



ACCURACY | ADVOCACY | STRATEGY | SUCCESS  
FOR THE GAMING AND LEISURE INDUSTRIES

 **THE  
INNOVATION  
GROUP**

FROM VISION TO FRUITION



CONSIDER THE MOST SUCCESSFUL GAMING AND ENTERTAINMENT DESTINATIONS IN THE WORLD.  
**EVER WONDER HOW THEY GOT THAT WAY?**





Every destination starts the same way. With an idea. A grand, thrilling, sometimes dizzying vision of what this development could become. And that vision is only step one.

The Innovation Group collaborates with clients to navigate the long, complex and often tricky road from vision to fruition. Our experts work alongside critical stakeholders at every stage of the development process. We provide the insight that drives intelligent decisions. We develop the strategies that lead to enduring success. We help create and operate destinations that surpass the dreams that started them all.



WHO WE ARE



## A bunch of all-stars. And proud of it.

Over the past thirty years, The Innovation Group's professionals have helped bring many of the world's largest entertainment and hospitality brands to life. Our strengths span the entire concept cycle, from the big-picture thinking that sparks new development strategies to the meticulous detail management that kicks in during operations.

### **DIVERSE EXPERTISE**

Successful developments demand a range of talents and capabilities. Visionary thinkers who generate pie-in-the-sky development ideas. Razor-sharp analysts who dive deep into the data and emerge with actionable strategies. On-point operators who keep business running efficiently once the doors open. Our team of on-staff experts and affiliated experts covers the full spectrum.

### **ROCK-SOLID REPUTATION**

Whether engaged to advise on economic, financial, social, or political issues, The Innovation Group has earned a reputation for accuracy, objectivity, and reliability — a distinct advantage for clients looking to expedite their projects with the maximum advantage and push their projects to the finish line.

### **GLOBAL REACH**

Having worked with clients on multibillion-dollar developments all over the world, our team understands the trends, demographics, cultural forces and best practices at work across six continents and 80 countries.



## IN A QUICKLY SHIFTING INDUSTRY, WE HELP YOU STAY ON SOLID GROUND.

Over the last decade, a number of substantial changes have transformed the leisure industry, and gaming in particular. Remaining one step ahead of these critical developments, The Innovation Group has adapted our own business and services to help our clients survive and thrive in the new gaming and entertainment landscape.



The Great Recession changed global spending habits, shifting activity from the construction of new bricks-and-mortar properties to more efficient technologies and less reliance on capital.

**>> THE INNOVATION GROUP HELPS CLIENTS BUILD OUT INSTEAD OF UP, TAKING INTO ACCOUNT THE SHIFT IN DEMAND FROM GAMING TO NON-GAMING ACTIVITIES.**



The Asian market has grown exponentially, setting the stage for massive large-scale resort expansion, a trend that is still testing its limits today.

**>> THE INNOVATION GROUP STRATEGICALLY NAVIGATES THE ASIAN MARKET, STAYING ON THE LOOKOUT FOR ALTERNATE GROWTH ROUTES THAT ARE LESS DEPENDENT ON A SINGULAR TREND.**



The next generation's technology usage and preferences are forcing a major shift in marketing and gaming technology.

**>> THE INNOVATION GROUP UNDERSTANDS THE GAMING TECHNOLOGY OF TOMORROW, HELPING CLIENTS CAPTURE NEW ONLINE CASINO AND SOCIAL GAMING REVENUE TO BALANCE THE DECLINE OF TRADITIONAL SLOT-BASED REVENUE STREAMS.**

“The Innovation Group has provided strong analytical support and helped guide some of our most important business decisions.”

ANDY ABBOUD, SR. VICE PRESIDENT,  
GOVT. RELATIONS, LAS VEGAS  
SANDS CORPORATION

# All things leisure and gaming. All over the world. And the web.



**NORTH AMERICA** As the premier advisor to the gaming industry in the US, Canada and Mexico, we guide over 100 commercial and Native American clients through changes in the competitive landscape, sources of revenue and the adoption of new technologies.

#### **CARIBBEAN AND LATIN AMERICA**

We have been highly active in both emerging and transitioning markets in this region, from large-scale developments planned in strategic tourist destinations to small slot casinos serving active local markets.

**WEST EUROPE** In the shadow of a traditional history in casino gaming, this region has come alive with distributed gaming systems and the promise of Europe's first destination gaming resorts.

