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the Year:
Mary Lavine of
Bullseye Inc.

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FUN IS UNIVERSAL!

It's June and that means one thing: state associations are welcoming members to annual meetings and conventions. Two associations held their events in May: the Amusement and Music Operators of Texas (AMOT) and the Oregon Amusement and Music Operators Association (OAMOA). Turn to page 52 in this issue for coverage of the AMOT Annual Convention; details of the OAMOA meeting will appear next month. *Play Meter* will provide coverage of all the state association events.

The June calendar is packed: June 5-6, the Minnesota Operators of Music and Amusements (MOMA) Summer Conference; June 18-19, the Illinois Coin Machine Association (ICMOA) Annual Convention; June 20, the Ohio Coin Machine Association (OCMA) Annual Meeting; June 25-26, the Wisconsin Amusement and Music Operators Association (WAMO) Annual Conference and Show.

Three state events are scheduled in August: Aug. 12, the Michigan Coin Machine Operators Association (MCMOA) Annual Meeting; Aug. 23, the Iowa Operators of Music and Amusements (IOMA) Annual Meeting; Aug. 23-24, the Missouri Amusement Machine Operators Association (MO-AMOA).

If the turnout for the AMOT Annual Convention is any indication, we are in for a good season of productive gatherings that afford an opportunity for getting legislative updates, networking in a relaxed atmosphere away from the office and everyday worries, learning about new equipment, and generally spending quality time with peers who experience the same business challenges.

These annual events should be a high priority, as well as attending the Amusement Expo in the spring where exhibits, seminars, and social activities bring together the entire coin machine community under one roof.

When we get out of our comfort zone and step back from our normal routines, we get a different perspective. That's a good thing. It's easy to get wrapped up in the flood of e-mails, daily calls, and management duties that can bog us down. Taking a break, learning something new and valuable, are all positive.

When the Amusement and Music Operators Association (AMOA) hosts its Annual Council of Affiliated States Meeting it's easy to see how important state associations are to the industry. Each state needs an association to monitor legislative activities that could have an adverse effect on the industry at the local level and literally "head them off at the pass" before the proposals gain momentum. Being pro-active is not an option these days, it's a necessity.

State associations work hard to protect the interests of their members and they need support, both financially and in time spent helping at events like the annual meetings and state pool and dart tournaments, and also making sure that local officials know how important coin machine operators are to the local economy.

For all the operators and their families heading out to state events this summer, have a great time and take advantage of every moment. If you are not yet a member of your state association, give it serious thought. Your business will surely benefit and you will build friendships that last a lifetime. ▲



BONNIE THEARD
Editor

We want to hear from you about any of the articles in this issue or topics you'd like to see.

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erator of the Year

By Bonnie Theard

Mary Lavine • Bullseye Inc.

There is an old saying, “If you want something done, ask a busy person.”

Play Meter’s Operator of the Year 2012 is one busy lady. Mary Lavine of Bullseye Games Inc. in Madison, Wis., is not only a Vice President (Class of 2014) in the Amusement and Music Operators Association (AMOA), but she also Chaired AMOA’s Annual Council of Affiliated States Meeting in San Antonio this year and serves on the Board of Directors for the AMOA National Dart Association (NDA).

Mary is a graduate of the AMOA Notre Dame Management Program and a Past President of her state association, the Wisconsin Amusement and Music Operators Association (WAMO).

Unlike many of her contemporaries, Mary was not raised in a coin-op family business. She chose the amusement industry as her life’s career. As she says, “This is not a job; it’s my life.”

When asked about the choice to enter the coin-op arena, she replied, “How could you not like providing entertainment and fun?”

Mary is smart and creative and values relationships on every level in the industry, saying, “Relationships are what builds our business.”

EARLY YEARS

Mary started 30 years ago with 13 darts boards and built her company into a local powerhouse of pool and dart leagues and tournaments. While in college, she worked for a vending company where she counted quarters and ran shuffleboard leagues.

“I wanted to do something on my own,” said Mary, “and bring darts into Madison. If you bought 12 dart boards you got the 13th one for free.”

Mary went into locations to make cold calls. “If you have something you can promote, and show the bar

that you can bring people in on a Tuesday night, they are usually willing to see what you’ve got,” said Mary.

From the very start Mary understood the power of promotions. She said, “I think back over the years and all the pieces of equipment we put into bars. If you build promotions the revenue will go up. You have to work it to keep it going.”

COMMITMENT

“I don’t understand the 40-hour week,” said Mary. “This is not a nine to five job, five days a week. My success is based on my commitment. This is a people business.”

“My route managers do collections; they are key people and have to get along with everyone. It takes a certain kind of person because we deal with non-traditional business people. We have to be able to wear different hats and interact with all of them.”

Congratulations to

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COVER STORY

She added, "In today's world our customers are so important. Good relationships build our business. Anyone can put machines in a bar. Our focus is to not only bring people into the bar, but also to develop them and show the locations how to make more money. We show them our value and build partnerships."

"When times get tough you have to educate your locations even more. Our job is to provide entertainment. We also build trust so they feel confident that we are working with them. We're eating out of the same cash box. I can bring people in and provide the fun; the location has to do its share to keep them there as well. It's a joint effort."

Mary looks at her business as a triangle of operator, location, and league player. "All of us are such necessary parts of the revenue stream," said Mary. "It's the only business where I have not only my customer but also their customers. We have to incorporate all of them in order to be successful."

Mary has seen changes in the dynamics of the operator/location relationship: "We need to be consultants to our bar partners. We are experts at what we do and we have to convey

that to them, that we know what's best in terms of entertainment options. I tell them that Bullseye is their one-stop shop for entertainment."

Mary with Kristen Hermansen (l), Retail and Office Manager, and Colin Albany, General Manager, below the Bullseye sign.



One of her favorite TV programs is "Bar Rescue" with Jon Taffer. "I watch it to be a better bar consultant. He explains that you should never give away free pool."

MORE SERVICES

Bullseye Inc. has expanded into additional services for customers and built another revenue stream.

"We've added more services to make us more relevant," said Mary. "We've always installed jukeboxes and sound systems but now we integrate that into other areas. As long as we are pulling lines for sound, why not do video? We are commercial Direct TV installers and we install cameras for security."

"My theory is that we are always their first call to fix almost anything in

the bar. They know we respond quickly. If they want us to fix it, we might as well build it."

She added, "We all want to do business with people we like. When you have a relationship and build rapport, the location would rather do business with you than with a stranger. With our company, you are always going to get the same people and locations have confidence in that. We always go the extra mile because we have a vested interest in the success of our locations and they know it."

Mary is always looking for alternative sources of revenue, taking her product base into non-traditional locations; for example, providing alternative audio and video options to funeral homes.

CHANGE IN DIRECTION

Mary met the challenges presented by a smoking ban in Madison several

Mary and most of her team at Bullseye Inc.



Mary and Colin with a bank of pinball games. Bullseye is the only operator in the area that supplies pinball games.



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League coordinators Matt Snyder and Chelsey Gardner supervise thousands of players' fun.



Locations and league players stop in the showroom on a regular basis.

The showroom is a showcase for "route-used" equipment sales.



"Leagues are the lifeline of my business. My league players are like ambassadors for Bullseye."

years before a ban went statewide. "The smoking ban caused a change in the direction of my bar owners," she said. "Many decided to offer more food and would ask me to take out a pool table so they could put in more four-tops (tables). If you have a good league program you can combat that by convincing them of the pool table's value."

The next challenge was the economy. Mary said, "When you have a tough economy the natural reaction is not to spend. But that's when it's more important than ever to stay in

the forefront. We have to work harder, reinvent ourselves, embrace new technologies, and bring new equipment to the street. New technology creates new excitement and new dollars.

