

BUSINESS AND TECHNOLOGY BEST PRACTICES FOR THE GAMING AND HOSPITALITY INDUSTRY

# GAMING & LEISURE

RESORT AND ENTERTAINMENT TECHNOLOGY®

FALL 2008

\$15.00

**IGT**  
**KONAMI**  
**WMS GAMING**  
**BALLY TECHNOLOGIES**  
**ARISTOCRAT TECHNOLOGIES**

## 2008 SALARY GUIDE

### EXECUTIVE MOVEMENT



**DAN GARROW**  
OF ONEIDA NATION  
ENTERPRISES



**BILL WHITE**  
OF LAS VEGAS  
SANDS CORP



**TOP 20 UNDER 40  
CEO BOBBY SOPER  
OF MOHEGAN SUN  
AT POCONO DOWNS**

 **UBS WEALTH MANAGEMENT**  
**GAMING PERFORMANCE INDEX**  
**HOSPITALITY PERFORMANCE INDEX**

### COMPANY SPOTLIGHT

**PowerTech**   
your security expert

### PRODUCT SPOTLIGHT

 **Keyology**  
the science of software made simple



G&L has some favorite people in the industry. John Taylor and Ann Nygren are perfect examples. You probably know Ann and John from Key Consulting. Did you know that John and Ann have embarked on a new adventure called Keyology? Well they have. And, like everything else associated with this team, it's a success. Ann and John have taken the time to talk to G&L about their new endeavor, Keyology.

**G&L:** What was the genesis of Keyology?

**J&A:** Keyology, the sister company of Reno-based Key Consulting/Software (KCS), began like so many entrepreneurial enterprises do – to fill a need in the marketplace.

We were asked in 2005 by a gaming client to provide a complete Time & Attendance solution with the highest quality at an economical cost. While several T&A solutions already existed, this client asked for our expertise in developing a system tailored to the unique requirements of gaming and hospitality.

Drawing on KCS's 18+ years of experience with fully integrated back-of-house and front-of-house solutions, Keyology assembled a focus group comprised of IT, PY and HR professionals from Harrah's, Silver Legacy, Eldorado and John Ascuaga's Nugget to flush out "best of breed" requirements for the system. This served as the springboard for our ON-TIME Time & Attendance™ (OTA) solution.

Keyology was founded to focus on sales, installation, and support of OTA. We draw upon the resources and experience of KCS but our focus is narrower, and our customer service more centered on OTA's unique requirements within the G&L sphere. A dedicated and focused company allows us to be more nimble and responsive to our customers.

**G&L:** What are Keyology's goals?

**J&A:** The ultimate goal of this entire system is to improve our client's bottom line. OTA offers managers unprecedented flexibility and precision in

controlling the company's largest monthly expense – its employees. The system's intuitive design helps eliminate costly errors while providing concise information with minimal maintenance.

We've got a great product that has been very well received by its early adopters. But, if there's one thing we've learned, it's that the only constant in business is change. We intend to proactively lead the way in outdoing our own best efforts, and we're committed to ensuring our client's total satisfaction. Customer service is a personal relationship for us, not a client PO number or a contract.

*"We were very impressed with the sophistication and ease of use of the system they presented and awarded them the contract. Keyology did a wonderful job working with the end users at our property – from development to post-implementation. Our Internal Auditor loves the new system and finds it easier to obtain data for labor and productivity reporting. The implementation went very well and as we find any questions or problems, they have handled it in a timely and efficient manner. I would recommend Keyology's time and attendance solution to any employer."*

*Larry Harvey  
Executive Vice President  
Human Resources and  
Risk Management  
John Ascuaga's Nugget*

**G&L:** What are your plans for Keyology in the next few years?

**J&A:** You mean, besides revolutionizing the industry? (smiles). Seriously, we plan to continue strengthening our client relationships. Listen to people's needs. Solicit suggestions and feedback. And, work to make our products even better. It sounds simple, but this involves a lot of work to do it well.

Word of mouth has been our biggest ally in marketing our IT services so we anticipate that hard work will translate into the kind of buzz that propels Keyology to capture a larger slice of the T&A market.

**G&L:** Tell us about your time clock. What made you think, "The market needs a new and improved time clock system?"

**J&A:** There's always room for improvement in every market. The question we needed to answer was, "Can we make a significant enough improvement to wrestle market share away from the entrenched systems?" The casinos that've been clamoring for a more intuitive, flexible and less costly system seemed to think there should be a better way. And, after doing our homework, so did we.

We've always been driven by client needs, not by what we think would be "cool and different." We started with a clean slate to determine exactly what was needed by the gaming industry. Our research revealed that the industry wanted an intuitive clock that is simple to use. High on the list was the need to prevent multiple clock-ins, the ability to display instructions in an employees preferred language, tip compliance, and automatic calculation of regular, OT, and holiday hours.