**EAST EUROPE** On the gaming frontier, this market promises a wave of diverse new developments in the next decade, drawing investors and players from all over the world.

**ASIA/AUSTRALIA** We've been at the forefront of the destination resort development explosion in Asia and Australia, guiding governments, developers, operators and investors in a highly dynamic market environment.





Our industry's most explosive growth area isn't on a map. It's all around us. As interactive gaming and other emergent technologies transform the gaming landscape, The Innovation Group helps clients break into these new arenas and capitalize on their boundless opportunities.



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## WHO WE SERVE

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“The Innovation Group’s impartial feasibility analysis and valuable market insights gave us a detailed understanding of our target country’s market size, mix of product and amenity offerings, and possible marketing programs. Their strong support team allowed us to undertake a bottom-up approach while focusing on the key issues of a complex project.”

MARCUS CHAN, VP OF  
INTERNATIONAL DEVELOPMENT,  
GALAXY ENTERTAINMENT GROUP

From multibillion dollar organizations and global financial institutions to government and Tribal entities, professional associations and stakeholders at every stage of the development process turn to The Innovation Group for analysis, advice, and support in making their critical decisions.

## INDUSTRY

American Horse Council  
 Analytical Environmental Services  
 Asian Coast Development, Ltd.  
 B.B. King Blues Clubs  
 Bally Technologies  
 Blue Man Group Holdings  
 Boyd Gaming  
 Cadillac Jack  
 Caesars Entertainment  
 Calgary Stampede  
 Cannery Resorts  
 Carlson Worldwide Resorts  
 Casinos Austria International  
 Celebration Jamaica Ltd.  
 Churchill Downs  
 CKX Entertainment, Inc.  
 Clairvest Group  
 CODERE Group  
 Comcast-Spectacor  
 Cordish Companies  
 Crown Resorts  
 CSX Hotels  
 Delaware North Companies  
 Deloitte Touche Tohmatsu, LLC  
 Elite Casino Resorts  
 Elvis Presley Enterprises, Inc.  
 Filinvest Development Corporation  
 Florida Gaming Corporation  
 Gateway Casinos & Entertainment  
 Galaxy Entertainment Group  
**Global Gaming Asset Mgmt.**  
 Global Gaming Solutions  
 Great River Entertainment  
 Hard Rock  
 Hellenic Casino of Parnitha S.A.  
 Hilton Hotels and Resorts  
 Hyatt Hotels and Resorts  
 Illinois Casino Association  
 Isle of Capri Casinos  
 Jacobs Entertainment  
 John Keells PLC  
 Jumer's Casino & Hotel  
 Lakes Entertainment  
 Las Vegas Sands Corporation  
 Loews Hotels  
 Logrand Group  
 Luna Entertainment  
 Mall of America  
 Margaritaville Holdings, Inc.  
 Marriott International, Inc.  
 Melco International  
 MGM Resorts International  
 Mylan Classic  
 News Corp  
 Oklahoma Equine Alliance

Peninsula Pacific LLC  
 Penn National Gaming  
 Planet Hollywood  
 PwC Korea  
 PwC Japan  
 Rank Entertainment Holdings  
 Regency Entertainment S.A.  
 Resorts Atlantic City  
 Rush Street Gaming  
 Sheraton Hotels & Resorts  
 Silk Road Gaming  
 Starwood Hotels & Resorts Worldwide  
 Station Casinos  
 Sugarhouse Casino  
 Tengri Holdings (Singapore)  
 The Palms Resort Casino  
 The Rivers Casino  
 Trump Entertainment Resorts  
 Twin River  
 Udenna Corporation  
 Wynn Resorts

## NATIVE AMERICAN

Agua Caliente Band  
 Chemehuevi Tribe  
 Chitimacha Tribe of Louisiana  
 Choctaw Nation of Oklahoma  
 Confederated Tribes of the Coos, Lower  
 Umpqua & Siuslaw Indians of Oregon  
 Confederated Tribes of the Grand Ronde  
 Community of Oregon  
 Dry Creek Rancheria Band  
 Eastern Band of Cherokee Indians  
 Forest County Potawatomi Tribe  
 Ho-Chunk Nation of Wisconsin  
 Lac du Flambeau Tribe  
 Little River Band of Ottawa Indians  
 Mashantucket Pequot Tribal Nation  
 Mohegan Indian Tribe  
 Morongo Band of Mission Indians  
 Muckleshoot Indian Tribe  
 Muscogee Creek Nation  
 Mystic Lake Casino Hotel  
 Nottawaseppi Band of Huron  
 Osage Nation  
 Pascua Yaqui Tribe  
 Pechanga Band  
 Poarch Band of Creek Indians  
 Pokagon Band of Potawatomi  
 Pueblo of Santa Ana  
 Redding Rancheria  
 Sac & Fox Tribe of the Mississippi in Iowa  
 San Manuel Band  
 Sandia Resort Casino  
 Seminole Tribe of Florida  
 Shingle Springs Rancheria  
 Snoqualmie Tribe