"We have to give people a reason to come out to the bars. For example, teach the bar staff how to play the jukebox from their cell phone and pretty soon you have a bartender telling patrons, 'Did you see our new jukebox? Watch this; I can play if from my phone!'"

Bullseye is located in a college town

with young, savvy patrons, an age group that is perfect for new technology. "When TouchTunes gave us the ability to use the mobile app, they took to it right away," said Mary.

She said the day is coming when mobile and credit card revenue will amount to more than cash revenue. "The coin mech was the safety net when bill acceptors were installed. Now the bill acceptor is the safety net."

DARTS AND POOL

"Darts are hot now, due to new technology," commented Mary. "Being able to do remote play against someone in another location is a great feature. When you push remote play there may be local players or those in other states waiting for a game. That creates excitement.

"We're getting ready to gear up for remote leagues. You can get a league going nationwide without having to fill six places in your own town. The technology is about to explode."

The WAMO State Pool Championship this spring drew 1,500 players who were willing to play almost around the clock. "Players are out there," said Mary. "They need to be recruited. A lot of areas are totally underdeveloped on league play.

"To me, leagues are the lifeline of my business. My league players are like ambassadors for Bullseye. They wear Bullseye shirts and jackets. If they know someone is opening a bar they let me know. It's so powerful."

According to Mary, social media has been a boon for pool and darts. "Groups talk about upcoming events and everyone knows what's going on. People will drive to a tournament they would never have known about before social media."

Mary has embraced social media in a big way, using it as a promotional tool. "Cell phones are the most relevant item today," she said. "We are all so connected." She contacts players via e-mail, text messages, and Facebook. "It's important to grow your leagues and

Go Badgers, Go Mary

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Mary with Dale Lazar of H. Lazar & Son (*Play Meter Operator of the Year 2011*) at the TouchTunes Anniversary celebration in Las Vegas prior to the Amusement Expo 2013.

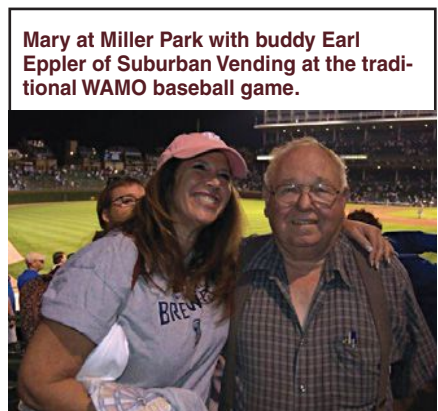
Lynette Premeau, Route Manager, and Colin Albany, General Manager, with dart supplies galore. Bullseye Inc. is the only dart supply store in the area.



equipment. It's one avenue for Bullseye to sell used product from the route.

"I love the store; it's my hobby," said Mary, "People come in on the weekend. I love dealing with people. I ask everyone who comes in to buy an item if they play in leagues. It's shocking how many say no. You just have to give them the opportunity.

"We personally invite them to come to a league night and springboard growth from there. No matter where you go there is someone who likes to play darts or pool and are looking for



Mary at Miller Park with buddy Earl Eppler of Suburban Vending at the traditional WAMO baseball game.

not part of the board in some capacity. Mary said that Maxine O'Brien (Executive Director of WAMO) has also become part of her family.

Maxine commented, "Mary has held every office on the WAMO Board of Directors. She has served on multiple committees and can be depended upon no matter the size of the task. WAMO members and staff congratulate Mary on this esteemed award."

Mary speaks eloquently about the AMOA Notre Dame Management Program: "We all say our class was by far the best, unrivaled. I had so many smart, powerful, successful operators from all over the country in that room that I was in awe. My class was a who's who of the cool people—crazy good. I got to know them and build friendships. We call each other for information and see each other every six months."

ADDING PIZZAZZ

A fact the industry is facing is that there isn't much in terms of video games that people can't play on their iPad or at home.

"If you want to add pizzazz, it has to be done with a big screen," said Mary. "It takes a lot to make video work. You need the wow factor. We are putting in 60-inch screens in some locations. We've also added self-redemption and it's opened up a lot of new locations."

Mary said she takes pride in putting fun items in the machines, such as Coach brand handbags and iPad minis. "You have to keep mixing it up," said Mary. "You have to make it look good to entice people to play.

"When cranes became popular we were told to treat them like retail stores, to carefully place merchandise. That applies to self-redemption. You have to have desirable, quality prizes."

STATE TOURNAMENTS

Mary is a firm believer in the value of state tournaments: "I view our state tournaments as a reward for my play-



Kristen and Colin prepare to deliver a pool table to a customer's home.

"New technology creates new excitement and new dollars."

something to do. And leagues are a great way to meet people."

ASSOCIATIONS

Mary has been on the AMOA Board of Directors for six years and says it is like a family: "I can reach out to Jack Kelleher (Executive Vice President) and the staff at any time. They make you feel like you are part of the team. There are so many good people in the AMOA."

She has been attending board meetings for WAMO for more than 13 years. This is the first year she is

promotions by reaching out to new people," she said.

RETAIL STORE

Mary also has a retail store that serves more than one purpose. Dart and pool players always need supplies. The huge showroom is full of new and used

CONGRATULATIONS to Mary

*on behalf of David, Dan & Lou
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**You have Broken that Glass Ceiling.....Way to Go, Girl.
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ers who put quarters in my machines. I work at the event, which is my way of giving back to them.

“Operators who are not involved in their state tournament or don’t have a presence there are missing out. It builds your relationships with the players in your local taverns.”

She added, “Locations are our customers, but players are our customers too. Being at events, asking how they are shooting, it’s that personal touch that shows you care and acknowledge them. They are the ones putting quarters in our machines.”

PERSONAL TOUCH

“The personal touch is the most important thing,” said Mary. “When someone asks about a warranty on a game, I say, ‘You are buying me. It’s not just a name on the company; it’s me. If you have a problem we are going to fix it. That’s what we do.’”

“If you and your staff take pride in your locations you are light years ahead of everyone else that people deal with. The personal touch can get lost because we don’t interact directly with people as much anymore.” ▲

Mary and Colin get ready to install another Virtuo jukebox from TouchTunes.



Play Meter

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- 1992: Bill Beckham (Ohio)
- 1993: Gary Benson (Colorado)
- 1994: Steve Epstein (New York)
- 1995: Gene Sieben (North Dakota, posthumously)
- 1996: Mark Levine and Terry Davis (Massachusetts)
- 1997: Gene Urso (Wisconsin)
- 1998: Don Hesch (Illinois)
- 1999: Rich Holley (Florida)
- 2000: Dock Ringo (Texas)
- 2001: Ray Shroyer (Illinois)
- 2002: Jeff and Kama Reed (Kentucky)
- 2003: Chris Warren (Montana)
- 2004: Andy Shaffer (Ohio)
- 2005: Gary and Donna Brewer (Tennessee)
- 2006: Jason Rubin (Maryland)
- 2007: Phil Juckem (Florida)
- 2008: Larry Elbert (Iowa)
- 2009: John Neville (Illinois)
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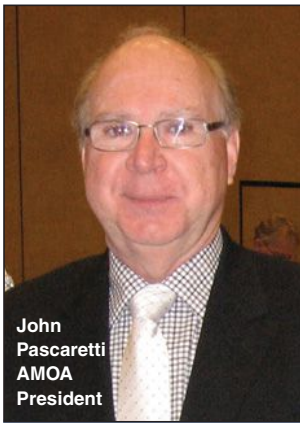


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Collective strengths come into play



John
Pascaretti
AMOA
President

"The modern methods of communication are great but there is nothing like being eyeball to eyeball with someone."

April and May were busy months for John Pascaretti, President of the Amusement and Music Operators Association (AMOA). First he traveled to Las Vegas for the AMOA National Dart Association (NDA) Team Dart held at Bally's Las Vegas April 19-27.