To accomplish this, we directly interfaced into Infor's Human Capital Management System. This eliminates the need to download data, purchase additional servers, or duplicate databases. Of course, OTA works with any payroll system that can be accessed via SQL.

The end result is a state-of-the-art touch-screen clock with customizable options and the highest level of durability and longevity. It's even designed with a slanted top to prevent it from being mistaken as a coaster. Ultimately, we wound up with a time clock that significantly raised the bar.

**G&L:** Where is the ON-TIME Time & Attendance system installed?

**J&A:** I'll highlight a few of our latest installations.

The Osage Nation recently selected OTA to manage employees at their seven casinos, located throughout Oklahoma. John Ascuaga's Nugget in Sparks, Nevada is using the OTA system with 28 clocks to track approximately 1,800 employees. The Nugget was a fairly complex installation, since KCS installed Infinium's Payroll and Human Resource modules concurrently with OTA. Reno's Club Cal Neva is another recent client. After a quick calculation, Club Cal Neva found that ROI on our system would be realized in less than three years due to the costs associated with their old system's high maintenance fees.

Keyology is currently negotiating with several gaming properties to solidify contracts and installation dates. The momentum is definitely starting to build.

**G&L:** What have you learned from creation to install?

**J&A:** Creation took longer than originally planned, but I think most developers will acknowledge that. Truly listening and engaging in comprehensive dialogs can be a very time-intensive proposition. These days, not everyone thinks that allotting this kind of time is "productive." It is.

OTA was the culmination of months of meetings – before a single line of code was written – to extract the best ideas and suggestions from our focus groups. The challenge was to ultimately create exactly what the group was looking for, so we took a highly iterative approach and continually modified the design specs until we arrived at OTA.

Installation, on the other hand, has taken much less time than anticipated and has gone very smoothly. Of course, this is only possible with experienced project management, ample communication, and exemplary attention to detail on the front end. Knowing your customers' objectives and business processes is key. I have to admit, the positive feedback from our successes has exceeded our expectations.

**G&L:** What was the most difficult aspect of bringing a new product to market?

**J&A:** Well John, creating the system was a new venture for us, but one we enjoyed immensely.

With two decades of experience, creating the software was right up our alley. The hardware, however, was foreign territory. We worked closely with industry experts to ensure the design of a solid device – one capable of withstanding the punishment that gaming clocks receive. We partnered with Advantech, a Fortune 500 company,

and worked alongside their engineers in addition to consultants from the leading U.S. slot manufacturer. The idea was to keep it simple, simple, simple on the surface. The result truly has our clients "wowed."

**G&L:** Are there new products coming down the line?

**J&A:** For the time being, Keyology is focused on enhancing the OTA system with new technologies, remaining compliant with regulations, and concentrating on industry needs. One area of importance is the continued development of analytical summary output that identifies emerging trends and translates into measurable benefits. Turning numerical data into graphs, trend lines, and comparisons (daily, weekly, 8-day, monthly...) allows management to understand their resources and positively affect the bottom line.

**G&L:** John, tell us a bit about your background.

**JT:** I started in the computer industry working for Harrah's in 1983. At that time, they were undertaking the big conversion from the IBM 4341 to the System/38. In 1986, I transferred to Porsche Cars North America (PCNA) in Reno.

During my years with Porsche my technical skills became highly advanced due to vast educational opportunities. In 1989, I was drawn to contract programming, leaving PCNA to start KCS. However, they chose to retain me as a contractor for almost a decade. With the expansion of gam-

ing in the early 90's we built great working relationships with John Ascuaga's Nugget, Harrah's, and Mandalay Resort Group. This experience created the backbone of our gaming expertise.

**G&L:** Ann, tell us a bit about your background.

**AN:** I'm actually a second generation Nevadan, so I've been around gaming all my life. After graduating from the University of Nevada, Reno, I began my technical career at National Schools, a nationwide company specializing in children's pictures. They sponsored my extensive training at the IBM Technical Center in San Francisco.

Then I landed a coveted position with PCNA and concentrated my efforts in technology, by tracking the distribution of Porsches from Germany throughout the U.S. As Vehicle Distribution Project Manager, I had the good fortune of driving Porsche's frequently and the good luck to only have been caught speeding once! PCNA placed huge importance on education, enrolling me in numerous seminars and supporting me in the completion of my MBA. PCNA was a fantastic company to work for – it encouraged entrepreneurial thinking and provided a great business and technical foundation.

Eventually, I was drawn by the flexibility, diversity, and challenge of Technical Consulting, leaving PCNA to partner with John at KCS. Initially, the bulk of our business was in manufacturing and distribution but today our business is 98% gaming.



For more information, you can visit Keyology at [www.keyologysoftware.com](http://www.keyologysoftware.com)