Soaring Eagle  
 Spokane Tribe  
 Stillaguamish Tribe  
 St. Regis Mohawk Tribe  
 Seneca Gaming Corporation  
 Seven Springs Mountain Resort  
 Sycuan Band  
 Tule River Indian Tribe of California  
 Twenty-Nine Palms Band

## GOVERNMENT

Bermuda Cabinet Office & Hotel Assoc.  
 Biloxi Chamber of Commerce  
 City of Philadelphia  
 Commonwealth of Northern Mariana Islands  
 Government of Panama  
 Iowa Racing and Gaming Commission  
 Louisiana DOTD  
 Manitoba Lotteries Corporation  
 Maryland Economic Development Corp.  
 Maryland State Senate  
 Massachusetts State Senate  
 National Park Service  
 Ohio State Racing Commission  
 Pennsylvania State Senate  
 Pennsylvania State Treasurer  
 State of Arizona  
 State of Illinois  
 State of Kansas  
 State of New Hampshire  
 State of New York  
 State of Oregon  
 State of West Virginia  
 Toledo-Lucas County CVB  
 U.S. Department of Interior

## INVESTMENT

Bank of America/Merrill Lynch  
 Bank of New York  
 Barclays Capital Group  
 Citigroup Global Markets  
 Clairvest Group  
 Credit Suisse  
 Deutsche Bank  
 Goldman Sachs  
 Hayground Cove  
 Jefferies & Co.  
 John Keells Holdings PLC, Sri Lanka  
 Lazard Carnegie Wylie  
 Macquarie Capital  
 Oaktree Capital  
 ONEX Corporation  
 Sumitomo Trust & Banking  
 Tavistock Jamaica  
 UBS Securities  
 Walton Street Capital

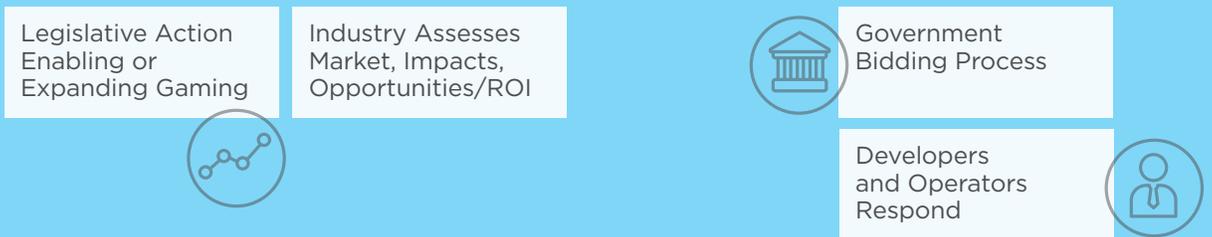
# We connect the little details with the big picture.

While most gaming and casino consultants focus on a specific phase of project development, The Innovation Group provides turnkey services throughout the entire project life cycle. We understand the issues and challenges inherent at every step. So we collaborate with clients to make smart decisions and implement proactive strategies that keep development on track.

## HOW THE INNOVATION GROUP POWERS DEVELOPMENT



## VISION





Owners Representation During Construction



Marketing & Ops Planning/Analysis

Tribal/ Diversification Strategies



iGaming/ Emerging Technologies

Design and Construction and Business Planning



Performance Assessed / Business Approach is Adjusted

OPENING

Reinvestment and Diversification Explored



FRUITION





## WHAT WE DO

“The Innovation Group provides wonderfully rich, yet succinct and easy-to-follow reports that we can share with all the stakeholders. This open communication allows us to get to a consensus on how to move forward!”

