

Morowitz Gaming Advisors, LLC presents

GAMES

Gaming Management Executive Series

Detailed Course Descriptions
September 2008 through June 2009

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Capital Budgeting & Strategic Decision Making

As the gaming industry becomes more competitive, strategic positioning and disciplined capital budgeting are becoming more important. This seminar will focus on the different types of gaming operations (gaming centric, entertainment superstores), trends in return on investment, positioning for strategic advantage, and state of the art capital budgeting and market analysis techniques. The program will be presented through a combination of lecture, case study, and problem solving. Participants will take tools and techniques back to the work environment for immediate application.

■ Course Instructors

- Cory Morowitz, MBA, CPA
- John Rynkiewicz, CPA, CVA

■ Course Modules

- Industry Overview
- Strategy and Gaming
 - Positioning your property for maximum return
- Capital Budgeting Review – Best Practices in Capital Budgeting
 - NPV, Options, Decision Trees, Simulation Techniques
 - Case studies
- Types of Projects
 - Maintenance and efficiency capital
 - Expansion and defensive capital
- Market Analysis Techniques
 - Sizing the market and planning future capital
 - Impact of competitor moves
- Case Studies for Capital Budgeting and Strategic Decision Making

Customer Loyalty & Database Management

The most important asset that any casino has is its customer database. The value of the database is directly correlated to the value of the gaming firm. This seminar will focus on the importance of growing database value, the components of database value, the value levers that impact database size and customer profitability, and techniques for managing and growing the database. Participants will learn how to optimize database management, apply techniques for specific operating and competitive environments and maximize cash flow.

■ Course Instructors

- Cory Morowitz, MBA, CPA
- Jenny Holaday, Holaday Marketing

■ Course Modules

- Customer Loyalty Overview
- Quantifying the Value of Customer Loyalty
- Deriving a Quantitative Model
- The Levers of Customer Loyalty
 - Annual profit per customer
 - Size of the database
 - Acquisition Cost
 - Cost of Capital
- Managing the Levers and Gaining Maximum Impact on Database Value
- From the Trenches
 - Creating and managing an effective customer loyalty program – Case Studies

Slot Management

While table games are enjoying a comeback, the slot floor should not be neglected. Still a great majority of gaming revenues, managing the slot product to maximize revenues, cash flows and return on investment is the goal of this course. The course will explore the levers of slot management and the impact of these levers on long term revenues, the tradeoff between yield and customer satisfaction and how to manage that tradeoff, and future trends in slot products and changing customer demographics, wants, and needs. Case studies and student interaction will allow course participants to apply knowledge to real world situations. A combination of qualitative and quantitative tools will be delivered as part of this course.

■ Course Instructors

- Cameron Uhren, VP of Gaming Operations
Ontario Lottery Corporation
- Cory Morowitz MBA, CPA

■ Course Modules

- The Levers of Slot Management and Impact on Theoretical Revenue
 - Volatility
 - Denomination
 - Hit Frequency
- The Importance of and Measuring Time on Device
- Win Per Unit vs. Occupancy – what has a greater impact?
- Yielding more from your slot floor (Win per unit vs. floor utilization)
- The trade-off between yield and customer satisfaction
- The future of slots (is it time for a change?)
- Case Studies in Slot Management

Forecasting & Operational Analysis

The gaming industry is one of the most information intensive industries and utilizing that information to drive higher returns on invested capital is becoming imperative. This course will focus on state of the art statistical and quantitative analysis tools and techniques and their application to the gaming industry, specifically for forecasting and operations analysis. This will be a highly interactive session. Attendees are required to bring notebooks with Excel and add-ons for data analysis and Solver loaded prior to session. Attendees are also encouraged to download and install the 15 day trial version of Crystal Ball which is available at <http://www.crystalball.com/downloadform.html>.