This was the first time Pascaretti attended Team Dart. "This event is another example of industry operators busting their tails for the betterment of the industry," he said. "It's a huge event spanning 10 days, with great attendance. Operators from around the country commit their time to work at the tournament."

Pascaretti said he was most impressed by "the enormity of the event, and the dedication of the volunteers who worked so hard to put it together."

He added, "My theme of insuring the future of coin-op with our collective strengths applies to this event, which is a perfect example of insuring the strength of the industry through the development of league programs."

At the banquet, Pascaretti was honored to receive an award for AMOA's sponsorship of the NDA.

NAMA ONESHOW

While in Las Vegas, Pascaretti attended the NAMA OneShow (April 24-26). He noted, "The vending business is undergoing a lot of changes. Whenever there is change in the air it helps fuel attendance at the shows. I believe that's why this show was so well attended."

Pascaretti continued, "The big buzz was about the micro market concept, which is catching on. Traditional glass-front vending machines are being replaced by a self-serve convenience store layout where you can walk in and grab what you want (chips, sandwiches, salads, candy bars, beverages) from a kiosk of cooling units with a self-checkout. Security cameras are typically included."

He said the concept is well suited to office buildings or manufacturing facilities where there are 150 or more

people, also hospitals and schools.

Why change to this concept? Pascaretti said that vending operators are seeing a lift in sales because it's fresh food. Customers can look at the item up close; the overall perception is positive.

"On the vending equipment side, there probably has been as much consolidation, if not more, than on the amusement side," he said. "The vending industry is embracing technology that allows them to communicate with their machines remotely, which is something we have been doing on the amusement side with jukeboxes for quite some time."

AMOT CONVENTION

Next Pascaretti traveled to the Amusement and Music Operators of Texas (AMOT) Annual Convention May 2-4 in San Antonio. "The AMOT convention was another example of people working hard to keep things running smoothly," he said. "Kirby Cline, President of AMOT, and Toni Silcox, Executive Director of AMOT, are such nice people. They were so cordial to me and my wife Shirley."

He said that AMOA was glad to have three Hesch Scholarship winners from Texas, who came to the convention. The Hesch Scholarship is one of the benefits of AMOA membership. "The students were hard working young people, the epitome of scholarship winners," said Pascaretti.

His agenda in May included a visit to the Oregon Amusement and Music Operators Association (OAMOA) Annual Meeting May 15. June is a busy month with four state shows: Minnesota, Illinois, Ohio, and Wisconsin.

WASHINGTON, D.C.

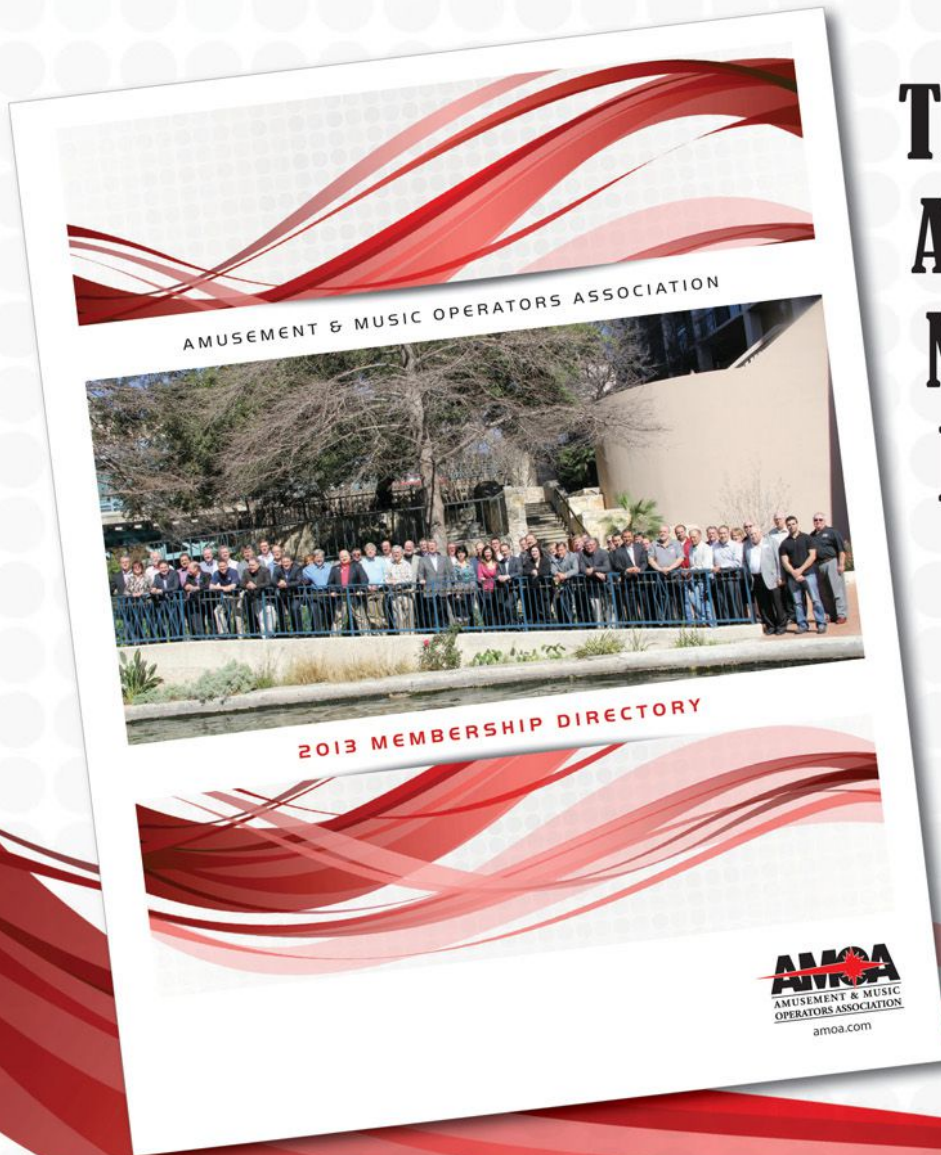
Pascaretti commented on the upcoming June 11-12 joint AAMA and AMOA visit to Washington, D.C. AMOA representatives will include Rick LaFleur of I.F. LaFleur & Son; Tony Paszkiewicz of Columbia Amusements; and Lori Schneider, Deputy Director of AMOA.

Pascaretti was in the group that visited Capitol Hill in February. "They will enjoy the fact that Dentons (Legislative Counsel for both AAMA and AMOA) prepares you very well for the meetings," he said. "They will also enjoy meeting face to face with legislators or their staff, who appreciate that we are there to express what is important to our industry. When you meet a legislator from your home district they seem to direct their attention toward you."

In conclusion, Pascaretti said, "The modern methods of communication are great but there is nothing like being eyeball to eyeball with someone."

AMOA will join AAMA in quarterly visits to Capitol Hill for the rest of this year. ▲

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From left: Jerry Cole of Cole Vending, Brenda Sperling of S&M Amusements, and Bob Hourihan of Bob DePriest Music Co.



Joe Hello (l) of Capitol Amusements and Joe Franz of H.A. Franz & Co.



From left: Pat Young of Action Amusement Co., Ray Salazar of Suzo-Happ, and James Young of Action Amusement Co.



Scholarship winner Ryan Linebaugh with AMOT President Kirby Cline.



AMOA President John Pascaretti and his wife Shirley.



Scholarship winner Mayra Diaz with Kirby Cline.

AMOT members meet in San Antonio

Members of the Amusement and Music Operators of Texas (AMOT) gathered May 2-4 at the Crowne Plaza Riverwalk Hotel in San Antonio for their 49th Annual Convention. There were more than 150 attendees including operators, distributors, and manufacturers.