THOMAS J. ST. DENNIS,  
ATTORNEY, LITTLE RIVER BAND  
OF OTTAWA INDIANS

### MARKET ANALYSIS & FEASIBILITY

The Innovation Group is the most trusted provider of market forecasts and feasibility studies in the gaming, entertainment, hospitality, and leisure sectors. Our analysts were the first to adapt the retail gravity model to the gaming industry, which has been adapted over time to consider market potential for complementary hotel, food and beverage, entertainment and related amenities. Our strategic analysis and insightful advice empowers clients to make prudent economic, financial, social and political decisions throughout every stage of project development. Our contributions include:

- Demand and revenue forecasts for new and expanded hotel, casino and leisure properties or mixed-use or integrated resorts
- Local and tourist market visitation potential across gaming and non-gaming market segments
- Unique feasibility for amenities including hotels, arenas and theaters, theme parks, restaurants, spas, retail and other uses
- Demand validation for gaming license applications/RFP's and investor due diligence
- Statewide and regional forecasting for private and government planning purposes
- Branding and brand impact analysis
- Assessments of competition and market share potential



## FINANCIAL ANALYSIS

The Innovation Group has years of experience in evaluating the profitability, ROI potential and stability of planned and existing leisure assets under renovation or development. Our experience in this area has led to the most complete global database of performance comparables, allowing for the industry's most accurate forecasts of departmental and property performance. Our contributions include:

- Pro forma financial statements (income statement, balance sheet, and cash flow statement)
- Return on investment (total enterprise value, cash-on-cash return, EBITDA multiple)
- Financial benchmarking analysis

## STRATEGIC BUSINESS PLANNING

The Innovation Group has been intimately engaged in clients' organizational management activities. We help define and refine overarching goals, prioritize tasks, allocate resources, and enhance collaboration in pursuit of intended outcomes. Our experts also assist in strategy implementation, formulating actions, evaluating progress, and adjusting the organization's vision in response to the competitive landscape and market dynamics. Our services include:

- Business plan creation for gaming and other leisure assets
- Adaptation plans for increased market competition
- RFP management and production
- Portfolio strategies for gaming companies, Tribal enterprises and private equity firms
- Brand deployment strategies



## WHAT WE DO



### MARKETING & OPERATIONS PLANNING & ANALYSIS

**Strategic Marketing Planning:** The Innovation Group has created and revised strategic marketing plans for US and international gaming operators for over two decades, effectively addressing the monumental shift in how properties attract and communicate with guests. We have provided clients with specialized marketing and database services to rationalize comping strategies and to boost visitation and incremental revenue as well as achieve a sustainable competitive market advantage.

The scope of our marketing planning covers the entire customer lifecycle (trial, acquisition and conversion, maintenance, and attrition) and the four “Ps” (product, place, price, and promotion). We provide all basic, short-term and long-term plans beginning with an initial situation assessment, plan formulation, evaluation and selection of market-oriented strategies. Followed by measuring the success of reaching marketing goals and objectives. Our contributions include:

- **Competitive Assessment**
- **Database Analysis and Loyalty Programs**
- **Social and Other Media Effectiveness**
- **Market Segmentation Analysis**

**Operations Planning & Analysis:** The Innovation Group provides industry-leading expertise in asset management, performance assessment and determining business optimization strategies with our clients. Our contributions include:

- **Operating Budget Review and Analysis**
- **Operating and Labor Efficiency Analysis and Optimization**
- **Operational Benchmarking Analysis**
- **Assessment of Management Effectiveness**
- **Ongoing Asset Management**

## ECONOMIC, SOCIAL & COMMUNITY IMPACT

Gaming and leisure industry projects can provide a substantial economic boost to a region, including thousands of direct and indirect job opportunities. In addition, they can present challenges for government that must be understood and mitigated. The Innovation Group helps gaming operators, Native American Indian Tribes, state and local governments and foreign nations assess and understand the economic, social and community impact of new or expanding projects. Economic impact assessment addresses the effects on the local economy in terms of employment, earnings and total economic output (direct and indirect) for both the construction phase and operation of a given development. Social impact assessment focuses on the effects on the social fabric of a community and include (but are not limited to) topics such as problem gambling and crime.

Community impact assessments are typically associated with the costs a given development will impose on the host jurisdiction such as police services, fire services, EMS, employment, housing, schools, utilities and other community costs imposed as a result of the development. Our contributions include:

- **Economic Impact Studies**
- **Job Creation Forecasts**
- **Host Community Impact Cost Estimates and Analysis**
- **Assistance in Negotiation of Community Cost Mitigation Strategies**
- **Social Impact Analysis and Review**



“Whenever we’re considering expansion of our existing assets or investment in a new opportunity, we turn to The Innovation Group for what we have found to be a thoroughly researched and analyzed set of conclusions that provide us with the information we need to make a well-informed business decision.”

