



DOVER DOWNS HOTEL & CASINO SAVES TIME, INCREASES BUSINESS WITH BALLY BUSINESS INTELLIGENCE

By Mike Trask

EXECUTIVE SUMMARY

CUSTOMER:

Dover Downs Hotel & Casino in Delaware

BALLY TECHNOLOGIES SOLUTIONS:

Bally Business Intelligence (BI)[™] with BI offerings including Campaign Management and Reporting and Dashboard.

BUSINESS NEED:

Dover Downs Hotel & Casino exists in a hyper-competitive environment, sitting within driving distance of several casinos in the greater Philadelphia area, the established Atlantic City market and a large casino in Maryland. The property aimed to find new and improved approaches to increase customer loyalty by differentiating itself from nearby competition with the best player offers and rewards, extended in an efficient and cost-effective manner.

SOLUTION:

The casino utilized Bally Business Intelligence to streamline its database management, freeing up management-level employees to spend valuable time analyzing data rather than collecting it, resulting in the ability to provide loyal guests with timely and appropriate rewards. This was accomplished through not only tracking slot and table game revenue, but also with the Bally BI system enabling the casino operator to maintain a 360 degree view of their customers by evaluating all revenue streams, inclusive of harness race track, hotel, restaurant, spa, and gift shop.

RESULTS:

In less than 12 months of using BI, Dover Downs Hotel & Casino has seen a 67 percent decrease in time spent entering new player offers in the database and an 87 percent decrease in time spent reporting the success of offers to players. In addition, the property realized time savings in creating new offers and organizing the player levels in their internal database. Casino management attributes this impressive time savings directly to the use of Bally BI. Property management raves about the increased efficiency provided by BI.

Come Play!
DOVER DOWNS[®]
 HOTEL & CASINO



In 2004 Dover Downs Hotel & Casino began using Bally Technologies' casino-management systems for nearly 2,500 gaming machines, in addition to more than 40 gaming tables and an 18-table poker room. However, the operation maintained its own proprietary player database system, updating it as recently as 2009.

However, the in-house system had trouble meeting the aggressive business demands of Dover Downs Hotel & Casino's Marketing department. The system would be overwhelmed when tasked to manage large, detailed segments of business information that the property's management felt could improve player relationships.

As such, the Bally BI product was the next step in the casino's systems evolution and in October 2012 it began using the award-winning solution to handle the majority of its player database management. At Dover Downs Hotel & Casino roughly 35 percent of all gaming revenue stems directly from hotel guests staying at the impressive four-diamond hotel. Bally's system is able to easily incorporate guests' expenditures at the hotel, spa, restaurant, race track, and elsewhere into the database, providing an all-encompassing view of players' value to the property.

"We have been committed to using our data in an increasingly sophisticated way," said Vice President and General Manager of Casino Operations at Dover Downs Hotel & Casino Pete Bradley. "Bally BI is a natural extension of that. We have a myriad of promotions. In the past we spent more time gathering data and then analyzing data. Now we're able to spend that time analyzing that data to see what is working in real-time."

Implementing BI in Partnership with Bally Technologies

Dover Downs Hotel & Casino Director of Database Marketing Karla Spencer made an important connection at Bally Technologies' annual Systems Users Conference 9 in March 2012. She began a dialogue with database managers from a non-competing casino in Michigan, which assured her the transition to Bally Business Intelligence would be well worth the effort and expense.

"You always get these nice sales presentations and everything looks great," Spencer said. "But when you get to the reality of actually matching it with your business and business practices, that can be challenging. Having another casino to talk to about that really helped."

Thus began the installation of BI into the casino-management system in place. Traditionally, Dover Downs Hotel & Casino segments offers to players,

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such as those used with direct-mail advertisements, about 15 ways. That is to say that during a typical month-long cycle the casino has approximately 15 different unique player offers. With BI, Dover Down can now see the results of these offers in real time, rather than waiting days, weeks, or even months to be able to review the return-on-investment of a specific marketing program.

