

Professional Profile

A professional career spanning 40 years so far. Recognised internationally with more than 33 years of experience in all aspects of Casino and Gaming machine operations and technology. Neil has an incredible depth of talent and experience in multi-million dollar businesses, people management, strategic planning, business improvement, technology, operational management, mergers & acquisitions, management consulting and regulatory management in Australia, New Zealand, USA, UK, Canada and Macau.

Gaming Technical Standards

32
Yrs

- . Co-authored EGM & System standards
- . Participant in Aust/NZ National Standards
- . Expert knowledge in Australia, NZ, USA, Macau & Canada

Gaming Legislation & Regulations

33
Yrs

- . Expert knowledge in Vic, NSW, QLD, NZ
- . Experienced in USA, Canada, Macau
- . Participant in legislation/regulation reviews
- . Significant input into Victorian framework

Gaming Technology & Innovation

33
Yrs

- . Monitoring & Control Systems
- . Jackpot & Bonusing Systems
- . Keno systems
- . Cashless gaming
- . Loyalty & Pre-commitment systems
- . Digital Wallet technologies
- . Industry recognised Expert

Commercial Management

28
Yrs

- . Large revenue/profit budget management
- . Participant in international due diligence and business acquisition (Aust, USA, Europe, Canada & South Africa)
- . Preparing/evaluating large system RFP's
- . Participant in high value contract negotiations
- . Contract cost & delivery management

People Management

21
Yrs

- . Managed 340 staff at Crown Casino
- . Managed role clarity & structure reviews
- . Mentored staff – front line to management
- . Developed deep customer relationships
- . Recognised people leader
- . Established career pathways
- . Skilled presenter & communicator

Gaming Monitoring Systems

33
Yrs

- . Participant in CMCS development/implementation in Vic, NSW, QLD, Tas, NZ, Nevada, Canada & Macau
- . Industry recognised Expert knowledge

Electronic Gaming Machines

32
Yrs

- . Specification of requirements
- . Game design
- . Integration & compliance testing
- . Australia/International Patent expert witness

Recognised Industry Participant

31
Yrs

- . Internationally recognised technology expert
- . Advisor to gaming operators
- . Advisor to Regulators
- . Advisor to gaming peak bodies
- . Executive level gaming operational experience
- . Conference presenter/moderator
- . Relationships with major gaming suppliers and Accredited Testing Agencies

Business Management

27
Yrs

- . Long term international consulting
- . Strategic planning
- . Business planning & budget development
- . Board/Government level reporting
- . Government relations management
- . Participant in Casino development in Vic, NZ, Nevada, New Mexico, Canada & Macau

Operations Advisor

27
Yrs

- . Conducted business structural, operational & technical reviews
- . Performed independent business assessments
- . Expert advise to gaming operators
- . Ongoing technology advisor to Regulators and industry peak bodies

Examples of Gaming Industry Experience

Time in Industry 33 years

Gaming Technology

Gaming Systems

More than 33 years' experience in the specification, design, development and implementation of gaming management and control systems. Specialist skills in requirements definition, regulatory requirements, protocols, and integration.

Responsible for the selection and implementation of monitoring and control systems for:

- Crown Casino (Melbourne)
- Sky City Casino (Auckland)
- Mandalay Bay Casino (Las Vegas)
- Crown Macau (Macau)
- Tabaret Statewide Gaming (Victoria)
- Central Monitoring System (NSW)
- Route 66 Casino (New Mexico)
- The Federal Group – Statewide monitoring (Tasmania)

Gaming Machines

More than 32 years' experience with gaming machine suppliers throughout the world covering game specifications, technical standards, regulatory approvals and contract administration.

Served as an Expert Witness for Courts in Australia and the USA for matters including game design, jackpot systems and VIP player recognition.

Jackpots & Bonusing

More than 27 years' experience with the development and operation of jackpot & bonusing systems.

Internet Gaming

Experienced in the development of operating controls and systems for Internet based gaming operations through projects in 2001 and 2003 for The Federal Group in Tasmania and Action On-Line Entertainment from Long Beach California.