JERRY SMITH, PRESIDENT/CEO,  
LAGUNA DEVELOPMENT CORP.

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## WHAT WE DO

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### **LEGISLATIVE & REGULATORY SUPPORT**

The Innovation Group provides legislative and regulatory support to governmental jurisdictions and private clients who may be working with governments in establishing or modifying a gaming platform. We have served US states and cities as well as foreign governments in developing demand and economic development-based criteria for establishing licensing distribution, and advised decision makers regarding the appropriate gaming tax rates and level of exclusivity required to maximize private capital investments. In addition, The Innovation Group has partnered with world-class gaming legal advisors to craft legislation, commercially viable regulations, and develop and manage RFP/competitive bidding processes. Our contributions include:

- **Gaming Platform Development**
- **Gaming Tax and Incentive Planning**
- **Legislative and Regulatory Documentation**

### **EXPERT WITNESS & LITIGATION SERVICES**

The Innovation Group has provided expert witness services—including depositions, trial testimony, expert reports, rebuttals and preparation support—in some of the industry's most complex cases over the past decade. Our analysts and experts have testified at international tribunals, federal and state proceedings, and arbitrations. Our objectivity, credibility, analytics, and industry insight have proved invaluable in advancing our clients' interests. Our contributions include:

- **Market Forecasting, Lost Opportunity**
- **License Valuation**
- **Brand Valuation**
- **Regulatory Impacts**
- **Visitation Forecasts and Local Impacts**
- **Bankruptcy and Breach-of-Contract Proceedings**

## **iGAMING & EMERGING TECHNOLOGIES**

The Innovation Group has been at the forefront of iGaming research and development in the United States. We provide survey research related to iGaming, iGaming revenue projections, and both strategic and specific advisory services to commercial and tribal operators looking to enter this new and critical gaming market. Through formalized partnerships with a select group of highly qualified and experienced experts throughout the globe, we help clients secure the wide array of services and components needed to enter the iGaming arena. In addition, we guide clients through the adoption of new technologies related to the gaming industry (games of skill for example), helping them harness these new offerings to increase revenues, expand markets and boost the bottom line. Our contributions include:

- **Regulatory & Policy Review**
- **Market Research & Analytics**
- **Market Entry**
- **Skilled and Semi-skilled Games Marketing & Revenue Potential**
- **New Technology Assessments**
- **Gaming Floor Optimization**
- **Lotteries**
- **Marketing Strategies**

“Our company has worked with The Innovation Group to gain valuable insights about the global internet gaming market, beginning with opportunities right here in Mexico.”

LENIN CASTILLO,  
ONLINE BUSINESS UNIT OPERATIONS DIRECTOR,  
LOGRAND GROUP

## TRIBAL SERVICES



“Whenever any of my tribal clients need a market study, I recommend The Innovation Group. The quality of their work is excellent and their numbers are always right on.”

LES MARSTON, ATTORNEY/PRINCIPAL,  
RAPPORT AND MARSTON



## TRIBAL SERVICES, PROGRAMS AND DIVERSIFICATION STRATEGIES

From the largest to some of the most remote, The Innovation Group has enjoyed a deep working relationship with Native American and First Nation Tribes in over 25 States and Provinces throughout North America. Through this experience, we have built an extensive, nationwide network of clients among Tribes, developers, and operators involved in Tribal gaming and hospitality projects. We have managed diverse new build and expansion projects for more than 125 gaming Tribes, viewing every aspect of gaming from the perspective of the Tribe as well as from those communities surrounding their developments. In addition to our work on new gaming facilities, expansions and related amenity development, we have also performed diversification plans for Tribes including on and off-reservation non-gaming investment opportunities. Our work has resulted in the successful financing or re-financing of more than 50 Tribal enterprises.

