

Case Study

Creating a Predictable
Long-Term House Edge



The Challenge !

Crown Melbourne operates a 24/7 resort and casino facility with 8500 unionized employees, including 2400 gaming dealers. Crown's gaming dealer cohort experiences high turnover in the 0-12 month tenure group and high levels of absenteeism requiring a significant ongoing recruitment effort (mis-hire rate at 31%). Once hired, each recruit must attend a 6 week inhouse training and induction school at a significant cost to Crown.

Crown needed a scalable, predictive and inimitable dealer selection system to grow financial performance of Table Games business and create a sustainable competitive advantage in the gaming industry.

The Solution

Perception undertook proprietary research with Table Games team in Melbourne, Australia that measured 118 psychographic traits and collected disciplinary and absence data from 500 Table Games Dealers. Amongst the 500 participating dealers, a subsample of 50 'top performers' was selected from nominees to the Australasian Croupier Championships (ACC Nominees).

Based on comprehensive analysis, significant insights were uncovered to enable the formation of the prediction algorithm to select ideal gaming dealers; 34 psychographic were identified that predict dealer absence rates.

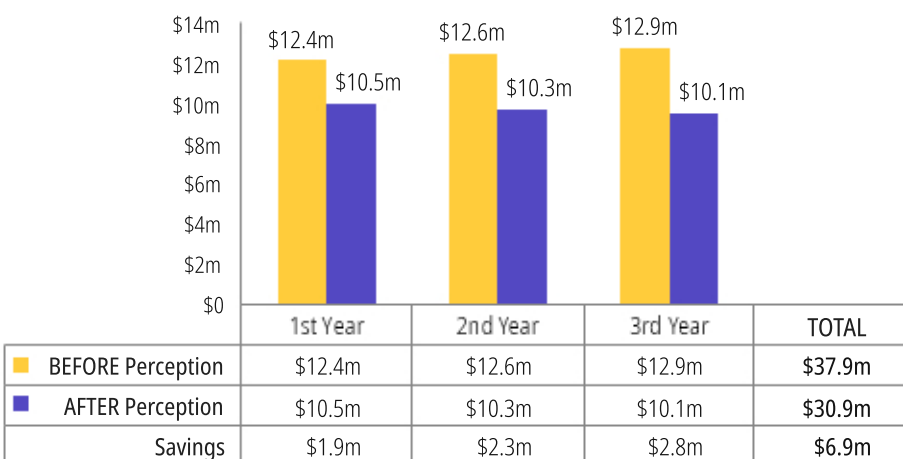
The Results ✓

The dealer absence selection algorithm achieved a high prediction accuracy of 0.70.

Perception selection system has enabled Crown to progressively reduced the cost of absenteeism, presenteeism and avoidable attrition. Gaming dealer productivity and retention has improved through selecting ideal dealers who:

- turn up to work consistently
- possess a high work ethic
- deliver quality customer service
- have high emotional resilience
- have good technical skills
- display conscientiousness

Projected Absenteesim and Turnover Cost Savings
Before vs After Perception Implementation



Sector: Tourism, Hospitality
Gaming

Job Role: Table Games Dealer



Crown Resorts is one of Australia's largest gaming and entertainment groups which, in April 2018, had a market capitalization of over A\$8.7 billion.

Sample of 34 Gaming Dealer Absence Predictors

- Service Orientation
- Social Competence
- Need for Achievement
- Professionalism
- Boredom Proneness
- Self Control
- Sociability
- Resilience
- Work Ethic
- Grit

How Perception Works



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