Technical Standards

More than 33 years' experience in the development of technical standards for gaming machines and gaming systems; including:

- 1990 - Victorian Gaming Systems Standards
- 1993 – Victorian Technical requirements for Casino Gaming Machines & Systems
- 1994 – Gaming Machine Technical Standards, New Zealand
- 1996 – Gaming Machine Communications Protocol, Crown Casino
- 1999 thru 2006 – Australia/NZ National Gaming Machine Standards
- 2003 – G2S, Gaming Standards Association, USA
- 2017 – MAX, G2S Implementation Specification for NSW
- 2017 – MAX, QCOM Implementation Specification for NSW
- 2018 – Victorian Ticket and Card Based Cashless Gaming Standards

Gaming Machine Communication Protocols

More than 30 years' experience in the development, implementation, and operation of gaming machine communication protocols; including detailed knowledge of, and experience with:

- ASP-1000 gaming machine communication protocol
- QCOM gaming machine communication protocol
- X-standard gaming machine communication protocol
- Gaming Standards Association G2S protocol
- IGT SAS gaming machine communication protocol

Digital Wallet & Digital Payment Technologies

Prepared the Framework for Digital Payment Technologies for Gaming Machines in NSW on behalf of ClubsNSW.

Provided Digital Wallet emerging technology updates to regulators and peak bodies in Victoria, NSW, and the American Gaming Association.

Commercial	More than 30 years' experience in commercial negotiation, budget development, reporting, RFI/RFI processes (development, evaluation, selection & reporting), Board level reporting, and contract management.
Legislation & Regulations	<p>Expert level expertise in gaming legislation and regulations in Victoria, NSW, QLD, Tasmania and New Zealand.</p> <p>Experienced with gaming legislation and regulations in Macau, Nevada, Canada, Singapore & UK.</p>
Casino Set-up	<p>Assisted in the establishment of gaming machine operations at Crown Galleria Casino (Melbourne), Crown Casino (Melbourne), Sky City Casino (Auckland), Mandalay Bay Casino (Las Vegas), Crown Macau Casino (Macau), City of Dreams Casino (Macau), Aspers Casino (London), Route 66 Casino (New Mexico) with responsibilities including:</p> <ul style="list-style-type: none"> • Gaming machine technical standards • Selection of gaming machine monitoring systems & jackpot systems • Specification of gaming machine requirements • Management of machine acquisition, approvals and installation • Regulatory agency liaison • Development of Internal Controls and Operating Procedures
Gaming Operations	<p><u>Crown Casino (Melbourne), Executive General Manager, Gaming Machines</u></p> <p>Executive responsibility for the operation of the Gaming Machine department covering 340 staff including Attendants, Technicians, VIP operations, Sales & Marketing, Analytics, Administration and Management</p> <p><u>President, VIP Customer Service, Gaming Machines, Crown Melbourne</u></p> <p>Planning, budgeting and execution of bespoke “money can’t buy” experiences for Ultimate VIP customers – within Australia and internationally.</p>

Crown Perth, Gaming Operations Advisor

18 months as Operational Advisor to the Gaming Machine department with responsibilities including Machine performance analysis, departmental operating structure, games approval, monitoring system enhancement and regulatory liaison.

Gateway Casinos (Vancouver), Gaming Operations Advisor

36 months as Operational Advisor to Gateway Entertainment Group – the operator of 7 casinos in British Columbia and 2 casinos in Alberta. The role included responsibility for regulatory liaison, product analysis and casino systems requirements.

Mocha Slots (Macau), Gaming Operations Advisor

24 months as Operational Advisor to Mocha Slots with responsibilities including product analysis, operating structure review, gaming systems & technology review and regulatory liaison.

Tabaret Statewide Gaming (Victoria), Gaming Systems Manager

Technical Director for the design, development and implementation of the Tabaret statewide gaming system in Victoria, plus operational management of product deployment, analysis, systems operations and technical support.

International Gaming Consultant

More than 33 years of professional consulting to casino/gaming operators throughout the world including Crown Limited, NSW TAB, RSL Victoria, ClubsNSW, Grand Casinos (Noumea), Grand Casinos (Minnesota), Singapore pools, The Federal Group, Harrah's and Aspinalls.

Business
Improvement

Assisted casinos and gaming operators with internal business reviews, efficiency measures, organisation reviews and systems integration.

Conducted systems operations & health check reviews, new technology acquisitions, independent reviews of jackpot operation and configuration, management of new technology implementations.

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