

WHITE PAPER

INTRODUCTION TO HOST GOALS

Increase revenue!

Increase customer satisfaction!

Read this white paper on how, and why, to implement Casino Host Goals and take a strategic approach to Player Development.

Why Set Goals?

Talk to your Hosts and you will find they face a daily dilemma regarding how to divide their time between responding to guests who are on-property and reaching out to valuable players who have not been playing.

Player Development Executives and Hosts have an important role in providing superior customer service for the very best players when they are on-property.

This is **reactive** behavior because the team reacts to the demands and desires of existing customers who have been identified as ‘valuable’ to the Casino and ‘coded’ to the Host.

But we also ask the Hosts to focus on strategies that will:

1. Attract and retain new valuable players,
2. Maintain and grow existing players,
3. Re-activate players that have disappeared or declined.

To attract, maintain, grow, and re-activate players, the Hosts must take a **proactive** approach to monitoring and influencing the behavior of guests.

Hosts need to know who is **not** here. And then call those players to find out what is happening in their personal lives.

- Are they unhappy with a service issue at your Casino?
- Have their financial circumstances changed?
- Have they been attracted to the competition?

Hosts know they need to do this, but they cannot proactively reach out and call ‘missing customers’ while they are also reacting to players in the noisy Casino.

We create goals, so Hosts are clear on their priorities and how to allocate their time

Increased competition in our industry has changed the role of the Host

*Strategic Hosts divide their time between who **is** here and who **is not** here.*

There must be guidelines on the amount of time spent ‘in the office working the phone’ versus ‘working the Casino floor’. It’s all about balance.

By designing a set of goals that measure all these different efforts and results, you create a framework that enables the Hosts to correctly spread their time and energies across this range of challenges.

*Strategic
Managers set
clear goals and
measure
results.*

What are the Different Types of Host Goals?

We do **not** recommend that you introduce all these types of goals from the start because you will overwhelm the team.

We have seen success by starting with 3-5 different goals.

Active Goals

Active Goals aim to increase the Theo and/or Trips from Coded players. (The 300+ accounts coded to each Host in your Player Tracking System because they are actively making trips with a minimum ADT.)

*We recommend
that you start
with Active,
Inactive,
Retention
and Contact
goals:*

Inactive Goals

Inactive Goals incent the Hosts to reach out to valuable players who have not played for a while and get them back on property.

Retention Goals

Retention Goals encourage the Hosts to monitor their assigned Active players and ensure they do not disappear and become Inactive!

Contact Goals

Contact Goals measure the number of interactions that the Hosts have with their coded and un-coded players.

You create Contact Goals to ensure the Hosts are reaching a wide number of guests on a regular basis. You don’t want the Hosts to continually interact with the same small group of players.

After a couple of Quarters, you will see your team has adjusted to working in this new strategic approach. They will start to meet and exceed their goals. You can then add new types of goals to challenge them further!

New Player Goals

New players with high Theo are assigned to each Host. The Hosts have, say, 60 days to get the person back on property and build a pattern of play.

Acquisition Goals

With Acquisition goals, you try to grow trips and Theo from players who are not newly enrolled, and not yet coded to a Host, but are playing often enough, and with enough Theo, to be coded to a Host in the future.

Investment Goals

Investment Goals measure the success of the Hosts in driving trips and Theo without over-investing in guests.

These types of goals are generic to all Properties. For your Casino, you might also create **Tactical Goals** such as wanting to drive revenue from Table Players or implementing a structured Gift program to drive trips.

You should also consider over-lapping goals, rolling goals, staggered bonuses, and seasonality! We cover all these variation in our book [Casino Host Goals](#)

Let's talk about who writes the goals, what you will need in your budget to be successful, how long it takes to implement your ideas, and where do you start?

Who Writes the Goals?

The manager of **Player Development** will take the lead on writing the goals.

The **Finance** department can help with modeling scenarios that describe what might happen to the bottom line. Especially if you are going to give any kind of financial bonus.

The **General Manager** will provide the final sign-off.

The **HR** department can help Player Development with the 'softer side' of how to communicate and roll-out the program in a positive way. You don't want Hosts to speculate or panic about what might be changing in their future.

And you need to keep the **IT** department involved throughout the process to make sure that IT will be able to track the results against the proposed goals.

Often, Player Development has to fight for regular reports because the Database team is overwhelmed with tasks to support the Direct Marketing program.

There must be collaboration across Player Development, Finance, HR, and IT.

What Do You Need In Your Budget?

There are six areas that you may need to address to implement your new Host Goals, and you should include these items in your budget:

Consulting. You may need to hire a consultant. Hire someone with a background in Player Development and not just Database Marketing.

Training. You may need on-site training for your team on how to place effective out-bound calls to ‘close the deal’ and get the player to commit to the next trip. Don’t assume that a Host who does a great job face-to-face is going to have the confidence and skills to place an un-invited phone call.

Contact Management. You need a contact management system designed for Hosts that is integrated with your ratings and reporting system. A Host contact management system (or [Host CRM](#)) will classify the players and recommend who the Hosts should contact next to meet their goals.

Extensive Reporting. You are going to need an extensive set of reporting tools from your HostCRM or from your IT department if you don’t have HostCRM.

- The Hosts need daily reports that show where they stand against their goals (Pace) and exactly whom they need to call (Classification reports)
- The manager will need daily, weekly, monthly and quarterly reports.
- The Audit team will request in-depth audit trails at the end of the Quarter to justify the any financial bonuses.

If the IT department is going to create the reports then buy them a copy of the book [Casino Host Goals](#) because we include sample reports.

Control over Host Coding. Ensure that only the manager can go into the system and code, or re-code, a player. If you cannot lock this down, then ask for a weekly audit report that shows the PD Manager whether the Hosts have changed the coding to manipulate their results

Bonus and Recognition. You should implement a financial bonus program. But don’t rush this. Wait until you are confident that the goals are not set way too high, or way too low. This may take 2-3 Quarters.

And you should include a **team bonus**, on at least one of the team goals, so the Hosts have a real incentive to work together and to lift each other’s performance.

What might you need?

*Consulting
Training
Software
Reporting
Controls
Bonus program*

*Do not underestimate the amount of **daily** reporting needed from your Host CRM or from IT*

Don’t implement a financial bonus until you can predict the outcome!

How Long Does This Take?

It will take at least three months to define the goals and obtain sign off from the General Manager.

In parallel, it can take six to nine months to pick a vendor, obtain approval for the contract, go through the Gaming Authority, and implement the vendor solution!

Don't wait for the funding! If you are serious then you should immediately start to design your goals and look around for vendors.

Why Do This?

Your Direct Mail program is like a fishing boat using large nets to catch fish; both large and very small. Your Player Development program is like fly-fishing with a rod. If you take a Strategic Approach, your PD team will watch, target, and pick off the big fish. You know the 80:20 rule; equip your Player Development team to focus on the 20% of customers who bring 80% of the revenue. Before your competition does!

For over nine years, I have worked with Player Development teams as they implement Host Goals and monitor the results. For your Player Development team to drive revenue, you must set the targets and provide all the tools and techniques that will ensure success. I hope you found this White Paper to be a helpful introduction to setting Casino Host Goals!



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Receive a **free** copy of our book [Casino Host Goals](#) when you schedule a demo of our Host CRM called [PowerHost](#).

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