

## Winning Ways: Workforce Analytics Helps Shooting Star Align Labor to Volume and Deliver Exceptional Guest Service

Shooting Star Casino knows that the way to capture a higher percentage of a guests' entertainment budget and encourage repeat visits is to deliver best-in-class service at every customer touch point. And that is exactly the business mission they had in mind when they chose to implement the Workforce Analytics™ solution from Kronos.

Shooting Star understands that their workforce is the key to delivering that exceptional level of service and by using Workforce Analytics to help properly align labor to volume, they are now on their way to reaching their financial targets and growth potential.

A sprawling entertainment destination with over 900 employees, Shooting Star is a tribally-owned gaming, hotel, and event center located in Mahanomen, MN. The diversified services that the venue offers leads to a hugely diversified workforce — engaged in both customer-facing and behind-the-scenes services. They also have labor levels that are fixed for departments such as custodial services, and others that depend on customer volume, like blackjack dealers. Add to it that all of these departments and labor levels are simultaneously operating in a 24/7 environment, and you have a complex system to say the least.

“Our customer traffic fluctuates, and we are busier at certain times of the year than at others,” said Gretchen Stalboerger, payroll administrator for Shooting Star. “We needed visibility into our traffic flows so we could plan our labor needs accordingly, to help us meet our goal of an exceptional customer experience.”

### Increased visibility helps to see the big picture

Aligning labor to customer traffic means having the right person in the right position at the right time, providing prompt and effective service. This is what equals an amazing customer experience — easy enough. Gaining the visibility into who was needed, where and most importantly why, is the visibility that Workforce Analytics was able to provide Shooting Star.

As in any customer-generated business, there are always issues surrounding traffic flow. Specific to the casino and entertainment industry, Shooting Star can make obvious conclusions in regard to customer volume, like there will always be more people in the facility at 10 p.m. on a Friday than 11 a.m. on a Wednesday. But there are other factors to add into the mix. Is there an event on an upcoming Tuesday night that might increase Wednesday's traffic? Does a holiday fall on a weekend, producing a dramatic spike in casino visitors?

Workforce Analytics gave Shooting Star much-needed visibility into their traffic flow with easy-to-read, web-based performance views. Previously relegated to rigid reporting and merged spreadsheets, Workforce Analytics' on-demand views save managers time and provide a succinct, clear picture of traffic volume. Having this clear, unified view of volume gives managers the insight they need to make educated staffing decisions that support the mission of exceptional customer service.

“Workforce Analytics from Kronos allows us to transform our timekeeping data to meaningful insight, capture volume information from various business systems we use, and use the combined data set to align labor to customer flow,” said Stalboerger.

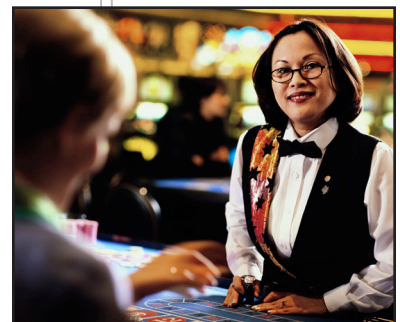


**Category:** Gaming

**Business Type:** Regional entertainment center

**Employees:** 1,200

**Products:** Workforce Timekeeper™, Workforce Attendance™, Workforce Leave™ and Workforce Analytics™ in production.



### Project Benefits:

- Reduced labor costs
- Improved service levels



Totally configurable, these performance views are populated with metrics that are most critical to Shooting Star's goal, like labor-to-table-games, labor-to-slot games, or labor amounts by position. These easy-to-read benchmarks provide quick visibility into their workforce and how it is lining up to customer flow. Status indicators provide at-a-glance warnings when targets are about to be reached. Now, with actual, fact-based information right at their fingertips, managers are more prepared to assess workforce needs and are greatly empowered to make quick decisions when they see that labor force and volume are mismatched.

"Workforce Analytics allows us to set targets and thresholds, and quickly alert managers," said Stalboerger. "We now have an easy way for managers to assess performance, and immediate guidance when labor and volume are misaligned. Most importantly, our entire organization is using a common set of information, giving us a standard and consistent approach to workforce performance measurement across the organization."

For Shooting Star, "across the organization" does include their employees and not just managers. They can use the web-based views from Workforce Analytics to show employees where labor needs to be matched to volume. This insight allows managers to make fact-based schedule changes and easily justify scheduling needs to employees.

## Trend analysis helps streamline the operation

Ready with a more strategically volume-aligned workforce, Shooting Star can now tap into Workforce Analytics' trend analysis capabilities to help determine a "minimum run rate" — the minimum number of employees they can have and still provide a profit-driving customer experience. The reason for a minimum run rate? Just as traffic fluctuates, so does the workforce — due to unplanned absences, vacations, and leave. If someone calls in sick, Shooting Star can look at trends in volume, based on the date and historical trend for that day, and make a decision using the minimum run rate if they need to call in a replacement or can do without. With this information, managers can appropriately respond to fluctuations in the workforce, supporting scheduling decisions to add replacement employees, or determine if the available staff level is sufficient to sustain customer satisfaction.

## A strategically aligned workforce is a sure bet for future success

Through increased visibility into their customer traffic flow, Shooting Star Casino is able to provide customers with memorable experiences via a properly aligned employee base. By maximizing the return on their workforce, they are now more prepared to move forward with an aggressive growth and expansion plan, including the gaming facility, event venue, hotel and conference center.

"We feel that Workforce Analytics has us well-positioned to align our labor to volume, especially considering the growth we expect. We plan to keep our labor costs balanced with an exceptional customer experience," concludes Stalboerger.