The agenda included exhibits; a general membership luncheon; a legislative presentation; a fundraiser; an address by John Pascaretti, President of the Amusement and Music Operators Association (AMOA); a silent auction; and a golf tournament.

Among the exhibitors were Amusement Distributors, Amusement Smart, ATM Merchant Services, Betson Texas Distributing, H.A. Franz & Co., Houston Game Repair, MEI, Primero Games, Pyramid Technologies, Suzo-Happ Group, and TouchTunes Interactive Networks.

AMI Entertainment Network, Arachnid, Firestone Financial, Incredible Technologies, Megatouch, TouchTunes Interactive Networks, and Valley-Dynamo sponsored events at the convention.

Joe Hello of Capitol Amusements spoke about the legislative session and bills being monitored. Pascaretti spoke



Scholarship winner Kathryn LeBell.

about the benefits of AMOA, the plans for his tenure, and invited attendees to check out the AMOA Web site (www.amoa.com).

Kirby Cline of Antler Amusement Co., President of AMOT, presented AMOA Wayne Hesch Scholarship winners Mayra Diaz, Kathryn LeBell, and Ryan Linebaugh of Texas with a check from AMOT that matched the Hesch Scholarship.

The silent auction featured an NGX jukebox from AMI, a two-night stay at

next year's convention, a Power Putt LIVE from Incredible Technologies, an Ovation jukebox from TouchTunes, a 19-inch monitor, a bill acceptor from MEI, a Tornado foosball table from Valley-Dynamo, an Apex bill acceptor and printer from Pyramid Technologies, a subscription to *Play Meter*, and more.

Over \$900 was raised for the Mike Hello Make a Wish Foundation Casino Night fundraiser, which honors the late Mike Hello of Capitol Amusements.

The golf tournament was held at the Republic Golf Course; the winning foursome consisted of John Pascaretti, John Margold of AMI Entertainment Network, Kirby Cline, and Andy Hello of Capitol Amusements.

AMOT officials attribute the event's success to the operators, distributors, and manufacturers who came together to support and strengthen the industry in Texas.

At the end of the convention Jake Plaia of Plaia's Inc. won the drawing for a tablet for visiting each exhibit. The convention will be held at the same hotel next year in May. For more information, call (512)472-1043; Web (www.amot.org). ▲



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Working together for the industry

The first state association convention of the year was hosted by the Amusement and Music Operators of Texas (AMOT) May 2-4 in San Antonio.

John Margold, President of the American Amusement Machine Association (AAMA), attended the event representing his company, AMI Entertainment Network.

Margold said, "The show was very positive; the operators in Texas are very involved in the association and the leadership does an excellent job of organizing this annual event. Kirby Cline, President of AMOT, conducted the meeting segment.

"Several young men and women from Texas who received Hesch Scholarships from the Amusement and Music Operators Association (AMOA) came to the convention and received matching funds from AMOT to assist with their continuing education."

Exhibits were part of the AMOT convention. Margold said that operators in attendance were attentive and spent quality time with the products available.

CAPITOL HILL

AAMA and AMOA will work together again as they travel to Washington, D.C., June 11-12 for their next quarterly meeting with legislators. AAMA representatives will include Eugene Jarvis of Raw Thrills, a member of AAMA's Government Relations Committee; Gary Stern of Stern Pinball; and John Schultz, Executive Vice President of AAMA.

Margold commented, "These are real industry leaders. Gary won AAMA's Manufacturer of the Year Award and Eugene is one of the most creative minds in the industry. We're really happy that people at that level are willing to give of their time. And their time is what we need. The days are tightly scheduled to gain maximum value from the trip."

Margold complimented Dentons, the Legislative Counsel for both AAMA and AMOA, for "guiding us through the complexities of Washington, D.C.," and also Rick Kirby of Betson New England, who took on the legisla-



John Margold
AAMA
Chairman

"One of the reasons we are traveling to Capitol Hill is to build relationships."

tive meetings as a personal crusade. "Rick has done an incredible job," said Margold.

SOLID RELATIONSHIPS

Margold began to reflect on his two-year term at AAMA, which will come to a close in August when a new President will be elected during the AAMA Annual Meeting in Lisle, Ill.

"I view this position as doing everything possible to support the bridge built between AAMA and AMOA. Finding ways to work together to grow the industry is paramount. There is a close friendship between the two organizations. My wife Julie and I are warmly greeted as old friends at their meetings and the warm reception is reciprocated when their leadership comes to our events."

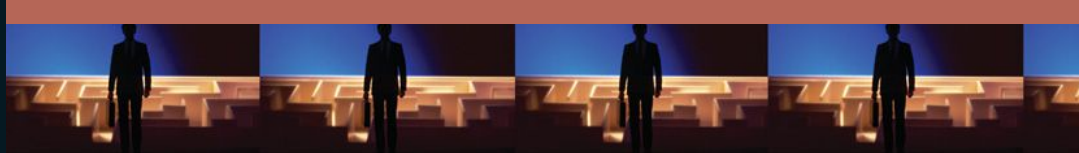
He acknowledged, "We are not always going to agree on every issue but I believe we are in accord with each other 80 to 85 percent of the time. The relationship goes beyond good to excellent. We also work well together on the Amusement Expo, a very significant event

for the industry, and on government relations.

"When you need to reach out to someone who votes on public policy, it should be to someone who recognizes you and takes your call. That's one of the reasons we are traveling to Capitol Hill, to build those relationships. AAMA spearheaded the revival of building industry relationships in Washington, D.C."

One thing close to Margold's heart is building the association's Political Action Committee (PAC) Fund. AAMA has created a new committee to help grow the PAC Fund and he has been asked to chair it. "I will continue to push to build that fund. We need to be able to support the people in Washington who support us."

In closing, he said, "The last two years have gone by quickly. John Schultz, Tina Schwartz, and Jennifer Anker at the AAMA office have made my life easier. They are dedicated, focused individuals. They said their job is to make me look good, and they have done their job very well." ▲



A foundation for success



Jerry Merola

**Want to build
a family
entertainment
center? Start
with a solid
strategy.**

Opening a new business is far from easy, particularly during the slow economic cycle that haunts America.

In general, a new business always carries a degree of risk, whether it is market risk, obsolescence risk, or management risk. Despite this, the U.S. has managed to cultivate 27.5 million small business entities that operate today, controlled by 10 percent of the resident population, each of whom classify themselves as self-employed.

Consider further that more than 550,000 new businesses are started each year, of which the financial services industry provides nearly \$700 billion in new loans to finance their existence.

From a downside perspective, 600,000 businesses close each year, 10 percent of which end in bankruptcy. Survival of the fittest rules apply here, with more than half of new businesses failing in the first five years of operations. About 33 percent of all new installations survive 10 years of operations, while 25 percent survive beyond 15 years.

While the above statistics might be sobering, they serve to set a baseline for measuring entrepreneurial performance. Most commonly, a business will fail as a result of under capitalization, whereby the business is incapable of continuing due to a lack of financing or access to working capital.

Other common failures result from ineffective or inexperienced management, overpowering competition, or loss of market demand, the latter of which occurs when the product or service that's being sold falls out of favor with the public.

So how do we avoid becoming one of the unfavorable statistics? The answer lies in building a solid foundation supported by market research, a compelling business case, and a knowl-

edgeable management team, commonly coined, "The Big Three." Let's explore what's really involved in delivering the goods to our biggest critics: our investors and financiers.

MARKET RESEARCH

There are certainly many levels of research that can occur when considering the development of a new business. Having spent the better part of 28 years working with bankers and investors in analyzing the entertainment industry, I can unequivocally state that the only level of research deemed sufficient is the one that delivers an independent, unbiased analysis of the market, the business concept, the principals, and the budget.