- Feasibility analysis for Tribal casinos, hotels and amenities
- Business and marketing planning support including negotiating support
- Specialized amenity assessments for RV Parks, fuel stations and truck stops on Tribal land
- Branding strategies for Tribal properties
- Pro forma and financial analysis
- Support Tribes taking land into trust
- Underwriting document support financing efforts for new development and renovations
- Tribal government relations and support in the planning and development process
- Tribal economic and employment and community impact assessments
- Diversification strategies for the use of free cash flow generated from Tribal operations including on and off reservation improvements

## NATIVE AMERICAN INTERNSHIP PROGRAM

The Innovation Group has implemented its Native American/First Nations Internship Program. TIG has proudly served the Native American community for more than 25 years, always seeking new ways to support tribes in reaching their broader development goals. Tribal members seeking professional careers in gaming are invited to participate in comprehensive studies being undertaken by their tribe – involving expansion feasibility, economic development and database analysis – as paid interns side by side with the TIG project team. In addition to offering interns valuable insights to bring back to their careers and operations, the program will also invigorate TIG's work, adding direct Tribal client perspective.

For more information, please visit  
[theinnovationgroup.com/tribal-programs](http://theinnovationgroup.com/tribal-programs)



# DATA ANALYTICS

## DATA ANALYTICS & PRIMARY CONSUMER RESEARCH

Offered through our data analysis arm, Innovation Analytics

Innovation Analytics is the customer insights and analysis arm of The Innovation Group, leveraging quantitative strategies to provide clients with actionable insights and incremental EBITDA. The Innovation Analytics team of experienced operators and highly-skilled analysts employs a strategic problem-solving approach using research methods, business intelligence, and advanced analytics:

### Qualitative and Quantitative (Survey) Research

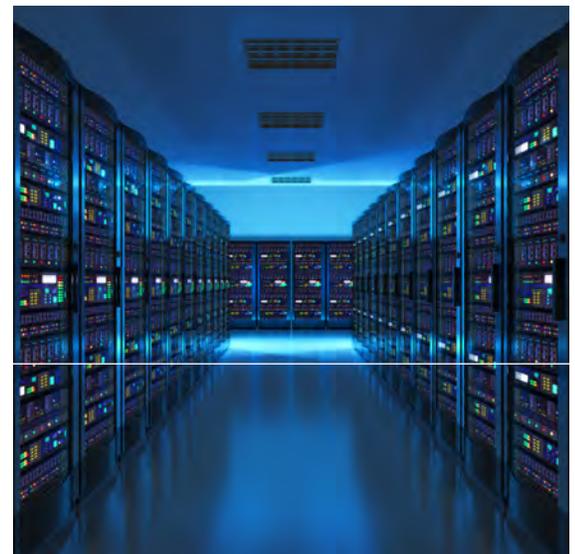
- Design Focus Groups to dive deep into first-hand guest experiences, attitudes, and perceptions of their experience and your brand
- Develop Quantitative Surveys to poll large databases and develop patron and competitive insights with statistical precision
- Deliverables include updating or redesigning loyalty programs, measuring guest satisfaction, and identifying opportunities to improve operations

### Business Intelligence

- Create and refine Data Strategies for organizations at any stage in their data delivery journey - from core systems to third party data
- Customized Data Visualization utilizing our highly-skilled design and analyst teams
- Provide Staffing Bandwidth as needed for internal analytics teams
- Deliverables include data warehouse solutions; creation and maintenance of custom operating dashboards; training programs for analysts on data visualization software reducing long-term reliance on software vendors

### Advanced Analytics - Operations and Marketing Optimization

- Design Measurable Marketing Campaigns - digital and land-based - so clients can see the overall impact of competing strategies
- Develop Optimization Models targeting business decisions across verticals
- Utilize Machine Learning and Artificial Intelligence to assist with customer segmentation, prediction, and detection of behavior change
- Deliverables include testing programs to measure effectiveness of promotional spend; informing slot product and placement decisions; revenue protection opportunities through fraud prevention, identifying advantage play, and detecting faulty slot settings



For more information, please visit  
[theinnovationgroup.com/innovation-analytics](http://theinnovationgroup.com/innovation-analytics)

## Leading our industry to the future

In addition to empowering our clients to create successful destinations, The Innovation Group is dedicated to propelling the gaming and hospitality industry to even greater heights. Working in conjunction with several industry partners, we play an active role in shaping the strategies, technologies and leaders of tomorrow.



**EMERGING  
LEADERS  
OF GAMING**

### **Emerging Leaders of Gaming™**

Emerging Leaders of Gaming™, a program designed to turn today's young executives into tomorrow's industry leaders, was formed by The Innovation Group as a means of giving young professionals that extra advantage in the already competitive gaming, entertainment, leisure, and hospitality industries.

