

The Fine Point Group, a woman-owned marketing services firm, is the finest independent group of casino managers and consultants in the industry. Don't take our word for it. The Detroit News calls Fine Point a "dream team of casino executives." Global Gaming Business calls The Fine Point Group "groundbreaking" and "one of the most sought-after consultants in the industry." Why?



We are a team that has worked together for the past ten years. Prior to founding The Fine Point Group in 2005, our eight partners, senior vice presidents, and vice presidents worked together at Harrah's Entertainment, where we ran gaming operations at the corporate and property levels, patented the current version of their loyalty marketing system, integrated more than two dozen acquisitions into a cutting-edge marketing and operations framework, and relaunched the company's three major brands.

"Simply the smartest - and most results-oriented - consultants I have ever worked with.

Don't hire them if you want off-the-shelf ideas. Do it if you want a partner who has your back."

- Chief Marketing Officer,
\$1 Billion+ gaming operator

We are a team with proven results. In 2009, we operated the top-performing casino in the United States - and in Detroit, no less, growing revenue 9% year-over-year (while competitors were down 5%), increasing profits 40%, and increasing the casino's value by \$225 million. We helped a billion-dollar locals operator increase EBITDA by \$60M. We devised a strategy for a tribal casino that led to their three most profitable days in more than fourteen years of operations. All in 2009 - the worst year ever for the casino business. We expect to do even better in 2010.

In all, we have worked with more than 200 gaming properties around the world - everything from the finest five-star Las Vegas strip property to a 75-slot machine parlour near a subway station in the former Soviet Union. We have learned that while gamers are gamers,

each market has its own unique set of competitive and consumer pressures that demand a custom strategy. And as we have grown, we have added capabilities - in new product development, operations, and software development - that round out our ability to be a full-service strategic partner to our clients.

We may be among the largest gaming consultancies and management companies, but we don't see ourselves as a "big boy." We recognize that our business is as fragile as our relationships with our clients, which has led us to build the company around three principles:

1. First, we focus on our clients' business - not our own. We have learned that when our clients succeed, our business will take care of itself. This focus generates extraordinary profit improvement, outstanding references, and a buzz throughout the industry.
2. Second, we have never forgotten the desperation that comes from being entrepreneurs. You will never find a group more responsive to your needs, and more determined to exceed your expectations.
3. Third, we have no "B-team." We put our best people on each and every project. If we can't do that, then we don't do it. Every client has the cell number of every member of our firm, from the Managing Director to our analysts. When our clients need us, we are there.

"One has to wonder what kind of shape [the] casino would be in if Randall Fine and his Fine Point Group had been in charge all along.

Once more, [they] far outdistanced competitors..."

- Fantini's Gaming Report

Client service is all we do - it is what we want to do; it is what we choose to do with our careers. And we remember that each and every day.

The Fine Point Group has developed the world's finest team specifically assembled to perform a broad range of gaming and CRM assignments, including:

Management Contracts: Need a turnkey solution to managing your property day-to-day? Whether a tribal owner, individual investor, or Wall Street bank that ended up with a casino as a result of financial turmoil, The Fine Point Group has an unmatched track record at optimizing property performance. With former General Managers, HR executives, Chief Marketing Officers, and financial analysts having worked together for years at The Fine Point Group, we can put a team that can complete each other's sentences on the ground and ensure you have the right strategy in place to maximize the performance of your property.

Turnaround Strategies: It was a skill no one thought the casino industry needed – turnaround management. This was the industry of easy money, right? Two years of business declines and bankruptcies has changed that, and with our aggressive management style and unmatched analytics, we have led the way in turning around a number of assets whose future was at risk. Leveraging a SWAT-team approach that bifurcates revenue and operations responsibility and a proprietary 2+2+2 quick-start methodology that delivers momentum within six weeks of our involvement, you won't recognize your property when we're done with it.

Randy and his team of analytic experts ask the "real" questions, ones we never thought to ask, peeling away layer after layer of data."

—Chief Marketing Officer,
Healthcare Firm

Operations Consulting: Gaming isn't a hard business to understand – Marketing gets the customers in the door; operations serves their needs. Despite what most say, costs are generally fixed, and our operations practice assists clients around the globe manage both fixed and variable expenses to optimize performance. One example – a client grew after-tax revenue by \$15M annually, yet EBITDA increased \$25M. How do you take \$1.66 to the bottom line for every dollar you increase revenue? Have our operations practice look at your business.

Whether food & beverage optimization, hotel yielding, slot floor redesign, or how to launch table games, our team has more than 10 years of experience managing the thousands of details necessary to provide an exceptional casino experience without a reliance on millions in incremental capital.

Marketing Consulting: We can optimize expenses with the best of them, but what really excites us is the development and execution of initiatives that drive incremental revenue. There simply is no smarter group at driving business, whether through the application of our proprietary Algorithm-Based Segmentation strategy, the development and relaunch of a players club program, or the systemization of a profitable sales force. This is where many of us cut our teeth, and we never grow tired of tackling revenue challenges for new and existing properties and in mature and emerging markets.

Loyalty Program Development & Implementation:

It was our success leading the launch of Harrah's Entertainment's current loyalty program that led us to start FPG – and we haven't rested on our laurels, rolling out innovative programs for companies around the world. If you need a thorough reexamination of your loyalty program strategy – and a plan to turn it into an engine for revenue growth – give us a call. We love it.

Database Analytics & Marketing: To find gold in that data mine, you not only have to have a culture that values marketing, and a system to execute it, but the right human capital to fully leverage the asset. Having developed hundreds of campaigns for our customers and clients, we know that database marketing is more than a monthly mail program; it is a vehicle to build long-term, lasting customer relationships.