It's simply not possible for a project developer to fairly and accurately deliver an independent assessment of these variables. More importantly, lenders and investors are unwilling to rely upon data generated from project developers, as the developer and borrower are ultimately one and the same, triggering a conflict of interest.

Performing honest, independent market research allows a future business to address the critical factors necessary for success *before* a commitment is made to location, budget, format, and capital structure. Sadly, most businesses that do fail within the first two years were doomed to fail well before the shovel was ever put into the ground. The greatest level of passion and persistence in launching a new business can't outrun the realities of a flawed operating model.

There is no substitute for doing your homework, and to that end, dealing with a realistic set of both positive and negative economic variables is infinitely better than receiving an unanticipated surprise down the road.



BUILDING A BUSINESS CASE

Often, a new business developer will initiate the process of development based upon a single fundamental thought. In the case of entertainment centers, the basis for development is often built upon the notion that a particular market is either untapped or underserved.

“Commit yourself to become a source of knowledge for the segment of the industry that you intend to enter.”

While this may prove to be true, the business case must move far beyond this level of thinking, instead incorporating a more detailed understanding of how the resident consumer historically spends money in the marketplace, how the concept will be layered into the community, and how the model will successfully generate investment returns for the project’s principals and investors.

A great concept matched to a limited rate of return for investors is merely the makings of a non-profit organization. Building a profitable and sustainable business model requires a much more detailed operational strategy that is primarily driven by the generation of continued profits, taking into account that future changes in market conditions will likely affect expected outcomes.

A compelling business case provides a solution to a circumstance that presently exists or opens the door to a product or service that will meet an anticipated consumer need as it emerges. Twenty-five years ago, the idea of launching cellular phone service to the consumer segment was seen as a potential innovation that would be accessible to the top 5-10 percent of

the population.

Today, cellular service is considered a necessity and has effectively replaced the need for traditional land-line service for all economic classes of the population. The evolution of the cellular phone did not happen by accident; in fact, in 2012 consumers spent a greater percentage of their disposable income on communication service

es than in any other time in history. What was once seen as a luxury is now positioned as a consumer essential.

THE MANAGEMENT TEAM

Running a business requires a tremendous amount of commitment on the part of the executive manage-

ment team. In virtually all cases, an entrepreneur-turned-new-business-owner must successfully navigate a myriad of responsibilities, including human resources, accounting and budgeting, sales and marketing, and public relations.

Becoming an expert in every facet of the business is not only expected by investors and lenders, but also essential for a new business to succeed.

A solid development strategy must effectively incorporate why the selected management team is well matched

for the assignment, and what such members have done to educate themselves on industry norms and best practices for operations.

Today, a new business developer must be seen as an expert in the field, a status largely attained through continued field comparison and field analysis of similar business models already in operation.

If you were to put yourself in the shoes of a banker or investor, it’s very likely that the single greatest assurance you’d want is that a project’s developer possesses the charisma and capability to see the process through from start to finish.

After all, an investment in a new business is really an investment in the individual that leads it.

Commit yourself to become a source of knowledge for the segment of the industry that you intend to enter, and focus your efforts on learning the ins-and-outs of how the business model ticks. Set high standards for yourself, as perfection in execution is an expectation not lost on your investors.

“Winning in business is often by design, not by luck.”

Winning in business is often by design, not by luck. A commitment to success is really a commitment to be the best, and in turn, building a strategy that will last the test of time. ▲

Jerry Merola is the CFO of Amusement Entertainment Management (AEM) LLC, a subsidiary of Alpha-Omega Amusements. He has conducted feasibility studies in almost all regions of the United States and Canada. He can be reached at (732)254-3773; fax (732)254-6223; e-mail (profit wizz@aol.com).



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Office Space

Stern Pinball recently moved most of its media, sales, and administrative staff into new offices constructed along the back wall of its Melrose Park, Ill., production facility.

The move may well have been an attempt to heed the implied warning illustrated by the iconic film “Office Space.” When employee Milton Waddams was relocated to a windowless office from which he could no longer watch the merry squirrels at play, he eventually set the building on fire in protest.

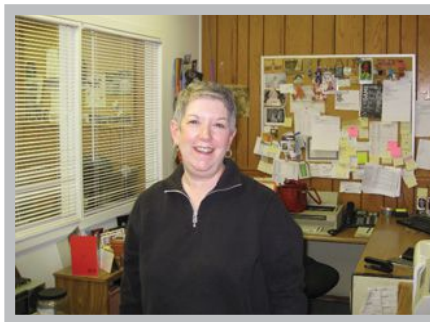
While Stern’s reconfiguration hopefully avoided a similar action, it also marked their return to a traditional office space use.

PINBALL ADVENTURE

Allow me to explain: Some 20 years ago when I embarked on my PinGame Journal adventure, I would fly into Chicago several times a year for a marathon fact and photo gathering mission. Often on autopilot, I didn’t really digest what I had seen or heard until I was back home and listened to the tapes and saw the photos. Security was everywhere at the various facili-

ties, accomplished in part by simple separation.

At Williams, after getting a pass in reception from Monique, I was escorted by Roger Sharpe to his office. Then, after the interesting but long walk through production, there was “the bottom of the stairs.” Not many outsiders made it that far and in fact some vendors spent their entire Williams visit back in reception.



Shelley Sax in 2009 with a window...looking into Jim Belt’s office.

Soon I was trusted enough to be taken up those stairs and using Steve Kordek’s office as a base, I would finally be free to visit the various teams at work. I remember it well. I was floating on air.

But, I also remember realizing that the area where suppliers and vendors met was so far from game creation that one nearly had to pack a lunch for the trip between the two.

Premier was similar in concept although the distance was less. I was met at reception by Jon Norris who walked me past the business offices,

down a hall, through a door and into his area of offices. Production was close by, but it was far removed from the business and sales departments.

Over the years I made other stops but early on my day ended at 1990 Janice Ave., the home of Data East. While I found a similar separation between business and creation, the atmosphere was more relaxed at this “new kid on the block” company.

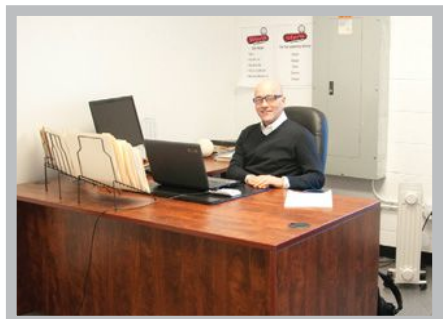
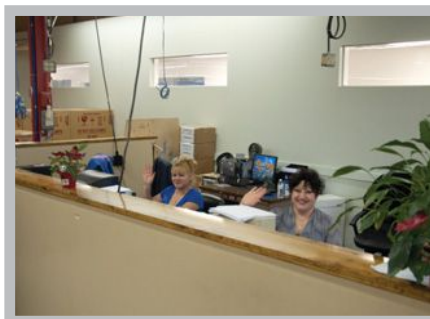
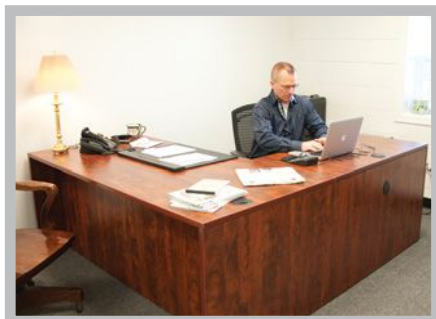
After my very first visit I was allowed to walk in the front door, past reception and offices, down a short hall and onto the production floor. About 50 feet to the right was the door to R&D which had a key pad lock but I rarely found it in operation.

FEELING AT HOME

When inside I’d say hello to Lonnie Ropp who was next to the door, drop my stuff in Joe Kaminkow’s office, and grab a handful of popcorn. Once, when I asked to stay late for some final photos, Joe showed me the back door and said, “Just make sure it’s locked when you leave.” After an exciting but grueling day visiting friends, at Data East it seemed like home.

