

CHIEF INFORMATION OFFICER

Positioned To Lead the Next Generation of Business Intelligence

Interconnected Information Management disciplines to deliver valued-based programs with commitment, shared purpose, and achievement of enterprise goals in:

- Business Analytics
- Data Governance
- Business Intelligence
- Metadata Management
- Performance Management
- Data Quality
- Enterprise Information Mgmt
- Master Data Management
- Data Integration

Insight: Established data-driven and highly-informed decision-making capabilities for the executive office, including analysis of and insight into complimentary player services costing hundreds of millions.

Foresight: Developed metrics for executive management team to gain foresight into market conditions and trends, providing capabilities to answer the really hard “what if” questions.

Understanding: Increased understanding of financial performance through use of metrics, data visualization and executive scorecards.

Efficiency: Achieved multi-million dollar cost savings in operations management through measurement, analysis, and process improvements.

Effectiveness: Energized and led implementation of enterprise-wide budgeting system that dramatically reduced time and effort to access information critical to decision-making.

PROFESSIONAL EXPERIENCE

MAJESTIC ILLUSIONS, Las Vegas, NV

2006–Present

Executive Director of Business Intelligence

Recruited to restructure failing project with \$1M in development costs and few results. Entrusted to turnaround people, processes, and technology to realize the CFO vision of standardizing and transforming the collection, organization and distribution of accounting data to support Board of Directors and executive management decision-making.

Highlights of Achievements:

- Orchestrated the implementation of enterprise-wide budgeting system for 14 properties and 450 users, delivering within 2 years. Achieved first-ever consolidated view of corporate and property budgets that dramatically reduced time and effort to access information critical to decision-making.
 - Exceeded CFO expectations for year 1 by including 3 more properties than original estimate.
 - Deployed further improvements in performance, training, and maintenance in year two to include all properties, without increased staffing.
 - Enabled analysis of actual versus budgets with quick access to drill-down details.
- Realized annualized cost savings of \$5.3M by developing an enterprise-wide financial data warehouse to integrate data from multiple point-of-sale, property management, and player tracking systems. Conformed dimensions standardized metadata and information delivery.
- Achieved 100% user acceptance after redesigning financial reporting system to reduce hundreds of report variations into a single set of standard reports.
- Enabled fact-based decision-making by executive office, providing multi-dimensional cross-property analysis of complimentary player services costing hundreds of millions.

CASINO ENTERTAINMENT, INC., Las Vegas, NV 2001–2006
World's largest gaming company, with more than 40 casinos in 13 states and 4 countries.

Director of Business Analytics (2003–2006)

Retained as Director of Business Intelligence after the largest merger in the history of the gaming industry. Valued for past achievements in delivering enterprise-wide financial systems and for possessing the vision and direction needed to integrate a complex array of systems and people.

Highlights of Achievements:

- Realized \$100M in cost savings by implementing centralized reporting and analysis system that reduced the time, effort, and resources needed to analyze, and manage company operations.
- Served as a strategic change manager to deliver executive revenue reporting system; consolidated data from 43 casino resorts and standardized the practices of 272 data entry operators to improve data quality.
- Received 100% buy-in on Executive Scorecard that was designed with an easy-to-use Excel front-end and linked to Cognos Finance on the back-end.

EMPEROR'S ENTERTAINMENT, INC., Las Vegas, NV

Director of Business Intelligence (2001–2003)

Spearheaded the charge to implement multi-dimensional analytic applications and reporting tools to enable cross-property comparisons in GL, DOR, and budgeting systems. Created a training program for more than 200 users, including customized training material, to ease the transition to more advanced technology and increased functionality.

Highlights of Achievements:

- Led the selection, negotiation, and implementation of Cognos Financial Performance Management for the first use in the casino industry. Success of implementation led to Cognos being selected as best practices financial technology within the industry.
- Replaced a time intensive and error-prone budgeting system with right time access to accurate information for eight casino resorts. Initiated collaborative efforts enterprise-wide to provide consistency and comparability across properties, delivering system on-time and below budget.
- Built a series of analytic tools to integrate data from time and attendance systems. Enabled corporate to develop labor standards and drive significant improvements cross-property based on ability to compare costs, activities, and value.
- Developed metrics reporting system for executive management team to analyze and trend market conditions over time, incorporating such measures as Market Capture %, and Market Penetration.

EDUCATION AND PROFESSIONAL DEVELOPMENT

MBA, Focus on Decision Support in Analytic Systems, University of Nevada, Las Vegas

MS, Decision Support Science, University of California, Los Angeles

BS, Computer Information Systems, University of California, Santa Barbara

PMP, Certified Project Management Professional