The program launched in 2012, when nominees were selected and then granted access to the array of resources and connections that The Innovation Group has been building for more than 20 years. That year, we hosted our first Emerging Leaders networking event at Global Gaming Expo (G2E). In 2013, G2E and Reed Exhibitions joined forces to host the industry's inaugural Emerging Leaders Scholarships program. The program has since provided scholarships to young professionals, and provided ongoing networking and career advancement opportunities that bring the Emerging Leaders closer to future senior-level and C-suite management positions.

- **Development**
- **Finance**
- **iGaming**
- **Legal**
- **Marketing**
- **Operations**
- **Analytics**

**To learn more and get involved, please visit  
[theinnovationgroup.com/emerging-leaders](http://theinnovationgroup.com/emerging-leaders)**

“The Emerging Leaders of Gaming program hosts some of the most intriguing and thought-provoking educational events around current topics and industry trends, and has been an incredible resource for me by sharing data and information that will help me prepare for the next generation of gaming.”

NIKKI FIELDS  
DIRECTOR OF INDUSTRY RELATIONS  
GLOBAL GAMING EXPO



### **SITE ANALYSIS & PROJECT DEVELOPMENT**

**Offered through our affiliate, Innovation Project Development**

Innovation Project Development (IPD) is a multi-disciplined project management services company capable of providing consulting advice or total development oversight. Functioning as an Owner Representative, IPD can provide a project scope description and site concept, model and plan optimum sizing for maximum revenue, and manage the work of design and construction firms. IPD helps owners make prudent and timely decisions, allowing them to get projects open and operating with tight adherence to budget and schedule. IPD's client list features such projects as The Fox Tower at Foxwoods, Akwesasne Mohawk Casino expansion, Margaritaville Casino, and the Casino Del Sol hotel, spa, conference center and parking addition.

Managing Director of Design & Construction Joel Rittvo has seen the development process from all sides, and he spearheads IPD with over 25 years of design, construction and project management experience. With his strong background in architectural and project management, Joel translates marketing and pro forma data into detailed space programs and pre-design budgets. Our contributions include:

- **Project & Process Management**
- **FF&E and Purchasing**
- **Owner Representative Services**
- **Facility Expansion Analysis & Planning**
- **Facility Development**



INNOVATION  
PROJECT DEVELOPMENT

## FINANCE & INVESTMENT BANKING

### Provided by our affiliate, Innovation Capital

Innovation Capital is a leading boutique investment bank dedicated to representing mid-market clients in the gaming, leisure, restaurant and retail industries.

The Firm provides comprehensive advisory services in the areas of mergers and acquisitions, corporate finance and capital raising, financial restructurings and valuations/fairness opinions to companies in the \$20 million to \$500 million value range.

Headquartered in Los Angeles, the Firm's professionals and partners have driven the Firm to a leadership position by committing to client success. The combination of a hands-on approach and the experience of having been involved in transactions aggregating over \$30 billion throughout by its Principals provides a winning formula for our clients. Senior-level leadership and broad market access enables Innovation Capital to provide value maximizing solutions to clients seeking results.

Innovation Capital's diverse client relationships include public and private gaming operators, Native American tribes, gaming equipment manufacturers, racetrack operators, gaming management firms, developers, restaurant and retail concepts, food and beverage operators, consumer brands, supply-chain providers, food service distributors, and a broad base of debt and equity investors. Our contributions include:

- Mergers & Acquisitions
- Corporate Finance & Capital Raising
- Financial Restructurings & Recapitalizations
- Valuations & Fairness Opinions

## **Innovation Capital**

*Investment Bankers*



Member: FINRA/SIPC



# THE INNOVATION GROUP

## **DENVER**

7852 South Elati Street, Suite 103  
Littleton, CO 80120  
(303) 798-7711

## **ORLANDO**

213 West Comstock Avenue, Suite 105  
Winter Park, FL 32789  
(407) 702-6648

## **NEW ORLEANS**

400 North Peters Street, Suite 206  
New Orleans, LA 70130  
(504) 523-0888

## **LAS VEGAS**

817 South Main Street  
Las Vegas, NV 89101  
(702) 852-1150

**THEINNOVATIONGROUP.COM**

## **INNOVATION PROJECT DEVELOPMENT**

Aspen, CO  
(970) 927-3878  
IPDINTERNATIONAL.COM

## **INNOVATION CAPITAL**

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