

**STRAIGHT ARROW CONSULTING**

*Experience Matters*



## Operational Success Shouldn't Depend on Lady Luck

### BUSINESS SITUATION

#### The Challenges of Growth

Shuffle Master has unique processes and regulatory requirements that impact every stage of the sales, development, production and delivery process. From humble beginnings—a wooden prototype card shuffler—Shuffle Master now touches hundreds of thousands of casino patrons each year. As Shuffle Master grew, the organization implemented many different technology solutions, each one trying to meet a critical business need.

Departments developed their own methodologies, causing a snowball effect in integration, usage, training and other issues. Tribal knowledge spread throughout the company, silos formed and an overall lack of collaboration resulted in more and more information being processed outside of Shuffle Master's already disparate systems.

#### The Impact on the Bottom Line

Meeting customer needs in an efficient and profitable manner became more difficult as the company grew. Overtime production times increased, order accuracy decreased and Shuffle Master was caught in a reactive cycle, putting out fires instead of building strategies that focused on business health. Says Kim Miramontes, Senior Vice President of Operations, "As we began to grow, scaling became more difficult. It was very clear to us that we needed a major overhaul of our basic tier 1 infrastructure in order to have a solid platform to build the company on and grow it even faster."

### ENGAGING STRAIGHT ARROW CONSULTING, INC.

Shuffle Master looked to Straight Arrow Consulting, Inc. for guidance in automating business processes. Straight Arrow is a technically experienced Tampa based consultancy specializing in Microsoft Dynamics solutions. Straight Arrow quickly got on board.

What started as a simple Microsoft Dynamics GP upgrade quickly turned into a complete re-engineering of daily operations at Shuffle Master. More than just a **Microsoft Dynamics GP upgrade**, the project expanded to also include:

- Microsoft Dynamics CRM customizations and integration
- Development of a custom Product Configurator
- Product Compliance Integration
- A SharePoint Portal Item Master.

Shuffle Master quickly realized that to reach their goals, they would have to make some major changes. "We feel lucky to have found Straight Arrow. They played a pivotal part in turning our organization around," says Blake Garrabrant, VP of Information Technology. Certainly, the Straight Arrow/Shuffle Master collaboration was a lucky combination. [Learn why>>](#)



### About Shuffle Master

Shuffle Master, Inc. develops, manufactures, and markets technology and entertainment-based products for the gaming industry worldwide. Casinos around the world use Shuffle Master's innovative products to entice their patrons with a variety of exciting gaming experiences, from electronic card shufflers to a full line of electronic table games like the patented i-Table™, which provides casinos unprecedented versatility: its integrated software and hardware configuration makes it easy to switch between popular shoe-dealt games like blackjack and baccarat or specialty games like Three Card Poker® and Ultimate Texas Hold'em® as player demand dictates.

- Founded in 1992
- Headquartered in Las Vegas, NV
- 705 Employees
- Over \$250 Million in Annual Sales

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### Shuffle Master's Goals

- 1 > Identify an enterprise-class solution that would fundamentally improve their entire Sales Order Process from start to finish, moving the majority of the decision making to the front end of the order process
- 2 > Eliminate countless hours of manual data entry, redundancy and inevitable data entry errors
- 3 > Create a logical, integrated, and scalable platform for business growth that ensures regulatory compliance, order accuracy and customer satisfaction

## OUTCOME OF THE PERFORMANCE IMPROVEMENT INITIATIVE

The new, fully integrated system changed Shuffle Master’s entire Sales Order Process. Shuffle Master is now able to easily define exactly what their customer wants at the start of an order, and is then able to deliver it with **the fewest touch points and shortest amount of time** between order submission and delivery. By pushing decision-making to the front of the order process and designing automated procedures that can make compliance decisions, the integrated system makes individual processes independent of the person managing them. As a result, silos are breaking down, order accuracy has measurably improved and customer satisfaction is rising.

“Straight Arrow’s knowledge and level of detail was impressive, but the most surprising part of working with them was **how well they worked with our team**. Their calm and professional demeanor throughout the project put people at ease and everyone clicked from day one. The relationship was truly unique, in that you just don’t see that level of trust, bonding and collaboration.”