Data East became Stern Pinball and the evolving Stern Pinball needed more room and moved just down the street to 2020 Janice, where they are today. The office space configuration they moved into helped create a very special mix of personnel unique to this new location.

Part remains today as it was then: Entering from the parking lot a visitor



Left: Dave Peterson, Executive Vice Chairman/Executive Vice President. Middle: Fabiola and Maria keep production rolling along. Right: John Buscaglia, Chief Revenue Officer.

“Stern Pinball’s growth created the need for more office space.”



Left: Gary Stern, President, in the new hallway. Right: Shelley Sax enjoys the window in new office. Photo of Shelley by Steve Ritchie.

in the use of social media. The current structure became increasingly unworkable so this “Camelot” of office space was to be dismantled. Both camps now have fresh new offices. Engineering has room to accommodate new creative personnel and to work on all kinds of cool stuff.

Sales, marketing, media, and administration now have a brand new office complex where vendors and others can be met within an organized and separated professional setting. They even have two conference rooms.

CHANGING TIMES

Stern is a much different place after the move. There are new people, pinball people, joining up nearly nonstop. Employees seem happy that Stern decided to “go ahead” and build the addition.

But I can’t seem to shake the memory of how it once was “for that brief shining moment” when a unique, magical mix of people created that “we’re all in it together” atmosphere.

So like Williams, Premier, and even Data East of the past, engineering is isolated once again. No more offices will be moved and most importantly, everyone down the new hall can see the merry squirrels through their very own shiny new window. Shelley even has her own door, both for privacy and to keep her stapler safe! Milton Waddams wouldn’t have it any other way. ▲

Photos by Jim Schelberg unless otherwise specified.

is immediately standing on the production floor dodging the truck loading process on the right. On the left, a wooden staircase to offices with Service and Parts/Sales below and few steps further the production floor widens to the left.

Through a door on the right was a historic grouping of offices and occupants. Some of the people changed from visit to visit but the wonderful mix remained.

MAGICAL OFFICE SPACE

First through the door, on both sides, were programmers and a designer or two. Lonnie Ropp’s office on the left was my first stop and his couch was my “desk.”

At the inside corner, next to Lonnie, was the office of company President, Gary Stern. On the right was a prototype game room and at the outside corner were the adjoining offices of sales head Jim Belt and Shelley Sax.

People had to walk through Shelley’s office to visit Jim. Next on the right was the art department occupied by ever present dots guru Mark Galvez and then designer John Borg and the business office. Around the corner next to Gary on the left were the

media and engineering offices and behind them were a group of internal offices surrounding the R&D workroom. At the end of the hallway was a cozy but small conference room.

It was great having such a large cross-section of Stern available to me in this one compact area. It was magic.

But it wasn’t perfect. For one thing, many staff members didn’t have windows and Shelley didn’t even have a private office! Apparently the yearning for change was too strong.

I guess another part of the reason could be that Stern’s growth prompted the addition of personnel and that created the need for more office space. Things were cramped. With sales and vendor visits in the same area as prototype game development, maintaining security was a challenge.

The pinball business climate was changing and there was a steady rise



Jim Schelberg, always curious about pinball, has been publishing the *PinGame Journal* for more than 20 years. Jim has about 40 games of his own but spends most of his pinball time attending events, snapping photos, and talking to people about pinball. He can be reached at (jims@pingamejournal.com); Web (www.pingamejournal.com).



Josh and Zach Sharpe

Two games, both requiring skill, captured the attention of the cornered critics at this year's Amusement Expo.

Robots and ping pong balls

With only a month before we make our trek out to Germany for the International Flipper Pinball Association (IFPA) World Pinball Championship, competitive pinball seems to be at a fever pitch.

Just last month at the Pinburgh Matchplay Championships held at the Professional and Amateur Pinball Association (PAPA) facility outside of Pittsburgh, a circuit final championship was hosted (one in which yours truly, Zach, placed fourth and Josh placed eighth).

For the first time in competitive pinball history, there was a dedicated set-up to host/stream the finals live with multiple camera angles, live commentary, interviews, and the whole nine yards.

When the dust settled, none other than the reigning IFPA World Pinball Champion, Danielle Celestino Acciari, emerged victorious. Even more impressive was the fact that over 35,000 unique visitors watched the action unfold live!

With such an overwhelming amount of exposure, positive feedback, and the sense that this is only the beginning of things to come, PAPA has launched a kick starter campaign to fund its vision of more pinball related content.

For more

information you can check out (<http://papa.tv>) but at this time it's already been extremely successful, reaching its target goal in under one day of being launched. We'll most certainly keep you posted on this exciting venture and see if pinball can truly have the renaissance that has been scratching at the surface these past several years.

As for this month's column, we'll be taking a look at two of our favorite games from the recent Amusement Expo: Andamiro's Lobsbot Holic and Bay Tek's Beer Pong Master.

LOBSBOT HOLIC/ ANDAMIRO

Analysis: Lobsbot Holic has players using controls at the front of the cabinet to maneuver a robotic car inside to pick up balls and drop them off the outside of the main "arena" into a revolving circle of holes.

Each hole awards anything from points to double value of your next drop to more time. Simply put, the more points accumulated, the more tickets won.

Pros: While there is a bit of a learning curve in getting comfortable maneuvering the robot and picking up and dropping balls, we see that as a pro because





it's not too frustrating.

It's like learning how to swing a racket for the first time, but it's addictive and fun to try and "master" that little robotic car, which equals a whole lot of coin drop in its future.

Besides playing great, the game also looks fantastic and it is very easy for new players to understand what is going on.

Cons: Our biggest con with Lobsbot Holic lies within the rules function of the game. During game play you can double up your next ball drop; however, being the nerds we are, we tried doubling up our double up to get a 4x value on the next-next ball (hope you're following us here).

Needless to say, it still stayed at a double value so there's no incentive to try and stack up your double values. This also applies to trying to double up the "more time" feature, which again, would play really well into gaming strategy if you could get really good at stacking up those made drops in a row.

Overall: Andamiro simply knocked this one out of the park. As we mentioned in our "best of" column last month, we played a work in progress (employees on hand said the game was 80-90 percent complete) and it was still our favorite game of the show, and that says something.

Besides the game being very addictive and fun in its challenge of maneuvering the robot, we were more taken aback by the subtleties in the rules. On the surface, Lobsbot Holic seems like a simple see ball, pick up ball, drop ball game.

However, being the pinball aficionados that we are, of course we look at strategies and ways to maximize our return. Do you risk losing valuable points in order to add more time? Do you try doubling up before each subsequent drop to maximize your points?

We had an absolute blast playing this and there's no reason why this game shouldn't be in every location/family fun center around the world.

Overall Rating: ★★★★★

BEER PONG MASTER/ BAY TEK GAMES

Analysis: We thought it was just us, but apparently the beer pong market is booming. Or at least booming enough

"Bay Tek has done a great job in creating a beer pong game."

that we now see our second beer pong style game out on the market in less than six months. Bay Tek's version, Beer Pong Master, has players bouncing or tossing their ping pong balls into cups (shaped like a pyramid), trying to land a ball in each one to turn off the lights before time runs out.

Pros: If it hasn't become abundantly clear by now with us choosing a beer pong themed game as one of the "best in shows" for two straight shows, we really enjoy the game of beer pong. The fact that we can have this much fun while NOT consuming alcohol proves the entertainment value of Beer Pong Master.

Bay Tek has also done a fantastic job with its overall polish and presentation. The LCD screen does a great job of displaying information while the lighting inside the cups makes it very easy to see which ones you've made versus the ones you still need to make.

