count, natural fibers, and the best you can initially afford to get payback on serviceability and satisfaction.

**THE GO ZONE: What Guests Expect When They Check Into Today's Hotel Room**  
by Bob Kelly in Global Gaming Business

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TWO SPECIALTY DIVISIONS.  
78 COUNTRIES AND COUNTING.



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