

## EXECUTIVE DIRECTOR OF BUSINESS INTELLIGENCE

*Positioned to lead next generation BI.*

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 Management
- 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.

*“Business Intelligence is the ability of an organization or business to reason, plan, predict, solve problems, understand, innovate, and learn in ways that increase organizational knowledge, inform decision processes, enable effective actions, and help to establish and achieve business goals.”*

Dave Wells, BI Industry Expert

## PROFESSIONAL EXPERIENCE

MTM ILLUSION, Las Vegas, NV

2007–Present

### Executive Director of Financial Services

Recruited to restructure a 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 implementation of an enterprise-wide budgeting system for 14 properties and 450 users, delivering within 2 years. Achieved a 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 one 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.
  - Incorporated forecasting capabilities for enterprise planning, completely independent of troublesome one-off manual spreadsheets.
  - Enabled analysis of actual versus budgets with quick access to drill-down details.
- Realized an annualized cost savings of \$4.9M 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.
- Implemented a chart of accounts conversion to produce dramatic improvements in consistency and transparency, reducing the number of accounts by more than 75%.
- 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 1998–2007  
World's largest gaming company, with more than 40 casinos in 12 states and three countries.

**Director of Business Intelligence** (2005–2007)

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.

Set as a first task to assemble a cross-functional team of 18 corporate and property leaders to evaluate the current and future state of the business. Through ongoing discussions and negotiations developed the financial analysis, reporting, and planning capabilities for the new organization, adding a multitude of “intelligent” functionality to the financial systems.

**Highlights of Achievements:**

- All 40 business units successfully completed the 2007 budget on new system that was re-designed through the collaborative efforts of internal partnerships.
- Saved \$700K and nearly halved the number of required seats by resolving technical challenges that reduced licenses from 354 to 157.
- Served as a strategic change manager to deliver an executive revenue reporting system; consolidated data from 40 casino resorts and standardized the practices of 270 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 (acquired by America's for \$9.3B)

**Director of Business Intelligence** (1998–2005)

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:**

- Designed and built an enterprise-wide system to collect, consolidate and report the daily operating statistics from 18 properties to the Board of Directors and Executive Management Team.
- Realized \$100M in cost savings by implementing a centralized reporting and analysis system that reduced the time, effort, and resources needed to analyze and manage company operations.
- 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.
- Received enthusiastic C-level sign-off of enterprise-wide capital budgeting system that consolidated information in easy to use formatted Excel spreadsheets. Link to enterprise planning system enabled real-time analysis of capital decision impacts made quarter by quarter and year end.
- 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.

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## EDUCATION AND PROFESSIONAL DEVELOPMENT

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**MBA**, Emphasis: Information Technology, University of Nevada, Las Vegas

**MS**, Exercise and Sports Science, University of Arizona

**BS**, Health and Human Performance, University of Montana

**PMP**, Certified Project Management Professional

**The Data Warehousing Institute (TDWI)**, numerous courses in business intelligence, business analytics, data mining, spatial analysis, data integration, and program and project management.

The challenge with Michael's resume was that we had to start from scratch. His original document made him look like a project manager rather than a top level executive. We spent a great deal of time discussing each of his achievements using a storytelling approach. This made it easier for him to talk through the story without worrying about what was important.

I discovered that Michael had attended classes taught by Dave Wells, a leader in the field of Business Intelligence. I got Mr. Wells' approval to insert his definition of BI into Michael's resume.

I divided up the major disciplines in Information Management and included those near the top of the resume to show Michael's ability to provide value in each.

I also took key words out of Mr. Wells' definition and made links to Michael's achievements.

**Insight**  
**Foresight**  
**Understanding**  
**Efficiency**  
**Effectiveness**