■ Course Instructors

- Cory Morowitz, MBA, CPA
- John Rynkiewicz, CPA, CVA

■ Course Modules

- A hands-on modeling session that utilizes Microsoft Excel spreadsheets to analyze case studies using:
 - Both single and multiple regression
 - Monte Carlo simulation
 - Exponential smoothing
 - Decomposition analysis (seasonality)
 - Case studies include forecasting service needs, forecasting revenues, forecasting financial statements and financial statement ratios, etc.
- Operations analysis techniques using statistical data analysis
 - Case studies include customer service analysis, slot analysis, etc.
- Using Gravity Models to forecast new market potential, the revenue potential of new capital and the impact of competition.
- Implementing Crystal Ball, an Excel based predictive modeling tool, to enhance Excel models and provide invaluable sensitivity analysis

Service Design & Scheduling

Maximizing cash flows and returns on investment require a well designed service delivery capacity aligned to the strategic positioning of your property. This course will focus on that alignment and the tools for effective service delivery design. The course will also focus on effective capacity management through proper employee scheduling, managing waiting lines, and balancing staffing to customer needs.

■ Course Instructors

- Cory Morowitz, MBA, CPA
- Katie LaVerde, Gaming Analyst

■ Course Modules

- Designing the service process and aligning services to strategic positioning
 - The service value chain
 - Process management and the impact on service
 - A look beyond gaming – can we learn from theme parks and other entertainment environments?
 - Service design case studies for the casino and entertainment complex environment
- Managing the service environment
 - Case studies including buffet and restaurant line management, slot service
- Best practices in scheduling
- Implementing and managing a scheduling system
 - Forecasting
 - Service standards
 - Optimizing the schedule
 - Monitoring
 - Feedback and closing the loop
- Scheduling case studies
- Bringing it all together – the optimal casino service environment – from design to execution

Leadership Legacy– “A Journey of Trust & Excellence”

This course will be presented by The Pharos Group, LLC

■ Instructors

- Frank Bellis, Principal, The Pharos Group
- John Ceresani, Principal, The Pharos Group

■ Course Modules

- Foundation for leadership
 - Organizational culture
 - Values driven organizations
 - The importance of HOW
 - Qualities of the workplace you want to lead
 - Wisdom of crowds
- Building my leadership brand
 - Understand my leadership self
 - B.E.S.T.- leadership style assessment tool
 - The “360” leader
 - Principles of leadership
 - Credibility- currency for influence (The 5 C’s)
 - Practices and commitments of leadership
 - Leading up, leading across, and leading down
 - Leading vs. Managing

Leadership Legacy— “A Journey of Trust & Excellence”

■ Course Modules (continued)

- Leadership in Action
 - Performance Management
 - Overview
 - Coaching for results
 - Develop a plan
 - S.M.A.R.T. goals
 - Managing and leading change
 - Leading change in organizations
 - Kotter’s 8 stages of change
 - Are you a ‘Change Leader’?
- Building my leadership brand revisited
 - Leadership trust
 - Where does it come from?
 - How fragile is it?
 - Why is it so precious for leaders and teams?
 - Leadership legacy
 - Traits of legacy leaders
 - Questions to ask yourself
 - Tribute—Earn this...
 - Leadership lessons from our 16th President
 - Lincoln Principles
 - A voyage of leadership exploration
 - “White Squall”—a picture summary of leadership

Your Staff, Your Issues: Traps & Tips for the Casino Employer

This course will be presented by Fox Rothschild, LLP

■ Moderators

- Nicholas Casiello, Jr., Partner in the Corporate Department at Fox Rothschild, LLP and Chair of the firm's Gaming Practice Group
- Michael Barabander, Partner in the Labor & Employment Department at Fox Rothschild, LLP, where he regularly advises gaming employers across the country on labor relations issues
- William M. Honan, Partner in the Labor & Employment Department at Fox Rothschild, LLP with extensive experience in employment-related litigation for the gaming, healthcare, and hospitality industries.

■ Topics discussed will include

- Labor and collective bargaining
 - New organizing trends
 - Maintaining management rights
 - Rising healthcare costs in collective bargaining
 - Disciplinary process and long-term employees
- Employment Law
 - Dealing with whistleblower claims
 - Avoiding “hostile workplace” liability
 - Separation issues; upgrading and workforce reduction
 - Medical and other required employee leave
- Casino Regulation
 - Employer/Staffing implications of the Tropicana license denial
 - Interplay between employee conduct and the regulatory system
 - Managing risk: controls, training, and discipline
 - Interacting with regulators re: labor/employment issues