– Blake Garrabrant, VP of Information Technology

## IMPACT ON THE SHUFFLE MASTER TEAM

Shuffle Master leadership noticed a positive trend in the Company’s operations: it has become popular to ask ‘Is there anything else we can do to improve this area?’ Blake Garrabrant, VP of Information Technology, says, “It’s become contagious.” He continues, “The increase in visibility helps as we now have the ability to gather hundreds of reports and analyze data very easily. In fact, we’ve already set benchmarks for every area of the business, something that wasn’t possible before. We can see things today, like in our supply chain, that we didn’t even know were problems before. It just keeps getting easier to make improvements and we’re becoming more and more efficient every day.”

“**new found freedom will give our people the ability to create new and innovative products that will propel this company to the next level**”

Kim Miramontes, Senior Vice President of Operations, says, “We have an amazing group of people who are completely dedicated to getting the job done and getting the product that the customer wants shipped to their doors.” Blake agrees, “We know that our biggest asset is our people. It always will be. Most software and hardware will be obsolete in three years, but people will still be here. What this project has done is make our company more efficient by eliminating the stress and burden of the day-to-day operations so our people have shifted their focus towards adding value. We’re able to spend more time now on quality instead of just getting the order processed. The skill set of our people gets to move up and everyone has a chance to step forward and shine. That new found freedom will give our people the ability to create new and innovative products that will propel this company to the next level.”

## PROJECT HIGHLIGHTS - MAKING THE HAND

Shuffle Master’s Situation	Improvement Initiative	Straight Arrow’s Impact
Hampered by disparate business systems and methodologies, tribal knowledge and silos	Straight Arrow performed a Detailed requirements Analysis to determine project scope	Straight Arrow worked with Shuffle Master to identify goals and a plan of action, recommending solution upgrades, customizations and integrations
Using Microsoft Dynamics GPv.9 and CRM v.4.0	<b>Straight Arrow managed the Microsoft Dynamics GP upgrade to version 10 and customized Microsoft Dynamics CRM while integrating the solution with GP</b>	Straight Arrow moved Shuffle Master to GPv.10 to take advantage of new features and functionality and heavily customized CRM v.4 to mirror work flows and improve end-to-end business integration
Using multiple Excel Spreadsheets and manual effort to configure orders	Straight Arrow developed a custom .Net application, a “Product Configurator,” to automate the cumbersome and time-consuming process of configuring customized and highly complicated orders utilizing templates and pre-determined rules so that products are properly picked and configured for delivery to the customer location	Straight Arrow developed the SharePoint Portal Item Master, an online repository, to populate data in the Product Configurator—the Item Master is easy to manage and maintain and streamlined the updating of and approval process for new or changed inventory items from more than two weeks to just days though automated workflows
Improvising where possible to overcome limited integration between systems	<b>Straight Arrow developed integration routes between Microsoft Dynamics GP and CRM and then integrated the Product Configurator with both systems</b>	All three solutions run independently, but the logical integrations now connect Microsoft Dynamics CRM, the newly constructed Product Configurator and Microsoft Dynamics GP to ensure that customer and item information is automatically updated and shared between all systems, the key to a clean hand off from the Sales department to Production as well as from Production to Billing
Using an Excel spreadsheet and manual effort to maintain critical product and compliance data	Shuffle Master created a proprietary compliance application known internally as “GreenLight.” GreenLight was designed to replace the spreadsheet used for compliance checks, used to cross check each order’s jurisdiction with any potential impact on federal regulations and determine compliance	Straight Arrow integrated GreenLight with the other Shuffle Master business processes so that Shuffle Master can leverage GreenLight to automatically track the compliance of every order at the time the order is created in the Product Configurator, again when the order flows through the integration pipes to GP and a third time before the order goes to production—significantly reducing errors from manual data entry, the hours needed to conduct a compliance check, and the Company’s overall risk of non-compliance.
Difficulty consolidating financials for review and analysis	<b>Straight Arrow team worked closely with the accounting department to oversee the conversion from the old chart of accounts to a new, consolidated chart of accounts, synchronizing the data categories across all Shuffle Master offices around the world</b>	Straight Arrow was responsible for facilitating an accurate and auditable conversion and for ensuring the resulting chart was reconcilable. As a result, the organization was able to consolidate financials and seamlessly roll data into Shuffle Master’s Business Intelligence tool for review and analysis