Tabcorp saves $2.5M through a People Analytics partnership with One Model

The Customer

Tabcorp has annual revenues of $5.5 billion, over 3 million customers, and TAB facilities are located in more than 9,000 venues throughout Australia. This makes Tabcorp the larg est provider of lotteries, Keno, wagering and gaming products, and associated services in Australia.

The Challenge

Tabcorp's challenge was a problem that One Model consistently finds. There were large amounts of data held in multiple disparate HR systems, with HR teams forced to undertake the time consuming task of manually pulling data from these systems and placing them into spreadsheets to run reports on even the most basic people metrics like headcount, staff turnover, leave balances, and training compliance. The Tabcorp brand is an amalgamation of five different gaming and

media assets The Lott, Keno, TAB, SkyRacing, and MAX. This led to a complex web of multiple HR systems, each delivering a different output for the Tabcorp People and Culture team. "There is a recruitment system, a core HRIS, a performance system, a learning and devel opment system, a listing system, a health and safety system, and a recognition system - how on earth is anyone supposed to make any sense of this?" said George Colvin, Tabcorp's People Analytics and Insights Lead.

"In total, there were some fourteen systems. I think I was the only person in a business of 5000 people that had access to them all," Colvin went on to say. "This was a known problem at Tabcorp - 44 percent of people leaders said that systems and processes didn't support them to get their work done effectively."

" We needed a solution that was automated, scalable, and consolidated all of our system data into a **UNIFIED PEOPLE DATASET EVERY DAY** so we could do all of the people analytics we needed to do. But we couldn't because we were **HAMSTRUNG BY OUR ENVIRONMENT.** "

Client Requirements

Tabcorp had the following evaluation criteria for this project:

- Value for Money
- Top Tier Security
- Speed to Deployment
- Manager Self-service
- Automatic and bespoke dashboards based on user profile
- Ability to scale solution across entire business
- Deep people analytics domain expertise
- Ability to partner with a vendor in the long-term

In light of this criteria, Tabcorp selected One Model.

One Model Implementation - Tabcorp's all insights platform

While continuing to conduct their business as usual roles, Tabcorp's people analytics team led their One Model implementation. At the conclusion of the implementation, Tabcorp had:

- Onboarded seven years of historical information from their core HR system
- Conducted a "high velocity pilot" experience with 30 of Tabcorp's leaders over a three week period
- Consulted Tabcorp executives about the project and designed, with One Model input, an intuitive, relevant, and secure user experience
- Trained over 700 internal leaders across every state and territory to self-serve using the One Model system
- Generated specific analytics for each of those 700 leaders
- Dynamically assigned information based on the leader's position, location, etc. and allowed them to see just their specific information
- Rolled out the entire programme nationally, starting with satellite offices in the Northern Territory, Western Australia, Tasmania, and South Australia, and 2 weeks later for NSW leaders, followed shortly by Queensland and Victoria
- High adoption from Tabcorp stakeholders

"The beauty of this tool is you can cut the data any way you want. I'm no longer wrangling spreadsheets. With One Model, our business leaders now have the people analytics information they need at their fingertips. It frees up the People & Culture Team to provide more in- sights, not drown in system data, and it gives me time to work on more advanced analytics."

-GEORGE COLVIN PEOPLE ANALYTICS & INSIGHTS LEAD, TABCORP

One Model delivered a complete solution:

- Out-of-the-box content, including hundreds of people metrics ready to analyse including headcount and full-time equivalent numbers at any given time (full history)
- Training/course completion
- Employee recognition
- Remuneration, leave, and turnover
- Demographics - diversity and inclusion
- Built-in user capabilities to drill down to the individual, source data, metric definition, and internal benchmarks
- Out-of-the-box storyboards focusing on the key issues that were front-of-mind at Tabcorp, with data refreshed daily
- Tabcorp business leaders had identified, on average, an initial saving of at least 1 hour a week per leader

This is $2.5 Million in savings to Tabcorp
in the first year with One Model.

Conclusion

Tabcorp advised that One Model is saving each manager one hour per week on HR administration. Extrapolated out over a year, that amounts to over 30,000 hours of administration saved.

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"Now that we have all of our data in one place through One Model, we are really excited about the next steps in our journey with them utilising their full suite of predictive analytics, insights, and machine learning," says George Colvin, Tabcorp People Analytics and Insights Lead.