Cons: While we immensely enjoyed the game experience, we think more of a spectacle could be created with a full length table version of this game. The presentation and "wow" factor could be beefed up with more sounds and cup movement.

Another con with this game is the maintenance aspect. Not only are ping pong balls inherently cheap and easy to break, but depending on where this is on location, we could easily see patrons stealing balls for their own recreational use outside of the location. For operators, we're assuming they should have a nice stock of ping pong balls on hand to replenish (hopefully not too frequently).



Overall: Bay Tek has done a great job in creating a beer pong game.

Similar to darts, alley games, or any other hand-eye coordination game you can find on location, we see Beer Pong Master fitting into this "adult" redemption market quite seamlessly.

More importantly, we think similar to pinball (or darts) that with proper promotion or tournaments, operators could have quite the earner on location with this game. It's just begging for competition play and the added bonus of the beer theme may boost complementary income if a particular location sells alcohol.

Overall Rating: ★★★★★

With a father like Roger Sharpe, the original "Cornered Critic," it is probably no surprise that sons Josh and Zach share a true passion for the coin-op industry. Former pinball champions, both are recognized as being two of the finest players in the world. But their interest and skills have grown far beyond the silver ball to embrace video games and attractions of all types.



BCA 100

The BCA1000 bill/coin combo acceptor from **International Currency Technologies (ICT)** combines banknote and coin acceptance in a single compact unit. With a similar mounting footprint to most coin acceptors, the BCA 1000 is designed to replace the traditional coin acceptor

and add note accepting capability to machines without requiring excessive modification to most coin doors.

Specifications include: acceptance rate of 96 percent or greater; four way bill insertion; three second bill acceptance speed and two second coin acceptance speed; 12V DC power source; and is recommended for indoor use.

For more information, call +886-2-2797-1238; Web (www.ictgroup.com.tw).

Route tracking system

Amusement Smart Service Management and Amusement Route Tracking has a powerful, modern, and effective system on the market for handling amusement routes. It can capture an unlimited number of fees, adjustments, and other types of activity for any machine, location, or route.

Features include: closed loop system from location to the bank; collection variance notices from what is expected to be collected based on meter readings; automatically applies all fees and adjustment amounts; money room processing and approval; and creates deposit slips for all approved collections ready to go to the bank.

The system can calculate fees and adjustments using unlimited types of fees and fee structures. It easily takes care of complex and unique splits. It calculates non-cash box, credit cards, player rewards, and Internet revenue with ease. Unlimited adjustments can be made and each adjustment can be setup to your needs.

Flexible routing lets users quickly reassign routes and add multiple collectors to different routes. Locations can be on multiple routes via user defined route types. Real time reporting means NO month-end or year-end processes. Users can track 1,099 customers and quickly generate reporting. Many more features are available.

The smart system requires no proprietary equipment or hardware and can very possibly run on the computer equipment you already have. The system allows unattached mobile collections using Windows-based laptops to quickly and efficiently transmit collection and service support information.

For more information, call (616)384-9453; Web (www.amusementsmart.com).

CyberAudit Professional 3.0 software

CyberLock Inc., a security systems supplier, announced the release of several software enhancements to its CyberAudit Professional management system. CyberAudit Professional 3.0 software offers streamlined reporting and notification capabilities, compatibility with CyberKey Vaults and Flex System input and output devices, and provides activation for the Flex System Door and I/O module relay device.

By using the CyberLock Flex System Door and I/O module, organizations can integrate with third party Wiegand compatible access control devices, making the technology more suitable for organizations looking for a cost-effective way to expand their access control systems. Functions of the Door and I/O module include: locking and unlocking doors; arming and disarming alarms; and activating other relay based devices.

Water District 12			
3/18/2013 4:04:40 PM			
Person	Lock	Event	Date
Pete Sussman	Building B	Out of schedule for lock	3/10/2013 3:10:20 AM
John Michaels	South Entrance	Authorized to open	3/10/2013 9:16:38 PM
Andy Dunsmore	Computer Room	Access denied - no permissions	3/10/2013 4:07:14 AM
Juanita Banks	Well #2	Authorized to open	3/10/2013 2:35:23 AM
Joe Wilson	Building C	Access Denied - no permissions	3/10/2013 1:48:14 AM
Al Hanley	E. Reservoir	Authorized to open	3/10/2013 7:20:00 AM
	Building B	Authorized to Open	3/10/2013 3:03:34 PM

“A CyberLock System is built to the customer’s specifications based on need. Many of the components are rated for outdoor use and can be mixed and matched to meet the unique requirements of a diverse marketplace,” said James McGowan, Vice President of Sales and Marketing. “With CyberLock and the Flex System, all access control requirements can be met and managed using one comprehensive and unified software platform.”

The CyberAudit Professional management software is part of a smart key solution comprised of electronic locks and programmable keys. The software allows users to assign key access schedules, set expirations, add new CyberLock electronic lock cylinders to the system, monitor employee and contractor access activities, and generate audit trails and custom reports.

For more information, call (541)738-5500; e-mail (sales@cyberlock.com); Web (www.cyberlock.com).



Mobile payment, loyalty programs, ePort G9 and G-10

USA Technologies Inc. (USAT) recently introduced its expanded suite of cashless payment services and next generation ePorts

Through USAT's new loyalty and prepaid program, business owners have the ability to provide alternative payments capabilities, reach consumers directly, impacting buying behavior before the point of purchase, and reward consumers when they do make a purchase at their machines.

These capabilities are designed to help increase sales and participation at customer locations and utilize features such as cash back rewards on purchases, exclusive offers, promotions, and product information. Customers can also opt to participate in upgrade options for customized branding.

USAT's mobile marketing app gives vending operators the ability to heighten the consumer experience, especially for today's growing smart phone-oriented generation. Utilizing technologies of Verizon Wireless, the mobile app is designed to integrate with USAT's loyalty and prepaid program.

The mobile app enables consumers to watch how their points accumulate, send loyalty points to friends, and locate

their favorite vending machines.

Following its successful pilot with Isis in Salt Lake City, Utah, and Austin, Texas, USAT is expanding via the addition of a loyalty program. Under the

"Fifth Vend Free" promotion announced by USAT and Isis, customers are eligible to receive free products from vending operators based upon loyalty rewards earned by using the Isis Mobile Wallet™ to pay for a purchase at a qualifying terminal.

The USAT mobile payment and loyalty program will integrate USAT's installed base of over 100,000 contactless cashless payment terminals with Isis' SmartTap™ mobile commerce technology, for rewards acceptance and redemption.

USAT also unveiled a new generation of cashless payment devices, the ePort G9 and ePort G10, designed to bring more value to businesses through expanded acceptance options, consumer engagement offerings, and advanced diagnostics.

For more information, call (800)633-0340; (www.usatech.com)

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B-tokens



B-tokens offers a wide range of tokens with free shipping and no setup charges. Typical designs like embossed and printed tokens are available in addition to a wide range of other products. Eco-tokens are environmentally-friendly and made from a starch-based bioplastic and are 100 percent biodegradable. Crystal tokens are transparent and can be printed in one color or full color.

Coatroom tokens are the reusable alternative to single use hospitality vouchers. The durability of coatroom tokens offers a long term control system. Snap tokens are especially designed for big events. One tablet consists of 25 separate tokens that can each also be divided in half. These snap tokens are available in one size and white. They can be printed on both sides in one color or full color. The company also supplies cocktail stirrers and buttons/lapel pins.

For more information, call (305)735-2065; Web (www.b-token.com).

GameALERT

GameALERT is a low-cost, real-time business information system for token-based family entertainment centers (FECs). The system tracks revenue, game performance, and potential problems from anywhere you can connect to the Internet. The system requires no expensive server or IT services. Games are wirelessly connected for easy installation and the freedom to move.