Randall A. Fine is The Fine Point Group’s managing director and was named one of Global Gaming Business Magazine’s People to Watch in 2010. Prior to co-founding FPG in 2005, Mr. Fine served as a corporate vice president of loyalty marketing at Harrah’s Entertainment, where he conceived, developed, and launched what is today known as Total Rewards, the world’s largest loyalty marketing platform. He left Harrah’s to take the senior marketing role with Carl Icahn’s gaming portfolio, where he dramatically grew profits and positioned the company for sale at a \$1BN profit. He also worked at McKinsey & Company, the world’s premier strategy consulting firm. He received both his undergraduate and MBA degree, with high honors, from Harvard University.



Marlene Reyes has more than eleven years of gaming industry expertise in both operations and marketing. She is a specialist in integrating newly acquired assets into corporate umbrellas, developing CRM strategies, and analyzing enterprise data. Marlene has worked at an all-star roster of companies, including Harrah’s Entertainment, Colony Capital’s Resorts International, and most recently, MGM Mirage, which she left to join The Fine Point Group. Today, Marlene serves as the Executive Vice President of The Fine Point Group, working closely with the its managing director on all aspects of the business. In addition, Marlene directly runs the Loyalty Marketing and Systems Architecture practice of the firm, designing and implementing compelling players club programs and their associated technology platforms for FPG clients.

“We are proud to call them partners in our success.”

General Manager/CFO
Las Vegas locals property

Steve Dahle our resident direct marketing and campaign management expert, spent more than 12 years at Caesars Entertainment (formerly Harrah’s Entertainment), the world’s largest provider of branded casino entertainment, where he served as Regional Vice President of Direct Marketing, responsible for over \$1B in annual revenue. Steve has deep market expertise in Missouri, California, Mississippi, Pennsylvania and Louisiana . His key practice focuses on operational and analytical CRM, same store sales growth strategies and direct mail programs. Prior to joining Caesars Steve worked for YRC Worldwide, one of the world’s largest shipping and transportation providers, as a Transportation, Rates and Pricing Analyst.



Steve Marshall is a seasoned marketing executive with over 15 years of experience working in local and regional gaming markets. He began his career in 1995 as a Rewards Club Representative at Harrah’s Tunica and by 2001 had been promoted to Vice President of Marketing at Harrah’s Joliet Casino. During his tenure with Caesars Entertainment, he helped develop and implement the company’s highly acclaimed behavior based direct marketing campaigns. In 2006, Steve joined Legends Gaming as Corporate Vice President of Marketing and was instrumental in rebranding the company’s Bossier City, LA and Vicksburg, MS properties from Isle of Capri to the DiamondJacks brand.



Larry Pelzer, Vice President Sales and Business Development, comes to the Fine Point Group from TPI and then VDP Direct, most recently as the Director of Gaming Sales for both companies. At both of those companies he successfully increased market share through efficiently managing National sales teams and through the creation of strategic vendor alliances as well as marketing partnerships. For his expertise in direct mail & database driven marketing he has served on many panels at various industry conferences and have been published multiple times in various industry publications.

Joe Howard has more than 20 years of gaming operations experience. Most recently, Joe was the Las Vegas Regional Vice President of Security Operations for Harrah's Entertainment (now Caesars Entertainment). He was responsible for more than 500 employees at the nine Las Vegas Strip properties as well as providing corporate security leadership for the company. Prior to Harrah's, he spent eleven years in various operation executive positions with Fitzgerald's in the Tunica, Mississippi and Reno, Nevada markets.



Jenny Brinkman has been working with us since 2003 – first in our roles at Harrah's Entertainment, and since early 2008, at The Fine Point Group. Like most of our team, she has worked her way up the corporate ladder - starting as a supervisor at Harrah's Atlantic City property. Five years ago, she moved to the Harrah's corporate group, where she was the business owner and manager for six different information technology applications across the country. Jenny is an expert in merging marketing, operations, and information technology. Jenny is a graduate of the Business and Behavioral Science College at Clemson University.



David Mullen has over 14 years of casino industry experience in both operations and marketing, David began his career working in Atlantic City for Trump Entertainment, Sands, and lastly Harrah's Entertainment for 9 years prior to joining FPG. During his role as Marketing Operations Manager for Harrah's Entertainment, David assisted in the roll out of the enhanced Total Rewards loyalty program to both Harrah's and Showboat Atlantic City. David served as Loyalty Marketing Manager during FPG's Management contract with Greektown Casino Hotel in 2009 and is a graduate of The Richard Stockton College of New Jersey.



Chrystal Reller has been working with us since 2008, joining The Fine Point Group from Colony Capital's Resorts International, where she served for three years as the Executive Assistant to the Chief Executive Officer and the Chief Operating Officer. In addition to her support of the company's C-level executives, Chrystal's responsibilities included analyzing and interpreting gaming revenue reports on both the property and corporate level as well as supporting various corporate efforts including customer satisfaction surveys and player development. Prior to entering the gaming industry, Chrystal worked in financial services and is a graduate of the Business College at the University of Nevada, Las Vegas.



Robert Swedinovich, Vice President of Database Marketing, has more than ten years of casino gaming experience, having previously worked for Las Vegas Sands, MGM MIRAGE, and MTR Gaming, where he left as head of database marketing to join Fine Point. Robert brings a wealth of external perspective to the firm, having led international casino business development and analytics for Management Science Associates, an 800-person data mining and analysis company. He holds both an MBA and a Masters in Information Systems from the Katz Graduate School of Business at the University of Pittsburgh.