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 (turnover rate at 43%). 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 the financial performance of their Table Games business and create a sustainable competitive advantage in the gaming industry.

The Solution 👆

Perception undertook proprietary research with the Table Games team at Crown Melbourne. It measured 118 psychographic traits and collected disciplinary and absence data from 500 Table Games Dealers. Amongst the 500 participants, a subsample of 50 'top performers' was selected from nominees to the Australasian Croupier Championships.

Based on forensic analysis, significant insights were uncovered that enabled the formation of a prediction algorithm to select ideal gaming dealers; 34 psychographic were identified that are able to predict whether or not a dealer will turn up to work (ie. their absence rate).
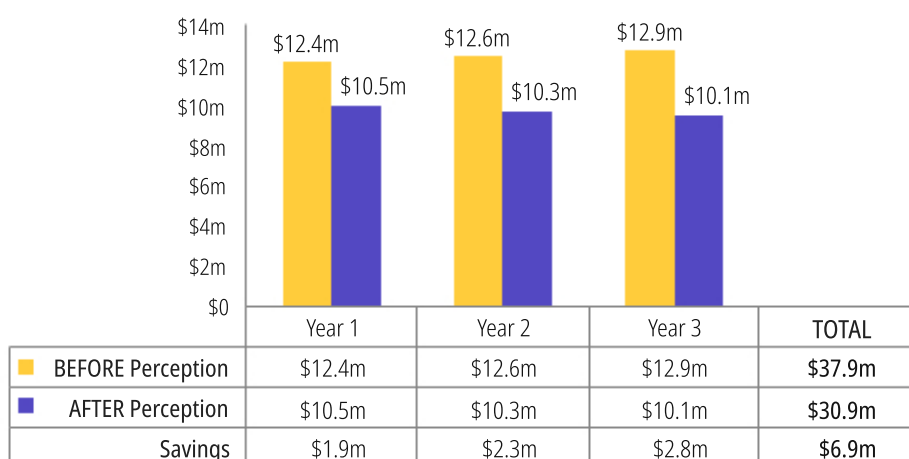
The Results ✓

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

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

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

Sector: Tourism, Hospitality Casino, Resort

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
Resilience
Social Competence
Need for Achievement
Self Control
Professionalism
Grit
Boredom Proneness
Sociability

How Perception Works

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Projected Absenteeism and Turnover Cost Savings
Before vs After Perception System Implementation

	Year 1	Year 2	Year 3	TOTAL
■ BEFORE Perception	$12.4m	$12.6m	$12.9m	$37.9m
■ AFTER Perception	$10.5m	$10.3m	$10.1m	$30.9m
Savings	$1.9m	$2.3m	$2.8m	$6.9m