The Game Performance Report allows users to track the best games and move them to higher traffic areas and then see what effect the move had. Users can fill in gaps during the day in game play revenue. Use the Game Play by Category feature to see when your various games are being played. Users will also know immediately if there is a ticket jam or if a changer runs out of tokens.

For more information, call (800)253-4045; Web (www.game-alert.com).

Iris Reader

Iris Reader from **CoinCo** gives customers more ways to pay and greater incentive to spend.

Using a secure infrastructure, the Iris Reader system from CoinCo is a complete, safe, effective, and totally professional process that is maintained by Iris engineers. The system is compliant with all industry standards and is approved and certified by all major card processors which ensures that all card information and other business data is transmitted safely and securely.

Iris Reader is compatible with the following payment methods: bills, credit cards, contactless cards, swipe cards, proximity cards, charge cards, debit cards, smart cards, pre-paid cards, employee cards, and via mobile using credit card.

The Iris Reader Series, with three levels, assures there is a processing system right for your business. The S-Series reader allows for card swipe; C-Series has swipe plus contact and contactless options, and the X-Series has a bezel to accept bills as well as credit and debit cards.

For more information, call (855)692-7769; Web (www.myirisvision.com).



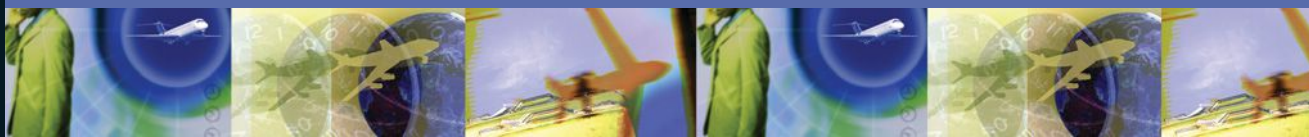
GBA ST1-C

The popular Global Bill Acceptor from **Astrosystems Inc.** is a widely distributed and accepted bank note reader, which is renowned for its simplicity, reliability, and capacity to accept a wide range of world currencies.

The GBA ST1-C is a versatile, multi-orientation bank note reader that is designed for those compact applications that require minimal height clearance in either an upwards or downwards note stacking orientation. It is a global product, which can be used in any application with notes up to 70 mm in width.

With its technologically advanced "sense technology" note validation platform, secure note cassette and internalized connections between upper and lower housings, the ST1-C is a sleek, compact, and affordable solution for the marketplace.

For more information, call (702)643-1600; Web (www.globalbillacceptors.com). ▲



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Asian Attractions Expo

Singapore
Marina Bay Sands
tel: (703)836-4800
e-mail: a-lee@iaapa.org
web: www.iaapa.org/asianattractionsexpo

June 5-6

MOMA Summer Conference

Walker, Minn.
Chase on the Lake Resort & Spa
tel: (612)363-2894
e-mail: chuckleininger@hotmail.com
web: www.momapoolanddarts.com

June 11-13

E3

Los Angeles, Calif.
Los Angeles Convention Center
tel: (508)424-4864
e-mail: chart@idgworldexpo.com
web: www.e3expo.com

June 18-19

ICMOA Annual Meeting

Bloomington, Ill.
Chicago Hilton Indian Lakes Resort
tel: (815)416-0741
e-mail: rmittchell@icmoa.org
web: www.icmoa.org

June 20

OCMA Annual Meeting

Columbus, Ohio
tel: (614)784-9772
fax: (614)784-9771
e-mail: ocma@the-ocma.org
web: www.the-ocma.org

June 20-22

The Clean Show

New Orleans, La.
New Orleans Morial Convention Center
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fax: (404)876-5121
web: www.cleanshow.com

June 20-23

VNEA Jr. Championships

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Kellogg Arena
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e-mail: info@vnea.com
web: www.vnea.com

June 23-28

Bowl Expo

Las Vegas, Nev.
Paris Las Vegas
tel: (888)649-5585
e-mail: expo@bpa.com
web: www.bowlexpo.com

June 25-26

WAMO Annual Conference and Show

Brookfield, Wis.
Sheraton Milwaukee
tel: (800)-827-8011
e-mail: wamomax@aol.com
web: www.wamo.net

July 10-12

BCA Summit

Chicago, Ill.
Renaissance Schaumburg/Chicago Convention Center Hotel
tel: (708)226-1300
e-mail: expo@bca-pool.com
web: www.bcasummit.com

July 23-25

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fax: +55(11)2105-7001
web: www.salex.com.br

August 6-9

AAMA Annual Meeting and Distributor Gala

Lisle, Ill.
Hilton Lisle
tel: (847)290-9088
e-mail: information@coin-op.org
web: www.coin-op.org

August 12

MCMOA Annual Meeting

Plymouth, Mich.
Fox Hills Golf & Banquet Center
tel: (517)708-2916
e-mail: administrator@mcmoa.com
web: www.mcmoa.com

August 23-24

MO-AMOA Annual Meeting

Columbia, Mo.
Hilton Garden Inn
tel: (417)831-0405
fax: (417)831-5479
e-mail: kinney@kinneyamusement.com

Sept. 18-20

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Porte de Versailles
tel: (703)836-4800
e-mail: iaapa@iaapa.org
web: www.iaapa.org/eas

November 18-22 PM

IAAPA Attractions Expo

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e-mail: iaapa@iaapa.org
web: www.iaapa.org

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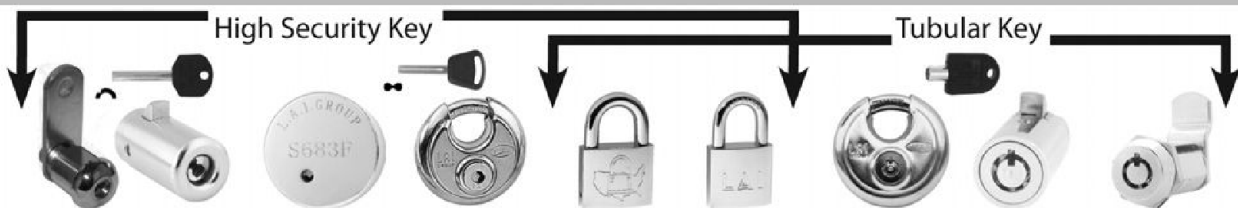


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1/3 pg. square	4-5/8" x 4-7/8"	210
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1/4 pg. vertical	3-3/8" x 4-7/8"	160
1/4 pg. horizontal	4-5/8" x 3-3/8"	160
1/6 pg. vertical	2-1/4" x 4-7/8"	110
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Per column inch		24

(\$30 for first inch; \$24 each additional inch)

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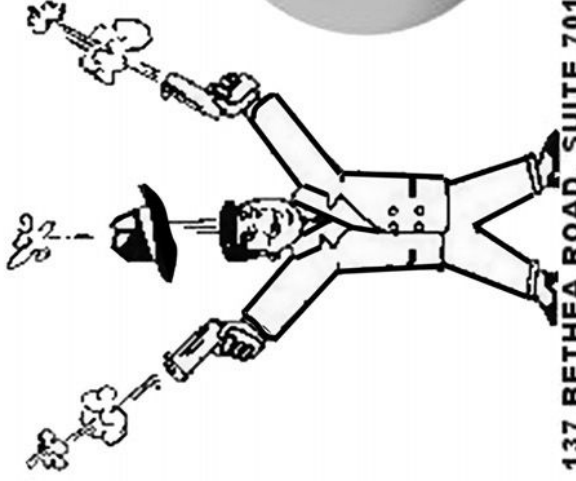
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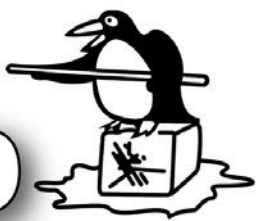
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