

Top goal: Get casinos moving in right direction



**KEITH MASSAWAY, DIRECTOR,
UNIT III**

August is upon us and summer is beginning to wind down. It seems our casino businesses are rebounding some, but not entirely. Our projected budgets will be slightly off and the whole board

must stay on top of this to make sure we do not continue to overspend going into next year.

The 2014 budgets are soon to be in front of us and a sharp pencil will be needed. The board contracted with an efficiency group called Innovative Gaming Solutions (IGS). This company is headed by Michael Crump. He brought three of his best evaluators along and spent a week interviewing and observing our business structure. We asked them to look into our Human Resource Department, Food and Beverage and our Marketing Department.

I was very pleased when we had our first meeting with them on the day they arrived. They were extremely professional and very knowledgeable. They immediately went to work. On their last day, they asked the entire

board to a meeting where they could lay out some of the findings and a basic interpretation of the data. We worked through it in about three hours. Some of the findings and resolutions were straightforward and common sense, others were highly technical but enlightening.

Next month I will have the entire report that is being written and compiled by IGS. At that time, I will be able to explain it in more detail. The highlights were summed up in a few words — analytics, knowledge, correct implementation, training and accountability. They made it very clear that we have the right people already in place to make our operation become much more efficient and profitable but we have to implement IGS's suggestions to make it happen.

They first laid out a problem, then explained the procedure now being followed, the reason it does not work correctly and then show what it would look like if it did work. They then laid out a new procedure, what it needs to be successful and to get everyone trained on it and accountable for it. That is how the report is written for each area and concern that they uncover.

Another feature is a bar graph that shows each concern and the immediacy of implementation. The concern could be something that needs to be corrected tomorrow or something that needs a long-term fix. This feature will help the board prioritize the implementation of the procedure much more efficiently. They also are working on how the board should analyze the financials we

get now. We plow through hundreds of pages of numbers each month. We ask questions and get answers but we sometimes miss important items in the massive amount of information. IGS is refining our reports to better reflect the most important factors we must keep an eye on. They will condense the data into trends and basic analytical tools that the board can apply so we are never taken by surprise by large problems that should have come to light long ago.

I am very satisfied with this contractor and with its recommendations so far. Getting our casinos moving in the right direction is our top goal. Thank you for all the e-mails and calls.

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