“We are able to segment the data into much finer sections,” said Spencer. “It takes less time to do it. In the end the casino industry is about entertainment and giving the customer what they want. When we can segment the customers to give them exactly what they want, that helps all of us

Creating and segmenting these offers had been a time-consuming process for the database marketing team. BI tools enable this to happen within minutes, rather than hours. The operator estimates a 67 percent time savings in this area alone; freeing employees to focus more on the analysis of data instead of simply gathering information.

“We needed to have actual data and results about what’s working and not working,” said Bradley, the general manager. “You never know if an offer or promotion is working well or not. Now we can get those answers.”

 **CAMPAIGN
MANAGEMENT**

 **PREDICTIVE
ANALYTICS**

 **REPORTING
DASHBOARD**

 **VISUALIZATION
PROFILER**

Dover Downs Hotel & Casino Using Several Business Intelligence Products

Bally Business Intelligence gave the casino an advanced application that allows management to analyze the extensive data gathered throughout its extensive business enterprise, including the entire casino floor, in addition to the four-diamond hotel, harness racing, spa, restaurants, and other point-of-sale locations.

“We have been able to get more information for the casino floor,” said Casino Accounting Manager Michelle Harvey. “Our executives use that information to make strategic plans for the floor as to what games should stay and what games should go. It’s very helpful.”



The Data Analysis Dashboard provides management with indicators and tabular data that show the status of the entire operation.

Campaign Management is an exciting tool that provides the functionality to manage, monitor, and summarize multiple marketing campaigns. This marketing-driven application lets you compare budget vs. actual ROI during and after campaigns to determine the effectiveness of each promotion.

The Reporting Dashboard tool is a robust web-based application that contains over 350 industry-standard reports and Ad-Hoc Reporting capabilities using Microsoft® Reporting services and Bally designed OLAP cubes. These reports provide quick access to current and historical data on slots, tables, marketing, and players.

Bally delivers essential solutions that will help your customers grow their business through improved understanding of:

- Gaming floor performance
- Player and game interaction
- Player behavior and trending
- Player loyalty and value

“I’ve set up reports that are automatically emailed to us so that as soon as the data warehouse updates they are sent out and we have information at our fingertips,” said Harvey. “Before that we had to use a program to pull the data and it took time. Now it’s sent automatically and it’s right there. We’re regulated by the Delaware State Lottery so we always have to extract data and compare it. This allows us to extract that data easily.”

The Ease of Analyzing Data with Business Intelligence

Creating more than a dozen unique offers to specifically target customers requires a wealth of data at marketing practitioners’ fingertips. As does seeing which of these offers is providing the greatest return on investment for a casino property.

BI has streamlined this process for the team at Dover Downs Hotel & Casino.

“When you have actual data, it is key to see what is working and what is not working,” said Bradley. “What we have now through BI is the specific data for specific dates and results that give us a leg up on the competition. You can see when you’re giving the customer what they want and giving them the right rewards.”

The integration of BI into the casino’s hotel-management systems also enables the property to capture a complete picture of a customer’s profitability and worth. At Dover Downs Hotel & Casino, 35 percent of the gaming wins come from hotel guests, making this a vital piece of the big picture.

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Michelle Harvey
 Casino Accounting Manager
 Dover Downs Hotel & Casino

“Our hotel brings in a lot of our income,” said Spencer. “Bringing in the hotel data really helps and a lot of our data analysis includes who is staying at the hotel, how much they are playing, and where they are coming from.”

Dover prides itself on service and providing an entertaining experience at the property. With the back-end BI implementation it feels it has more tools than ever to meet those continued goals.

The process was not without its glitches and a healthy dose of hard work. But the partnership between Dover Downs Hotel & Casino and Bally Technologies is stronger than ever. The team in Delaware will continue to work together for years to come, ensuring the property grows and flourishes.

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