

## Woodbine Entertainment

### Kronos Helps Woodbine Entertainment Reduce Costs and Increase Efficiency

Woodbine Entertainment is a multi-faceted entertainment company, operating racetracks, casino operations, restaurants and lounges, and conference and meeting facilities. Scheduling and managing personnel in this dynamic environment can be an expensive drain on management personnel, as the company discovered. Kelly White, general manager, Food and Beverage Finances defined three distinct challenges the company needed to overcome, in order to reduce costs and increase efficiency.

#### Scheduling processes drained resources

The Food and Beverage division presented a particularly complex challenge for the company. As the most labour-intensive group in the company, it is spread across five different properties, with multiple departments in each property, with as many as 800 employees across the group. Combine this with the volatility inherent in the entertainment and meeting world, and it's not difficult to understand how scheduling can become a labour-intensive process, constantly draining valuable resources.

#### Manual labour management needed automating

In addition, the departments in Food and Beverage vary from non-union environments to two separate collective agreements, each with two subcontracts. While managers and supervisors had all the peripheral information they needed, such as leave balances, work preferences, and collective bargaining agreement details, it existed in different places, making it difficult to efficiently create a schedule that accommodated all these details.

According to Kelly White, "We were wasting too much time and too many resources." In fact, the scheduling process was taking supervisors and managers off the floor as much as three to four days per week in some areas!

#### Overtime costs needed improved control

In such a large and dynamic organization, overtime costs must be considered not only in light of profitability, but also from the perspective of collective bargaining agreements and employee availability. Managers often dealt with overtime after the fact, which led to unnecessary costs.

#### Woodbine chooses Kronos

Woodbine undertook a rigorous evaluation process to find the solution ideally suited to solve its issues. Starting with seven different vendors, it eventually selected Kronos' Workforce Central<sup>®</sup> suite, especially to take advantage of the powerful shift-scheduling functionality in the solution. There were other selling points, such as the suite's ability to interface with Woodbine's existing PeopleSoft solutions. "The other scheduling products just couldn't integrate with our systems as well as Kronos," recalls White. Woodbine also liked the fact that Kronos' time and labour and scheduling applications came as a single integrated solution.

"Once we saw all the Workforce Central suite could do, we decided to implement it with an aggressive timeframe," says White. In fact, the Food and Beverage group required Kronos to implement the solution in two short months. Kronos leveraged the power of its Workforce Connect<sup>™</sup> software, a flexible data integration tool that creates interfaces quickly and reliably to transfer data between systems, such as between Workforce Central suite and Woodbine's PeopleSoft system.

## Customer Profile

Based in Ontario, Canada, Woodbine Entertainment Group is respected throughout North America, Europe, and the Far East as one of the most innovative organizations in racing. The company is one of North America's oldest and largest sports associations.

Woodbine Entertainment is involved in thoroughbred racing, standard-bred racing, slot machine operations, ancillary services such as food and beverage, and the delivering of reacting product through such services as The Racing Network, Champions Teletheatre Network, and Horse Player Interactive.

#### The challenges

- Complex, labour intensive scheduling process drained
- valuable management resources.
- Manual labour management processes were time consuming and inefficient.
- Excess overtime incurred significant costs.

#### The solution

Kronos' Workforce Central suite, an extensible and open environment that seamlessly integrates into existing business systems. Modules implemented for Woodbine included:

- Workforce Timekeeper<sup>™</sup> for time and attendance tracking and management
- Workforce Accruals<sup>®</sup> leave management application
- Workforce Employee<sup>™</sup> web-based employee self-service portal
- Workforce Scheduler<sup>™</sup> for comprehensive schedule creation and management

The department also took advantage of customized training programs designed by Kronos' Educational Services team. "The training experience was fantastic," White says. "I was able to customize the training with our own operations information, which helped our people learn the system quickly and easily. I've had many people tell me how easy the system is to use."

## Kronos helps improve control over processes and costs

Now, with the Workforce Central suite, Woodbine managers have a single point of access to manage their entire workforce in real time. The solution is so effective because it auto-matically tracks employees' skills and specific requirements such as collective bargaining agreement details, overtime to date, shift preferences, and more. And with this automation comes an increase in efficiency — scheduling has been reduced by as much as 75 percent in many departments, down to a maximum of one day per week for the larger departments. "Now our managers can be on the floor providing the high level of customer service that we're known for," says White.

Workforce Central suite also helps Woodbine manage and reduce overtime. Because managers can obtain a real-time summary of hours to date, they can find ways to schedule their employees without excessive overtime. The solution is also set up to require approvals on all scheduled overtime, which has helped significantly reduce overtime costs. In fact, White says, "It's decreased our overtime costs across the board from 15 percent of cost down to two percent of cost."

In addition to gains in efficiency and productivity, the department is also using powerful reporting functionality in the Workforce Central suite. "We can now review regular and overtime hours at the individual unit level," White explains. She also reports that Woodbine's managers can leverage enhanced functionality to notify them of any critical issues, such as overtime, employee attendance, and leave balances. The system also provides visibility across the enterprise: while each property manages itself individually, Kelly White is responsible for food and beverage across the organization. Using Kronos, she can analyze real-time information from any individual property, review labour costs associated with any department within a property, or view a consolidated report defining performance of Food and Beverage as a whole. "This real-time information was a huge selling point for me," she says.

According to White, "The most powerful result of the Kronos Workforce Central suite is that the system has allowed us to tighten our labour levels and reduce excess costs, due to its ability to properly track all time-related issues and produce real-time information.

"Our mandate was to implement a system that would reduce our management labour levels in the scheduling process, while further strengthening our cost savings in direct labour departments. Kronos' high level of reporting and easy information access allowed us to reach this goal. We're excited about the thought of continuing to improve our efficiencies and decrease labour costs with the Kronos solution."

## The implementation

- Aggressive two-month implementation aided by Kronos' flexible data integration tool, providing seamless integration with existing mainframe and payroll systems.
- Customized training helped staff quickly and easily learn how to thoroughly leverage system functionality for best results.

## The results

- Overtime decreased across the board from 15% of costs to 2% of cost.
- Reduced scheduling requirements by up to 75%.
- Managers back on the floor providing high levels of customer service.
- Real-time access to business information and comprehensive reports helps provide immediate analysis of labour costs.
- Solution extended into subsequent departments as a result of success in Food and Beverage.



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